

Circleville, Ohio Revitalization Action Plan

America's Best Communities Quarter-Finalist



November 6, 2015

Presented in partnership



America's Best Communities Circleville, Ohio Revitalization Action Plan

November 6, 2015

Presented to

Ryan Scribner, Pickaway Progress Partnership
Stacey Sark, Pickaway Progress Partnership
Tim Colburn, Berger Health System
Kirk McMahon, Circleville City Schools
Dr. Mark Smith, Ohio Christian University
Don McIlroy, City of Circleville
John Ankrom, City of Circleville
Amy Elsea, Pickaway County Chamber of Commerce
Christie Mills, Pickaway HELPS



Presented by

The Montrose Group, LLC

Nathan V. Green

David J. Robinson

With

Chad Davie, Development Partners, LLC

Contents

Executive Summary	1
ABC Circleville Action Plan Big Vision	1
<i>Figure 1: Location Quotient, Sector Strength Analysis</i>	2
ABC Circleville Action Plan Big Objectives	2
ABC Circleville Industry Cluster Analysis	2
ABC Circleville Labor Market	3
ABC Circleville Cost Benchmarking	4
<i>Figure 2: 2014 Annual Wages</i>	4
ABC Circleville SWOT Analysis	5
<i>Figure 3: SWOT Analysis Summary</i>	5
ABC Circleville Action Plan Big Strategies	5
ABC Circleville Action Plan Big Tactics	6
ABC Circleville Strategic Revitalization Plan	7
ABC Circleville Community Assessment	7
Local Business and Community Leaders Focus Groups	7
Public Survey	8
<i>Figure 4: Circleville Employment by Industry Sector</i>	10
ABC Circleville Industry Cluster Analysis	10
Geographic Region	10
Identification of Circleville Area Industry Clusters	10
<i>Figure 5: Circleville Manufacturing by Number of Establishments</i>	11
<i>Figure 6: Circleville Sectors by Number of Establishments</i>	11
<i>Figure 7: Circleville Location Quotient</i>	12
Location Quotient	12
ABC Circleville Labor Market Analysis	13
Commuting Patterns	13
<i>Figure 8: Circleville Employment Growth 2009–2014</i>	13
<i>Figure 10: Circleville Inflow/Outflow</i>	14
<i>Figure 11: Pickaway County Inflow/Outflow</i>	14
<i>Figure 9: Commuting Patterns</i>	14
<i>Figure 13: Where Circleville Workers Live (2013)</i>	15
<i>Figure 12: Where Circleville Residents Work (2013)</i>	15
<i>Figure 16: 10-mile radius from Circleville</i>	16
<i>Figure 14: Workplace Income for Circleville Residents 2014</i>	16
Commuting Distances	16
<i>Figure 15: Commuting Distances for Circleville Workers</i>	16
Employment Trends	17
Unemployment	17
<i>Figure 17: Unemployment Rates by County</i>	17
<i>Figure 19: Unemployment Rate from 2013 – 2015</i>	17
<i>Figure 18: Unemployment Rates, July 2015</i>	17
Workforce Profile	18
<i>Figure 20: Age of Workforce</i>	18
<i>Figure 21: Educational Attainment of Workforce</i>	18

ABC Circleville Cost Competitive Analysis	19
<i>Benchmarking</i>	19
<i>Central Ohio Population Growth Estimates and Regional Commute Times</i>	19
<i>Figure 22: Population Growth from 2015 to 2040</i>	19
<i>Regional demographic data</i>	20
<i>Figure 23: Regional Demographic Data</i>	20
<i>Tax Benchmarking</i>	21
<i>Wage Benchmarking</i>	21
<i>Figure 25: 2014 Annual Wages</i>	21
<i>Figure 24: Circleville Tax Comparison</i>	21
Building Blocks and Five Drivers	22
1. <i>Land Use & Economic Development Strategy</i>	22
2. <i>Infrastructure Finance & Economic Development</i>	23
3. <i>Workforce & Economic Development Strategy</i>	24
4. <i>Tax Policy & Economic Development Strategy</i>	24
5. <i>Quality of Life & Economic Development Strategy</i>	26
<i>Five Drivers of Economic Development</i>	26
Circleville SWOT Analysis	27
<i>Strengths</i>	27
<i>Weaknesses</i>	28
<i>Opportunities</i>	29
<i>Threats</i>	29
<hr/> ABC Circleville Action Plan Big Tactics	30
Big Ideas for ABC Circleville Action Plan	30
<i>Ten Big Ideas for Circleville Action Plan</i>	30
Stage One	30
1. <i>Circleville Promise</i>	30
2. <i>Circleville Housing Partnership</i>	31
3. <i>Circleville Fiber Ring</i>	32
<i>Figure 26: OARNet Connections</i>	33
Stage Two	34
4. <i>Circleville Energy Center</i>	34
<i>Figure 27: Ohio's Natural-Gas Pipelines</i>	35
5. <i>Circleville Works</i>	37
6. <i>South Bloomfield By-Pass</i>	38
<i>Figure 28: South Bloomfield Ohio By-Pass</i>	38
7. <i>Downtown Circleville</i>	38
8. <i>Tech Circleville</i>	41
<i>Figure 29: Incubator Map of Ohio</i>	41
9. <i>Scioto River Valley Bikeway</i>	42
10. <i>Circleville Marketing Strategy to Support Targeted Cluster Strategy</i>	42
<hr/> Appendix A: Energy Intensive Company Targets	i
<hr/> Appendix B: Public Survey Results	vii
<hr/> Endnotes	xxxi

ABC Circleville, Ohio Strategic Revitalization Plan Executive Summary

The America's Best Community (ABC) Circleville, Ohio Strategic Revitalization Plan (the Plan) presents this central Ohio community with an opportunity to not only capitalize on a \$3 million grant that will transform this rural city into a growing micro-politan center, but also outlines critical economic development strategies that Circleville should take to grow and create high-wealth jobs, even without the ABC grant award. The Plan is based upon an industry cluster analysis, labor analysis and community asset inventory that illustrate the strong position of this community to begin the economic development planning process. It also outlines weaknesses, growth opportunities and internal and external threats. The Plan develops vision, objectives, strategies and tactics for the City of Circleville and the Pickaway Progress Partnership (P3) with the intent to capitalize on noted strengths and opportunities, while turning weaknesses and threats into strengths - all by the year 2030.

ABC Circleville Action Plan Big Vision

By 2030, Circleville will become a top micro-politan center in the Midwest by strengthening and diversifying its economic base, attracting high-wage jobs and growing the city's population.



ABC Circleville Action Plan Big Objectives

The ABC Circleville Action Plan will meet four big objectives by 2030:

1. Circleville will double its number of college graduates.
2. Circleville will increase its population by 25%.
3. Circleville will cut its poverty rate in half.
4. Circleville will increase its per capita income from \$20,453 to \$30,000.

ABC Circleville Industry Cluster Analysis

An industry cluster analysis (Figure 1) provides an economic snapshot of where a community is and what industries it should focus on to develop high-wage jobs by identifying growing and profitable companies in the region whose prospects for future success are strong. Looking at the trends in the sectors in the bubble chart below, those in the upper right quadrant are strong and advancing, those in the lower right quadrant are weak and emerging, those in the lower left are weak and declining and those in the upper left are strong and declining. This is based on an analysis of the location quotient for that sector (those above 1 are strong those below 1 are weak) and the employment growth in the sector in the last 5 years. The bubbles are based on the size of employment in each sector. Manufacturing, and Accommodation and Services, have the greatest location quotient and have had the greatest employment growth in the Circleville area in the last 5 years. Transportation and warehousing, have seen the greatest employment growth in the last 5 years and are clearly emerging sectors in the Circleville area. The data used for this analysis did not have detailed numbers for Education and Healthcare, however as we have seen in other graphs that this sector has grown from an employment standpoint by 19.7% in the last 5 years and would likely have a location quotient greater than 1 putting this sector in the strong and advancing category.

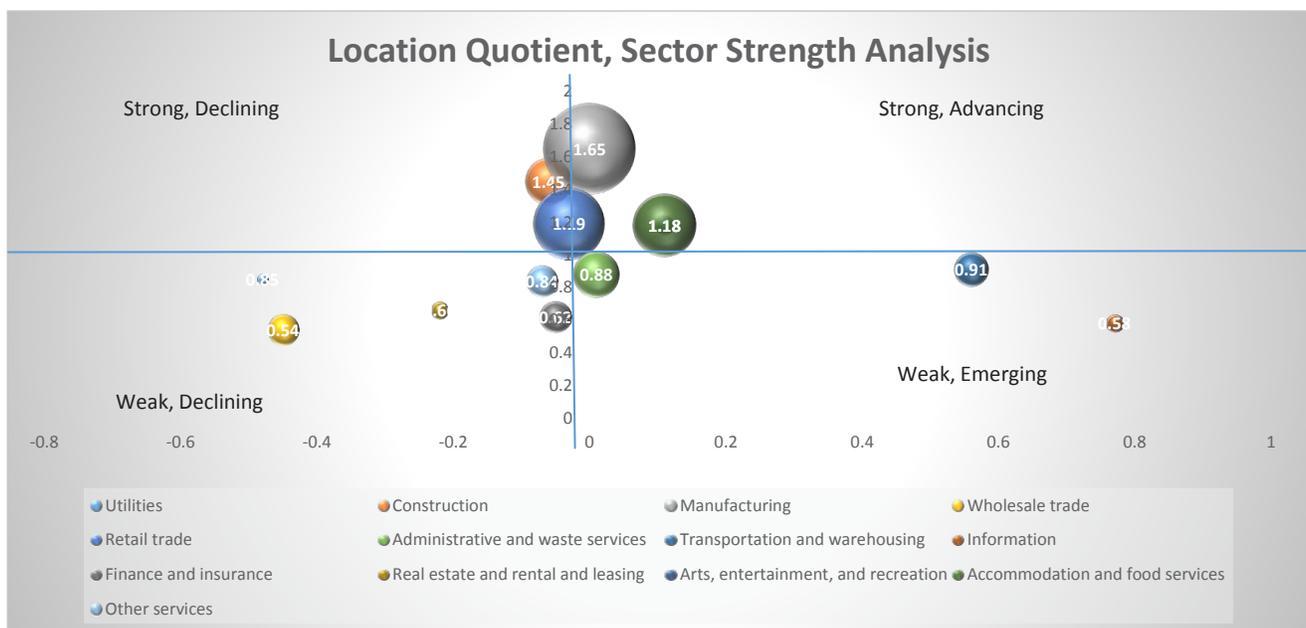


Figure 1: Location Quotient, Sector Strength Analysis
Source: U.S. Census Bureau



ABC Circleville Labor Market

The Circleville area - due to its strategic location connected to both a major city (Columbus) as well as rural communities to the south - attracts an unusual number of workers to jobs in the community. Nearly half the workers coming to Circleville for work drive over 25 miles, but more workers leave Circleville for work than come into to the city. Circleville's Central Ohio "peer" communities illustrate this point and are all close to the same distance away from Columbus. For the most part, they also have demographics similar to Circleville's and all have less than 50,000 residents. With the exception of Delaware, in 2013 Circleville's peer communities all had more people coming into their towns for work than leaving for work. This might suggest that the peer communities are doing a better job of attracting employment opportunities but they also attract fewer workers from outside the city. As an example, Circleville is nearly half the size of Marysville but has nearly the same number of workers. Circleville's unemployment rate is below the national average but its workforce pool is older than other Central Ohio communities.

ABC Circleville Cost Benchmarking

Circleville has an income tax and property tax rate higher than their peers but they do not charge an income tax to residents that work in another city that has an income tax. Circleville’s average annual wage rates for Super-sector industries, as defined by the U.S. Bureau of Labor Statistics, are somewhat in the middle of their peer counties around Columbus. Pickaway County is well below the national, state and Columbus regional averages. Its manufacturing and natural resources & mining rates are on par with the state and regional averages but other industries lag behind, in some cases, considerably. With the exception of Franklin County, nearly every county examined is well below the national average in all categories. In almost every sector, Pickaway County’s wage rates exceed those in Fairfield, Fayette and Hocking.

2014 Annual Wages

Industry	U.S.	Ohio	Columbus MSA	Franklin County	Ross County	Madison County	Pickaway County	Fairfield County	Fayette County	Hocking County
Total	\$51,364	\$46,000	\$49,015	\$50,906	\$41,639	\$40,199	\$39,925	\$34,617	\$32,110	\$31,220
Manufacturing	\$62,976	\$57,485	\$59,933	\$58,952	\$62,467	\$52,017	\$57,461	\$50,399	\$47,717	\$43,320
Natural Resources & Mining	\$59,660	\$50,288	\$41,094	\$51,250	\$26,457	\$30,433	\$37,152	\$46,259	\$27,512	\$33,370
Construction	\$55,037	\$54,028	\$55,405	\$58,857	\$38,925	\$41,003	\$45,948	\$44,107	\$49,127	\$41,243
Service Providing	\$49,383	\$42,714	\$46,047	\$47,935	\$33,806	\$33,061	\$29,954	\$29,963	\$27,078	\$23,559
Trade, Transportation & Utilities	\$42,987	\$39,804	\$41,842	\$44,440	\$29,532	\$36,538	\$32,313	\$28,861	\$28,858	\$25,157
Information	\$90,823	\$62,786	\$67,841	\$68,666	\$51,323	\$54,581	\$42,544	\$47,389	\$42,349	\$32,979
Financial Activities	\$85,267	\$63,774	\$69,248	\$70,410	\$39,972	\$33,742	\$41,067	\$37,912	\$40,874	\$33,004
Professional & Business Services	\$66,668	\$59,129	\$60,835	\$64,227	\$30,752	\$38,974	\$35,196	\$34,661	\$26,445	\$23,745
Education & Health Services	\$45,950	\$42,296	\$42,556	\$43,510	\$50,054	\$34,256	\$36,330	\$39,626	\$28,087	\$31,684
Leisure & Hospitality	\$20,995	\$17,189	\$17,802	\$18,884	\$14,107	\$14,065	\$13,963	\$14,010	\$13,477	\$14,241
Other Services	\$33,936	\$28,698	\$34,604	\$36,213	\$20,933	\$21,277	\$19,536	\$28,345	\$19,409	\$21,143

*Figure 2: 2014 Annual Wages
Source: Bureau of Labor Statistics, Quarterly Census of Employment and Wages, 2014*

ABC Circleville SWOT Analysis

Based upon community input, the industry cluster analysis and a labor analysis, Circleville has an interesting set of Strengths, Weaknesses, Opportunities and Threats (SWOT) for economic development purposes.

Strengths Strong Manufacturing Base Regional Workforce Connection to Rickenbacker Ohio Christian University's Growth Central Ohio Economy Berger Health System Stability Expanded Offerings at the YMCA Strong Library Park/Trail Connections Pumpkin Show	Weaknesses Perceived Industrial Midwest Location Stoplights on U.S. Route 23 Rail Crossings Downtown Entrance Inadequate Code Enforcement Lack of Public Communication Low Baccalaureate Achievement Rate Missing "Destination" Restaurant Lacking Aesthetics Nascent Technology Ecosystem
Opportunities Circleville City Schools Ohio Economy National Economy Murals & Pocket Parks Buy Local Focus of Charitable Resources Internship Opportunities Energy Intensive Industries	Threats New Housing Construction Global Economy More Entertainment Options Image/Marketing Additional Parking Youth Entertainment Population Density Attracting Millennials

Figure 3: SWOT Analysis Summary

ABC Circleville Action Plan Big Strategies

The strategies of the Plan are aligned with current industry and regional strengths but propose bold moves to dramatically increase the city's sustainable competitive advantage to be a better place to live, work and raise a family.

The Circleville Action Plan will use four strategies to meet its goals and objectives:

1. Circleville will grow its home-grown base of students to encourage their graduation from college.
2. Circleville will capitalize on its strategic location near Central Ohio job centers by improving its infrastructure connection to those jobs.

3. Circleville will develop a workforce development-gearred program training residents in the logistics and energy industry sectors.
4. Circleville will build a quality of life attractive to younger, white collar workers.

ABC Circleville Action Plan Big Tactics

Economic development tactics are connected to zoning, annexation, eminent domain, tax policy, workforce development, infrastructure finance and quality of life issues such as housing, arts and schools and have a focus on high-wage job creation industries such as energy, technology, advanced manufacturing, advanced services and global firms. The Plan will use ten tactics to leverage the \$3 million ABC award into over \$100 million in economic development investments to retain and attract high-wage jobs. Even without future ABC grant funding, seven key actions can still be initiated to spur significant community revitalization.



Type of Tactic	Tactic	ABC Funding
Workforce	Circleville Promise Scholarship Program to guarantee graduates of Circleville City Schools can attend college	\$1,000,000
Infrastructure	Circleville Fiber Ring to connect regional organizations with high-tech broadband	\$1,000,000
Tax Policy/Land Use	Circleville Housing Partnership to develop single family home projects by incentivizing housing developer partnership and directly subsidizing home purchases	\$1,000,000
Workforce	Circleville Works Program including training program, COTA link to Rickenbacker	\$0
Infrastructure	South Bloomfield By-Pass to better connect Circleville to Columbus job centers	\$0
Infrastructure/Tax Policy	Downtown Circleville development including the use of new tax incentives, reworked gateway at Rts. 23/22, restricting of the streetscape with a “road diet” and build a more walkable Downtown attractive to retail, office and residential development as a hub for Millennials.	\$0
Land Use/Tax Policy	Circleville Energy Center industrial park to recruit energy intensive companies with tax incentives and low cost natural gas and electricity within the City of Circleville.	\$0
Quality of Life	Scioto Valley Bikeway connecting Circleville to Columbus and Portsmouth and everywhere between to jump-start a “Bike Circleville” program to attract Millennials and capitalize on tourism dollars.	\$0
Land Use/Tax Policy/Workforce	Circleville marketing strategy to support targeted industry cluster retention and attraction.	\$0
Tax Policy	Tech Circleville to support the Southern Gateway Economic Innovation Development Center through development of a targeted high-tech industry focus, connections to early stage venture capital, development of a buy-low campaign for these entrepreneurs.	\$0

ABC Circleville Strategic Revitalization Plan

ABC Circleville Community Assessment

With any strategic planning effort, getting the views of the business leaders, community leaders and the public at-large is important to understand the issues that are important in the community as well as to gauge the likelihood that the action steps and plan will be adopted. Public engagement for the Plan was done in two stages: 1) Focus groups with local business and community leaders, and 2) through a public survey.

Local Business and Community Leaders Focus Groups

Twelve individuals from various sectors were brought together in three focus groups to discuss their views on the past, current and future of Circleville. The sectors represented included: education, agriculture, banking, small/downtown business, property development, attorney, social services, government, workforce development and manufacturing. These individuals were asked to think through the following questions:

1. What is your understanding/impression of economic development efforts in Circleville? How would you rate its effectiveness?
2. What should be done to attract and retain young people in Circleville?
3. In your view, what are the priority issues/problems that currently impact Circleville's economic growth potential?
4. What are the top three objectives that need to be successfully accomplished during the next several years for the City and P3's economic development program to be viewed as very successful?
5. How do you think Circleville is viewed in the Columbus region?
6. Are you aware of the recent plans announced by Ohio Christian University and P3 for its Innovation Center?
7. What is your view of the amenities (YMCA, parks, pool, trails, etc.) available to citizens of Circleville?
8. Do you see Circleville as a bedroom community to Columbus?
9. What should Circleville be doing to increase its positive message and presence to surrounding communities and to Central Ohio?

The discussions in those sessions and ideas that came out of them was very informational and inspiring to hear the community pride and passion that the businesses and community have for Circleville and Pickaway County. In summary, a couple of key points are obvious:

- On the positive side, Circleville is seen as moving in the right direction with stability in the local manufacturing industry, good momentum with the local schools and Ohio Christian University,

low cost of living, good place to raise a family, good hospital system, close proximity to Columbus, interest in Downtown office, retail and housing projects, the Pumpkin Show Foundation to develop a vacant downtown lot into a park and construct a permanent installation that can be used year round on a hardscaped lot, small town appeal and lots of good services: Berger, Circle of Caring, Rainbow Fund and YMCA as examples;

- On the negative side, the communication and data flow needs to improve between government/P3 and the public, marketing of Circleville needs to move to the next level, aesthetics need improvement (i.e. facades, sidewalks, trees/grates, entrance/interchange), signage and other zoning enforcement is too relaxed, absentee landowner(s) control too much prime real estate and affect downtown's image by keeping storefronts empty, gateway off Rt. 23 with a railroad crossing creates traffic challenges, more parking is needed, larger and more accessible sidewalks for patio seating, better communication is needed between the Agricultural community and the Agricultural foundation for planning events at the fairgrounds, community center needed that can accommodate 400+ people, no place to get a good steak, and parks and trails need to connect better (some parks are tough to access).
- On the opportunities side, high-wage jobs should be the centerpiece of any plan based upon stronger partnerships between companies and government resources, coordination of social services when companies come to town, development of internships, strategies need to be built to attract young professionals through an "educate to career" program, efforts to recruit microbreweries and destination restaurants, focus on growth in the agriculture industry sector could add economic benefit, development of single family home options is important to attract more taxpayers that live and work in Circleville since those that reside in the city but work in another city do not pay income taxes to the City of Circleville, Downtown has a strong base of local retail and smaller office locations, 223 not-for-profits in the county - need to be better utilized through focus and coordination, Pickaway County fairgrounds (in Circleville) is an underutilized asset compared to how other rural counties use theirs and creates an opportunity to develop a new event center (or facility) at the fairgrounds.

Public Survey

A survey was developed to engage the public at large in a series of questions to gauge their general perception and feelings about Circleville, what could be done to improve Circleville, what makes Circleville great and what initiatives could be implemented to bring economic success to Circleville.

The respondents were asked a series of nine questions:

1. Are you a resident of Circleville?
2. Do you work in Circleville?
3. What is your age?
4. How would you rate the effectiveness of economic development efforts in Circleville?

5. Why do you think Circleville is America's Best Community?
6. What could be done over the next decade to make Circleville and even better community?
7. Would you recommend Circleville as a place to live?
8. What should be the top economic development priorities for Circleville? Pick two- Revitalizing Downtown; Attracting manufacturing; Attracting distribution centers; Helping small business & entrepreneurs; Attracting retail; Developing entertainment (cinemas, plays, live music); or Improved community facilities.
9. What are the most important items to keep and attract residents to Circleville? Choose all that apply- Vibrant Downtown; Parks; Trails; Jobs; Quality Schools; Community Pool; YMCA; Volunteer opportunities; Entertainment (Cinema, Plays, Live Music); New Housing; Youth Activities; or Restaurants.

Public Survey Results: 124 people responded to the survey with the following demographic characteristics: 72% lived in Pickaway County; 80% worked in Circleville; Age ranges: 19-25: 6.45%; 26-35: 20.16%; 36-45: 25.81%; 46-55: 27.42%; 56-65: 19.35% and 66+: .6%. Here are some themes that came out of the public survey: community needs to attract more jobs; Downtown needs to be revitalized; entertainment and shopping options need to be expanded; schools are good but not great and the new buildings help; more housing needed; community pride is very strong and the people make the community great; Berger Health System is a big community asset; collaboration is key and working across public and private sectors; Pumpkin Show is a key asset; create more community assets such as a community center and parks; address drug problem more effectively; develop more activities for kids; and improve and update infrastructure.



ABC Circleville Industry Cluster Analysis

An industry cluster analysis defines a region's base of companies and measures their likelihood of future success all with the belief that the location of like companies leads to their economic success based upon the availability of common workforce, tax policy, and infrastructure.

Geographic Region

The first step in an industry cluster analysis is to define the geographic area to be measured. The Circleville Area is in Pickaway County and sits in the southern portion of the Columbus Metropolitan Statistical Area (MSA). The leading private sector industry in the Columbus MSA is Professional and Business Services followed by Education and Health, and then Retail. As identified in the Columbus 2020 Comprehensive Economic Development Strategy (CEDS) completed in 2014 the Columbus Region's immediate strengths stand out in Financial Activities and Professional & Business Services, which are the two most concentrated industry clusters locally. Trade, Transportation, & Utilities is the largest industry regionally, with nearly 190,000 jobs. Education and Health has seen the largest increase in employment from 2008-2013, growing at a rate of 19.7% during this period.

The Circleville Area exhibits a high concentration of jobs in the manufacturing sector; trade, transportation and utilities; education and health sectors; and, government sector as the chart below shows. From 2008 to 2014 the industry that experienced almost 50% growth was in transportation and warehousing. Manufacturing held steady over the same period.

Identification of Circleville Area Industry Clusters

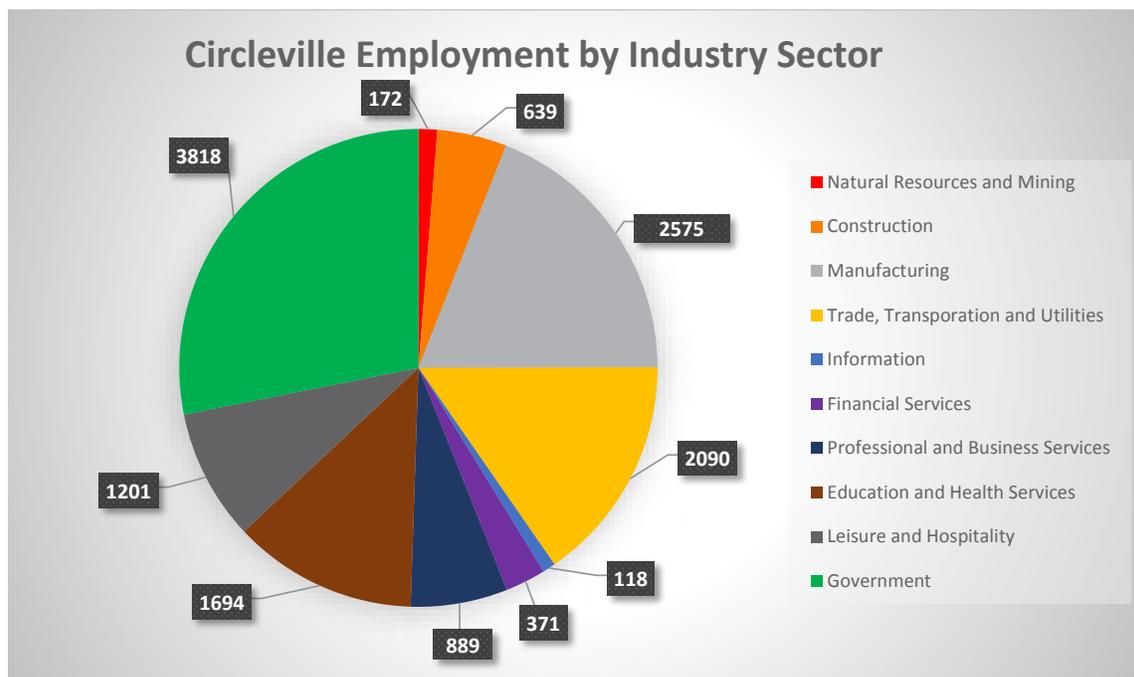


Figure 4: Circleville Employment by Industry Sector
Source: US Bureau of Labor Statistics

The pie chart in Figure 5 shows that the manufacturing sector is the greatest single sector for jobs in the Circleville area. Chemicals, Rubber, Plastics, Paper, and Light Bulbs all make up the manufacturing sectors represented in the Circleville area. These sectors, particularly rubber and plastics are tied to the automotive sector while chemicals and light bulbs are tied to the electronics and home goods sectors.

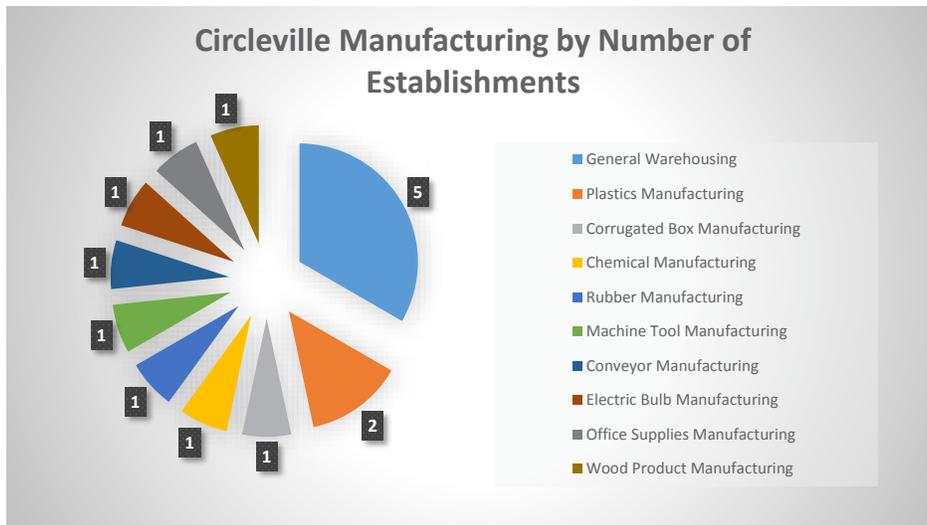


Figure 5: Circleville Manufacturing by Number of Establishments
Source: atozdatabase

As the pie chart in Figure 6 shows, when examining the number of establishments operating in the Circleville area, it is dominated by businesses in the healthcare sector and retail sector. This supports an overall view that the Circleville area is a bedroom community that provides those living in the Circleville area with retail establishments (restaurants, grocery, convenience stores, and miscellaneous shops), healthcare (hospital, doctors, and dentists), and professional and business services (lawyers, accounting, HVAC). Education and manufacturing, two of the leading sectors for jobs, do not have a large number of establishments but provide almost one third of the jobs to the community.

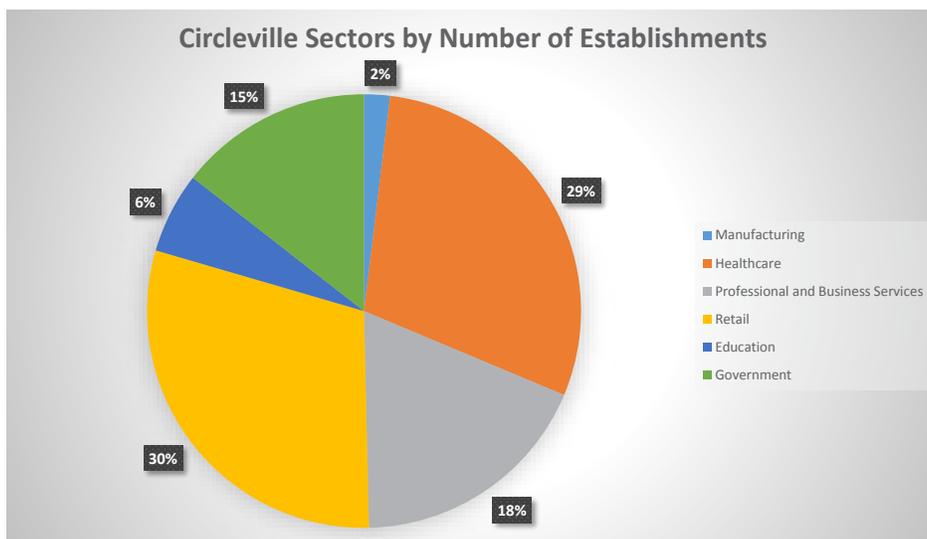


Figure 6: Circleville Sectors by Number of Establishments
Source: atozdatabase

Location Quotient

Location quotient is an indicator of the economic concentration of a certain industry in a state, region, county or city compared to a base economy, such as a state or nation. A location quotient greater than 1 indicates a concentration of that industry in the area. A location quotient greater than 1 typically indicates an industry that is export oriented. An industry with a location quotient of 1 with a high number of jobs present is likely a big exporter and is bringing economic value to the community feeding the retail trade and food services sectors. The location quotient is an indicator of past success but is also a harbinger of future success. The idiom “we tend to surround ourselves with people like us” is as true in what neighborhood you choose to live as it is with where companies choose to locate. Companies want to be located in areas that have similar characteristics. Manufacturers need a pool of skilled, hardworking people, a good transportation network, and need to be in relatively close proximity to their customers. Logistics companies need access to manufacturers to fill their trucks and need access to a stellar transportation network that includes multi-modes of transportation.

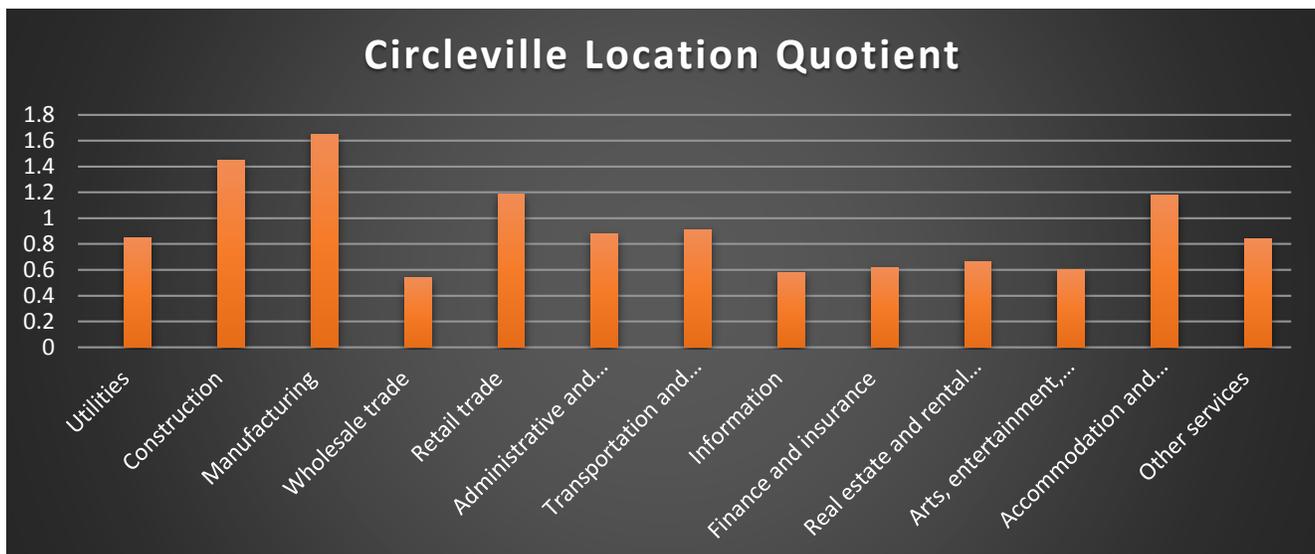


Figure 7: Circleville Location Quotient
Source: US Bureau of Labor Statistics

As the chart in Figure 7 indicates, the manufacturing sector is the leading industry from a location quotient perspective at 1.65. This means that the Circleville area has a 1.65 times greater concentration of manufacturing companies than the State of Ohio on average. Combine the location quotient factor number with the fact that manufacturing also employs the largest number of people in the community and we can see that manufacturing has a large economic impact on the Circleville area.

Following behind Manufacturing is Construction with a location quotient of 1.45, retail trade of 1.19 and accommodation and food services of 1.18. This supports the theory that the large manufacturing sector is having a very positive economic impact on the community by providing spin-off jobs in construction, retail and goods and services. Transportation and warehousing is at .91, slightly below the state average. This indicates an opportunity for the community to attract more transportation and warehousing companies.

Further evidence of the location quotient is that the Circleville area has recently been able to attract a large European manufacturer of consumer goods. The company chose the location for a variety of reasons, but chief among them is the community's access to manufacturing labor, access to a solid transportation network and abundant infrastructure.

Location Quotient (2014) Base Ohio	Pickaway County	% Employment Change 09-14	Employment Size
Utilities	0.85	-48%	34
Construction	1.45	-6%	621
Manufacturing	1.65	0%	2,436
Wholesale trade	0.54	-45%	272
Retail trade	1.19	-3%	1,473
Administrative and waste services	0.88	1%	620
Transportation and warehousing	0.91	56%	339
Information	0.58	77%	92
Finance and insurance	0.62	-5%	285
Real estate and rental and leasing	0.66	-22%	88
Arts, entertainment, and recreation	0.6	-45%	99
Accommodation and food services	1.18	11%	1,163
Other services	0.84	-7%	280

Figure 8: Circleville Employment Growth 2009–2014
Source: US Bureau of Labor Statistics

ABC Circleville Labor Market Analysis

A primary goal of economic development is to create and maintain employment opportunities so citizens can earn a better income and, ultimately, enjoy a better quality of life. To achieve this goal, economic developers require knowledge of the labor force. Though the dimensions of education and skill level are common focuses of labor market analysis, the spatial dimension of the labor force is just as, if not more, important. For effective economic development, practitioners must know the geographic distribution of the labor force.

Commuting Patterns

This plan not only examined the commuting patterns of Circleville workers and residents, but, for further perspective, also looked at those in Pickaway County as a whole. The table below shows the total amount of employees in both geographical locations as well as the total number of Circleville residents who are employed and, finally, how many Circleville residents work in the city. Those numbers are then broken down to show the net inflow/outflow of workers. The Commuting In number is defined as people who are employed within the area but do not live there. Its percentage is calculated based on total employment. On the other hand, the Commuting Out figures represent people who live in the area but do not work

there. Its percentage is based upon total residents employed. The plan takes into account figures from 2003 to 2013 to also examine trends over time.

2013

Count	Pickaway County	Circleville
Total Employed in Area	13,942	5,106
Total Area Residents Employed	28,207	8,358
Net Inflow/Outflow	(14,265)	(3,252)
Living and Employed in Area	5,062	932
Commuting In	8,880	4,174
Commuting Out	23,145	7,426
<i>Commuting Percentages</i>		
Commuting In	63.69%	81.75%
Commuting Out	82.05%	88.85%
<i>Percent Change (2003-2013)</i>		
Total Employed in Area	-1.25%	-21.95%
Total Area Residents Employed	5.21%	15.16%
Commuting In	6.39%	-17.67%
Commuting Out	10.02%	28.34%

2003

Count	Pickaway County	Circleville
Total Employed in Area	14,119	6,542
Total Area Residents Employed	26,810	7,258
Net Inflow/Outflow	(12,691)	(716)
Living and Employed in Area	5,772	1,472
Commuting In	8,347	5,070
Commuting Out	21,038	5,786
<i>Commuting Percentages</i>		
Commuting In	59.12%	77.50%
Commuting Out	78.47%	79.72%

Figure 9: Commuting Patterns
Source: U.S. Census, OnTheMap, 2003-2013

The numbers show that more workers leave Circleville than come into it, a trend that increased from 2003 to 2013. During that period, more area residents found work, but those opportunities were not in Circleville, clearly demonstrated by the 28.34% rise in commuting out. Furthermore, the data suggests that 540 residents in 2003 who were employed in town had to leave Circleville for work by 2013. The maps below show the number of workers that enter and leave the geographies each day as well as the residents who stay in Circleville to work.

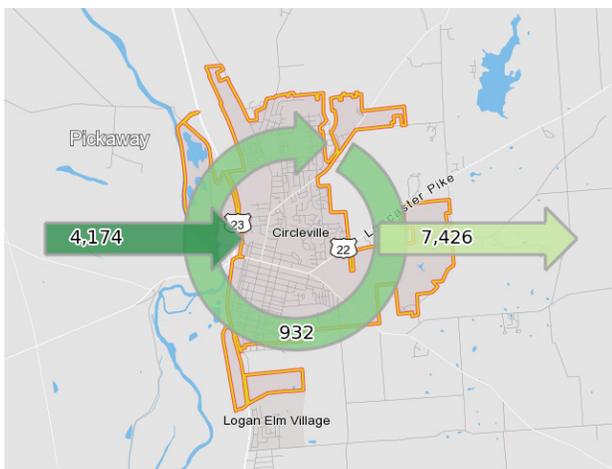


Figure 10: Circleville Inflow/Outflow
Source:

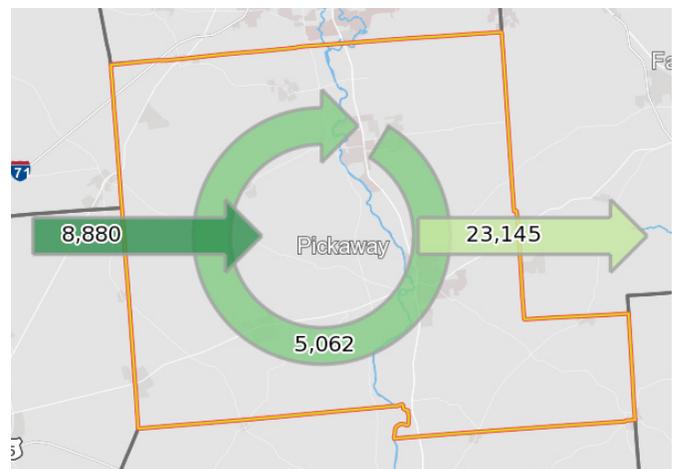


Figure 11: Pickaway County Inflow/Outflow
Source:

The tables (Figure 12, Figure 13) show the top ten places where Circleville residents worked in 2013 as well as where Circleville workers lived. The list of where Circleville residents worked accounts for 39% of the residents in the workforce. Note that the locations do not include unincorporated areas, which would miss some parts of Pickaway County, such as the industrial area south of Circleville along U.S. Route 23. The list of where Circleville workers live accounts for 80% of the Circleville workforce. Over 40% of Circleville jobs are filled with Pickaway County residents and nearly 36% come from adjacent counties. The Circleville Auditor’s office provided 2014 data on where Circleville residents received workplace income. Since the data is not categorized by the residents’ area of employment by individual, as the 2013 U.S. Census data does above, the most useful application of this data is when looking where the income was generated by percentage.

Where Circleville Residents Work (2013)

	Count	Share
Total All Jobs	8,358	100.0%
Columbus city, OH	1,351	16.2%
Circleville city, OH	932	11.2%
Cincinnati city, OH	154	1.8%
Cleveland city, OH	144	1.7%
Grove City city, OH	139	1.7%
Chillicothe city, OH	137	1.6%
Lancaster city, OH	113	1.4%
Groveport city, OH	109	1.3%
Toledo city, OH	87	1.0%
Dublin city, OH	80	1.0%

Figure 12: Where Circleville Residents Work (2013)
Source: U.S. Census, OnTheMap, 2013

Where Circleville Workers Live (2013)

	Count	Share
Total All Jobs	5,106	100.0%
Pickaway County, OH	2,109	41.3%
Franklin County, OH	589	11.5%
Ross County, OH	486	9.5%
Fairfield County, OH	414	8.1%
Hocking County, OH	177	3.5%
Fayette County, OH	102	2.0%
Pike County, OH	62	1.2%
Lawrence County, OH	59	1.2%
Madison County, OH	56	1.1%
Delaware County, OH	53	1.0%

Figure 13: Where Circleville Workers Live (2013)
Source: U.S. Census, OnTheMap, 2013



The income tax data is tied to W-2s and, due to confidentiality reasons, individual taxpayer names could not be provided. So if a resident has multiple W-2s, complicated even further by couples who file joint tax returns, it is impossible to determine how many individuals are represented in the data. However, the data is useful in showing where Circleville residents go for work, which is summarized in the table below. Note that the table only looks at places that represent at least 1% of Circleville’s total income tax and that the “Non RITA” category refers to places not within the Regional Income Tax Authority’s system and have no income tax, which could include some unincorporated parts of Pickaway County.

Workplace Income for Circleville Residents 2014

Circleville	50.49%
Columbus	20.48%
Chillicothe	2.91%
Grove City	2.11%
Groveport	1.84%
Lancaster	1.60%
“Non RITA”	9.37%

Figure 14: Workplace Income for Circleville Residents 2014
Source: Circleville City Auditor, 2014

Commuting Distances

The table in Figure 15 shows the distances that workers drive to work in Circleville.

	2013		2011		2009		2007		2005		2003	
	Count	Share										
Total All Jobs	8,358	100.0%	8,040	100.0%	6,139	100.0%	5,980	100.0%	7,297	100.0%	7,258	100.0%
Less than 10 miles	1,622	19.4%	1,648	20.5%	1,804	29.4%	1,743	29.1%	1,982	27.2%	2,128	29.3%
10 to 24 miles	1,672	20.0%	1,432	17.8%	1,521	24.8%	1,576	26.4%	2,095	28.7%	1,976	27.2%
25 to 50 miles	1,525	18.2%	1,408	17.5%	1,596	26.0%	1,433	24.0%	2,118	29.0%	2,114	29.1%
Greater than 50 miles	3,539	42.3%	3,552	44.2%	1,218	19.8%	1,228	20.5%	1,102	15.1%	1,040	14.3%

Figure 15: Commuting Distances for Circleville Workers
Source: U.S. Census, OnTheMap, 2003-2013

Over the ten year period examined by this plan, the amount of people driving long distances (50+ miles) to work in Circleville has increased significantly since 2011. In addition, fewer people are driving in from short distances (less than 10 miles). As noted previously in the “Where Circleville Workers Live” table, in 2013, just over 41% of Circleville workers lived in Pickaway County. The map below shows a 10-mile radius from Circleville that 19.4% of its workers reside within. Another 20% live between 10 to 24 miles

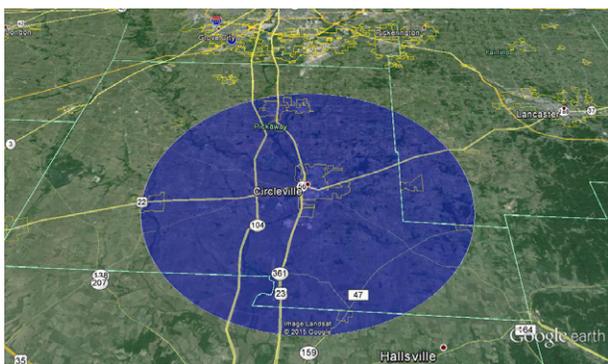


Figure 16: 10-mile radius from Circleville
Source: Google Earth

from Circleville, which, on the lower end of that range, would translate to fairly rural areas along the western half of Pickaway county, north of Ashville and the southeastern corner. As the number of workers living within 10 miles of Circleville has steadily fallen since 2003, the data suggests that a greater percentage of the city’s workers are coming in from the outer reaches of the county (west, north and southeast).

Employment Trends

A helpful tool in gauging the relative health of a community's economy and estimate the depth of its workforce is unemployment data. Though conventional wisdom equates high unemployment rates with a troubled economy, at the local level it may actually indicate an available workforce to prospective employers. The map in Figure 17 shows the unemployment rate for the State of Ohio, with the lighter shaded counties representing lower unemployment rates and Pickaway County denoted with a black dot.

Unemployment rates by county, not seasonally adjusted, Ohio July 2015

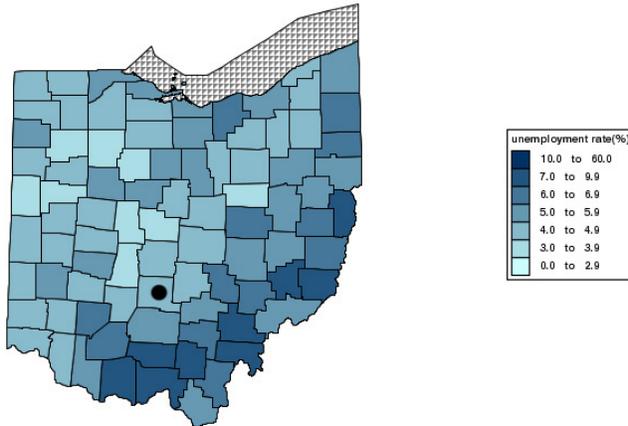


Figure 17: Unemployment Rates by County
Source: Bureau of Labor Statistics, July 2015

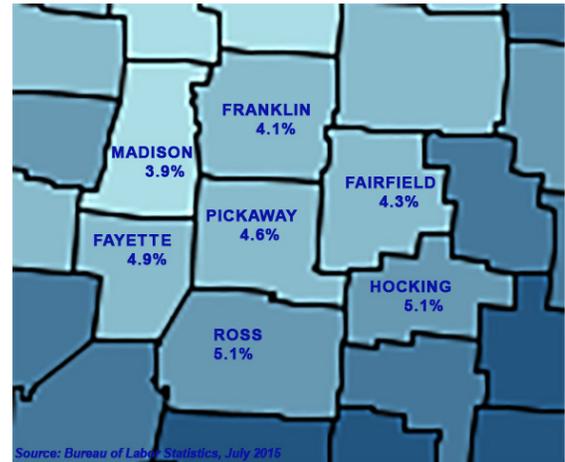


Figure 18: Unemployment Rates, July 2015
Source: Bureau of Labor Statistics, July 2015

Unemployment

When looking at Pickaway and its surrounding counties, the range of July 2015 unemployment rates goes from 3.9% (Madison) to 5.1% (Ross and Hocking), with Pickaway at 4.6%, which is just above the midpoint. The rates gradually rise when traveling from north to south.

Over the last two years, from 2013 to 2015, Pickaway County's unemployment rate has steadily declined, as shown in Figure 19.

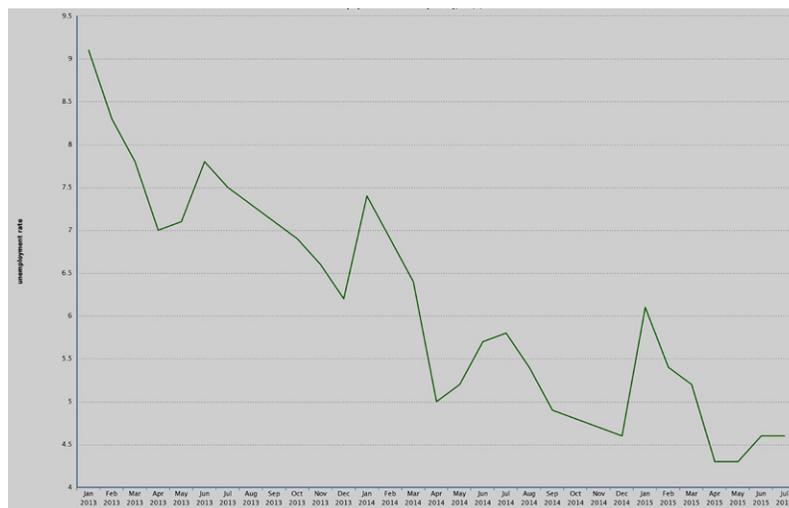


Figure 19: Unemployment Rate from 2013 - 2015
Source: Bureau of Labor Statistics



Workforce Profile

When studying an area’s workforce, it is helpful to understand various characteristics, such as its age stratification as well as educational attainment levels. The tables in Figure 20 and Figure 21 detail these two descriptors for Circleville, Pickaway County and its surrounding counties.

Age of Workforce

	Circleville	Pickaway County	Ross County	Fairfield County	Franklin County	Hocking County	Fayette County
Age 29 or younger	21.9%	20.4%	20.6%	27.0%	23.8%	24.2%	28.0%
Age 30 to 54	53.2%	56.9%	57.9%	52.7%	57.1%	53.4%	50.8%
Age 55 or older	24.9%	22.7%	21.5%	20.3%	19.1%	22.4%	21.2%

Figure 20: Age of Workforce
Source: U.S. Census, OnTheMap, 2013

Educational Attainment of Workforce

	Circleville	Pickaway County	Ross County	Fairfield County	Franklin County	Hocking County	Fayette County
Less than high school	6.5%	7.0%	6.4%	6.8%	6.0%	7.0%	7.0%
High school or equivalent, no college	25.9%	27.6%	27.0%	25.5%	20.3%	29.1%	26.2%
Some college or Associate degree	27.8%	27.0%	27.6%	24.4%	24.4%	24.7%	24.2%
Bachelor’s degree or advanced degree	17.9%	18.0%	18.5%	16.3%	25.5%	14.9%	14.7%
Attainment not available (aged 29 or younger)	21.9%	20.4%	20.6%	27.0%	23.8%	24.2%	28.0%

Figure 21: Educational Attainment of Workforce
Source: U.S. Census, OnTheMap, 2013

The majority of workers in Circleville are in the 30 to 54 age group, which is in line with the other geographies analyzed. Over 45% of its workforce has some college or associate degree, with 17.9% achieving a bachelor’s degree or higher. With the exception of Franklin County, these statistics are very much in line with the rest of its peers.

ABC Circleville Cost Competitive Analysis

Benchmarking

Comparing Circleville to other regional cities and like communities across the state from a demographic and economic development view point is a critical step to preparing an economic development plan. The plan compared Circleville from a demographic and economic perspective with its neighboring central Ohio Exurban communities of Delaware, Lancaster, London, Newark and Marysville.

Some trends emerged in the numbers. Circleville’s population has grown more than Newark & London but is not keeping pace with Lancaster, Marysville, or Delaware. Circleville’s projected growth is greater than Newark & London but not as great as Lancaster, Marysville, or Delaware. Circleville has a population that is older than its neighbors. **Circleville has a lower baccalaureate rate than its neighbors.** Home value is middle of the road compared to its neighbors. Circleville has the lowest Per Capita Income, 2nd highest rate of home ownership, the lowest rate of population in civilian labor force, a commute time that compares favorably with its neighbors. Circleville is also close to the Rickenbacker job center.

Central Ohio Population Growth Estimates and Regional Commute Times

The map in Figure 22 adapted from a study done by MORPC in 2015 shows the projected population growth for these communities over the next 25 years as well as the commute times to Columbus and to Rickenbacker.

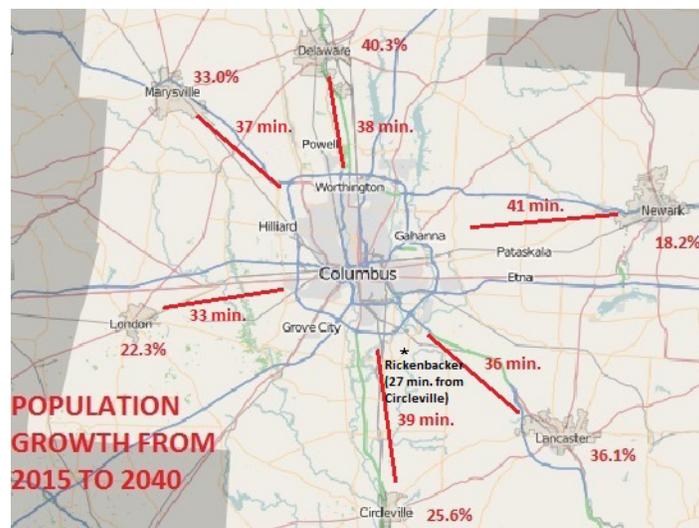


Figure 22: Population Growth from 2015 to 2040
Source: Mid Ohio Regional Planning Commission, 2015

Regional demographic data

The table in Figure 23 compares the demographic data of Circleville with its neighboring communities in the Central Ohio MSA.

	Circleville	Delaware	Lancaster	London	Newark	Marysville
Population						
Population estimates, July 1, 2014	13,455	37,372	39,595	10,056	47,839	22,708
Population, percent change - 2010 to 2014	1%	7.5%	2.1%	1.5%	0.6%	2.8%
Age and Sex, 2010						
Persons under 5 years	6.5%	8.2%	7.5%	7.3%	7.4%	7.8%
Persons under 18 years	23.3%	25.5%	24%	25.6%	24%	26.6%
Persons 65+	17.7%	11.1%	15.7%	14.6%	14.5%	8.1%
Race and Hispanic Origin, 2010						
White	95.4%	90.6%	95.9%	89.2%	92.8%	90.4%
Black or African American	1.90%	4.50%	1.00%	6.00%	3.30%	4.50%
American Indian and Alaska Native	0.2%	0.2%	0.3%	0.3%	0.3%	0.3%
Asian alone	0.4%	1.4%	0.5%	1.0%	0.6%	2.3%
Two or More Races	1.7%	2.5%	1.7%	2.9%	2.6%	1.8%
Hispanic or Latino	1.1%	2.5%	1.6%	1.7%	1.2%	1.8%
Housing						
Owner-occupied housing unit rate, 2009-2013	57.7%	63.8%	55.0%	55.2%	55.0%	59.0%
Median value of owner-occupied housing units, 2009-2013	\$119,100	\$158,500	\$115,900	\$118,000	\$113,900	\$159,500
Families and Living Arrangements						
Households, 2009-2013	5,278	13,571	16,200	4,058	19,685	7,496
Persons per household, 2009-2013	2.43	2.44	2.36	2.40	2.37	2.58
Health						
With a disability, under age 65 years, percent, 2009-2013	16.2%	7.1%	14.7%	12.4%	13.7%	8.8%
Persons without health insurance, under age 65 years	15.7%	8.4%	14.6%	19.7%	16.2%	10.0%
Economy, 2013						
In civilian labor force, percent of population age 16 years+	52.9%	68.1%	60.2%	63.2%	64.4%	59.6%
Income and Poverty, 2013						
Median household income	\$ 38,480	\$ 56,963	\$ 37,087	\$ 44,558	\$ 38,295	\$ 53,880
Per capita income	\$ 20,453	\$ 26,992	\$ 21,397	\$ 21,632	\$ 21,654	\$ 22,888
Persons in poverty	19.8%	9.6%	21.1%	13.6%	21.0%	9.4%
Geography, 2010						
Population per square mile	2,003.90	1,833.70	2,058.30	1,172.30	2,278.00	1,357.90
Land area in square miles	6.64	18.95	18.84	8.45	20.88	16.27

Figure 23: Regional Demographic Data
Source: US Census, American Fact Finder

Tax Benchmarking

In relation to its neighbors in central Ohio, Circleville has the highest rate of income tax and the second highest rate of property tax rate.

Circleville Tax Comparison

Community	Income Tax Rate	Commercial Property Tax Rate (Mills)
Circleville	2.00%	68.00
Delaware	1.85%	71.51
Lancaster	1.75%	40.78
London	1.50%	52.14
Newark	1.75%	59.99
Marysville	1.50%	60.35

Figure 24: Circleville Tax Comparison
Source: Ohio Department of Taxation¹

Wage Benchmarking

Wage rates in a geographical area tend to be impacted by several factors, such as educational attainment, cost of living, supply and demand and the industry.

2014 Annual Wages

Industry	U.S.	Ohio	Columbus MSA	Franklin County	Ross County	Madison County	Pickaway County	Fairfield County	Fayette County	Hocking County
Total	\$51,364	\$46,000	\$49,015	\$50,906	\$41,639	\$40,199	\$39,925	\$34,617	\$32,110	\$31,220
Manufacturing	\$62,976	\$57,485	\$59,933	\$58,952	\$62,467	\$52,017	\$57,461	\$50,399	\$47,717	\$43,320
Natural Resources & Mining	\$59,660	\$50,288	\$41,094	\$51,250	\$26,457	\$30,433	\$37,152	\$46,259	\$27,512	\$33,370
Construction	\$55,037	\$54,028	\$55,405	\$58,857	\$38,925	\$41,003	\$45,948	\$44,107	\$49,127	\$41,243
Service Providing	\$49,383	\$42,714	\$46,047	\$47,935	\$33,806	\$33,061	\$29,954	\$29,963	\$27,078	\$23,559
Trade, Transportation & Utilities	\$42,987	\$39,804	\$41,842	\$44,440	\$29,532	\$36,538	\$32,313	\$28,861	\$28,858	\$25,157
Information	\$90,823	\$62,786	\$67,841	\$68,666	\$51,323	\$54,581	\$42,544	\$47,389	\$42,349	\$32,979
Financial Activities	\$85,267	\$63,774	\$69,248	\$70,410	\$39,972	\$33,742	\$41,067	\$37,912	\$40,874	\$33,004
Professional & Business Services	\$66,668	\$59,129	\$60,835	\$64,227	\$30,752	\$38,974	\$35,196	\$34,661	\$26,445	\$23,745
Education & Health Services	\$45,950	\$42,296	\$42,556	\$43,510	\$50,054	\$34,256	\$36,330	\$39,626	\$28,087	\$31,684
Leisure & Hospitality	\$20,995	\$17,189	\$17,802	\$18,884	\$14,107	\$14,065	\$13,963	\$14,010	\$13,477	\$14,241
Other Services	\$33,936	\$28,698	\$34,604	\$36,213	\$20,933	\$21,277	\$19,536	\$28,345	\$19,409	\$21,143

Figure 25: 2014 Annual Wages
Source: Bureau of Labor Statistics, Quarterly Census of Employment and Wages, 2014



ABC Circleville Economic Development Strategy Building Blocks and Five Drivers

Economic development strategy is focused on basic, or Building Block, strategies as well as targeted industry-based strategies targeting the Five Drivers of economic growth. Most communities implement Building Block economic development strategies preparing sites for development through land use planning, annexation and eminent domain, infrastructure financing as well as adopting workforce, tax policy and quality of life strategies to retain and attract companies. These strategies are in the toolkit of most local economic development leaders. More successful regions go a step further and focus in on core industries that are growing- energy, technology, globalism, advanced service and advanced manufacturing. These core industries, known collectively as the Five Drivers, are leading an economic renaissance in many regions across the United States.

1. Land Use & Economic Development Strategy

The regulation of land use is a basic Building Block economic development strategy that relies on a stable legal process to purchase and develop land.² Municipalities, townships and counties manage real estate development through a zoning code and a comprehensive plan. Zoning is structure as a separation of uses through traditional “Euclidian” zoning, mixed uses in targeted areas and planned unit developments for larger scale housing, commercial or industrial development projects. Annexation is another land use strategy used to promote economic development. Annexation is the legal process by which a municipality brings land into its boundaries most often to ensure development occurs.³ Finally, eminent domain is a potential land use tool that can enable economic development through the government taking of private property providing just compensation for a public purpose.

2. Infrastructure Finance & Economic Development

Government’s provision of infrastructure has a long history as an economic development tool. Infrastructure is most often defined as the roads, water, sewer, rail, power, and telecommunications services needed to facilitate the use of property. Government uses its own resources and public finance tools such as Transportation Improvement Districts (TID), Tax Increment Financing (TIF), water and sewer funding from the state of Ohio, and roadway from the ODOT and the Ohio Public Works Commission (Ohio PWC) all to fund infrastructure to promote economic development.

State of Ohio Infrastructure Finance Programs

Ohio Capital Bill	<p>State funds for community projects that are for economic development, arts, cultural, sports or historical in nature. Community Project fund should include as much as \$100M. Must be of “capital” in nature and have some nexus or connection to state government or one of its agencies. Need to be of high quality supported by a well-thought out business plan. State capital bill community projects tied to economic development are driven locally to start and arts projects are driven by a statewide process. The Statehouse makes the final decision for state capital bill community projects so an effective lobbying effort is vital.</p>
TIFs	<p>Captures the planned growth in property tax of a specific development or district to fund defined infrastructure. TIFs are created by local governments through an ordinance or resolution that outlines the TIF timeframe, percentage of the improvement that will be exempted from real property taxes, planned projects at the site, boundaries of the project or district and requirement for Payment in lieu of taxes (PILOTs). TIF proceeds can then be used to pay for statutorily defined infrastructure that includes road construction, parking structure, improvements to water, communication, or sewage lines.⁴</p>
TIDs	<p>Multi-local governmental entity reaching agreement on funding for a specific transportation project During Fiscal Year 2015-16 ODOT is offering \$3.5 million in competitive grant funding to support TIDs and 20 Ohio TIDs are registered as doing so with ODOT.⁵ TIDs fund improvements to streets, highways, parking facilities, freight rail tracks and necessarily related freight rail facilities, or other transportation projects that are newly constructed or improved as well as the administrative, storage, and other buildings or properties, and facilities the district needed for the operation of the TID.⁶</p>
Ohio PWC	<p>Per capita transportation funding from gas tax proceeds competitively awarded through regional boards. Provides grant and loan programs for local communities for infrastructure improvements.⁷</p>
ODOT	<p>TRAC process ranks potential economic development projects for highway projects over \$12M. Freeway interchange, lane additions, rail improvements, intermodal facilities, Intelligent Transportation Systems, and major transit projects are good targets for TRAC funding. SIB awards funding for highway, transit, aviation and rail projects. The SIB provides loans, loan guarantees, letters of credit, leases, interest rate subsidies, and debt service reserves to public and private entities for qualified transportation projects.⁸</p>
Ohio DSA	<p>Alternate Storm Water Infrastructure Loans Program (ASWILP) that offers below-market interest rate loans for projects that promote economic development in an environmentally friendly manner.</p>
OWDA	<p>OWDA’s Sewer and Water Pollution Control Project Loan provides financing to plan, design, and construct drinking water, wastewater, or storm water infrastructure.⁹</p>

3. Workforce & Economic Development Strategy

Land and infrastructure are just the start for what is needed to retain and attract high wage jobs. With millions of Baby Boom generation workers retiring, American companies are searching for qualified workers. No business in any industry can succeed without the availability of a quality workforce. The availability of a reliable, high quality workforce was a given for many companies when deciding whether to grow and where to expand. Those days are gone. Workforce development strategies create a workforce network, incentives or a pipeline to meet a longer term demand. **Workforce Network** strategies involve five clear steps to capitalize on regional higher education institutions to foster the development of skilled workers: development of an industry cluster analysis; skills gap analysis; business–education connection in the community; funding a network program; and marketing of the region as having a large pool of targeted occupations. **Workforce Incentive** strategies finance the training of employees tied to a corporate site location project. Companies identify a need for workers as part of a job retention or expansion opportunity, and local, state and federal government programs are identified as a potential funding source to meet this need. Finally, the **Workforce Pipeline** approach “Americanizes” the German apprentice style program but centers on six critical steps that include: the development of an industry cluster analysis; creation of a regional workforce committee; definition of a student aptitude tool; development of a vocational training program that connects a student’s aptitude with industry needs; connection of the student with a company for an apprenticeship, and development of a sustainable funding mechanism for the long-term implementation of the program.

4. Tax Policy & Economic Development Strategy

Tax policy is another basic building block economic development strategy. Ohio’s local, state and federal government tax businesses and residents, and the way and how much they tax has a major impact on economic development. The state of Ohio operates on a sales tax, income tax, property tax, commercial



activity tax (CAT), and a range of other taxes. Municipalities in Ohio operate on an income tax as well as property tax and other fees. Ohio Townships operate on primarily property taxes and county governments use a sales tax as well as property taxes to fund their operation. Public school districts and some community colleges are funded through a state of Ohio subsidy as well as a locally voted property and income tax. Local and state governments in Ohio also have a long list of tax credits, tax abatements, grants and loans that all are designed to be tax incentives to spur economic growth. Ohio offers three prime tax credits geared toward attracting economic investment and job creation, including:

Tax Credit Program	Description
Ohio JCTC	Refundable tax credit against a taxpayer’s commercial activity tax liability, insurance premiums tax, Ohio corporate franchise tax, and Ohio personal income tax. ¹⁰ The tax credit is based on the state income tax withheld by the taxpayer for new jobs and company investment and the percentage of the credit and term are negotiated with the state as part of an interstate corporate site location project. ¹¹
Ohio New Markets Tax Credit	Encourages investors to fund businesses in low-income communities by providing an additional tax credits for projects that gain a federal New Markets Tax Credit award. ¹²
Ohio Historic Preservation Tax Credit	Provides a tax credit for up to 25% of a qualified rehabilitation expense up to a maximum of \$5 million in tax credits for a select number of larger projects. ¹³ Owners and long-term lessees of historically designated buildings who undertake a rehab project are eligible for the Ohio Historic Preservation Tax Credit. ¹⁴

Ohio’s local governments have substantial economic development incentives they can award to companies making an economic development investment. These incentives include both tax credits and tax abatements. Local government income tax credits generally are a refund of the municipal income tax that companies and their employees pay to a local government or school district. School district approval for these awards is not required. Tax abatements are site specific, their award prevents the payment of taxes based upon the location of a company at a specific site. Ohio local governments implement either an Ohio Enterprise Zone or Ohio Community Reinvestment Area programs to abate property tax as a reward for economic investment. The Ohio EZ and CRA Program permit tax abatements on parcels of land as a tool to retain and attract companies to that location where a new investment is made. The state of Ohio offers several important grants and loans impacting regional economic growth.

Program	Description
JobsOhio Economic Development Grant	Provides grants based upon a company’s planned job creation, payroll, fixed-asset investment commitment, project return on investment, and project location for non-retail projects. ¹⁵
JobsOhio Workforce Grant	Rewards planned high-wage job creation in targeted industries but the funds need to be spent on workforce training based upon a detailed plan. ¹⁶
JobsOhio Revitalization Program	Provides loans and grants for public and private entities seeking to cleanup and redevelop sites across Ohio. ¹⁷
JobsOhio Growth Fund	Provides the awarding capital for expansion projects to companies that have limited access to capital and funding from conventional, private sources of financing to provide for companies in the growth, established or expansion stage, and that have generated revenues through a proven business plan. ¹⁸

5. Quality of Life & Economic Development Strategy

Quality of life is something every community argues it has but it involves much more than sunshine and palm trees. A region's quality of life is a major factor in their economic success. Natural amenities impact population migration.¹⁹ Smaller, rural markets, in particular, benefit from a better quality of life as an economic development strategy.²⁰ Improving health care quality and access is a critical quality of life issues as regions where residents live longer, healthier lives are more economically productive.²¹ High-tech, high-wage workers care more about quality of life as do young, Millennial workers.²² Neighborhoods plagued by crime struggle to attract retail, office and commercial projects. Communities with poor public schools and no quality higher education opportunities are not attractive to mobile workers. The lack of available workforce housing and cultural amenities cannot retain families looking for a place to live, work and play. Creative industries, that impact the quality of life in a region, are also an economic development driver.

Five Drivers of Economic Development

A number of select industries provide high wage jobs- wages above the national average. Companies in the high wage energy, technology, manufacturing, global and service industries constitute the Five Drivers of successful economic development.

Five Drivers Industry Focus

Industry Focus	Industry Growth Potential
Energy	Regions such as Ohio with substantial stock of shale oil and natural gas and related processing facilities are uniquely positioned to gain energy intensive industries focused on reliable, low cost energy sources. Midstream and downstream energy and energy-related chemical companies plan to invest \$346 million in the U.S. from 2012-2025. ²³ Energy booming North Dakota grew faster than China's and more than double Texas—the state that finished second in economic growth in 2014.
Technology	From 1996 to 2007, university licensing agreements based on product sales contributed \$47 billion to \$187 billion to the U.S. GDP. ²⁴ Research and development in total generates \$1,238,000,000,000 for the U.S. economy. ²⁵ Science, technology, engineering and math (STEM) jobs dominate the tech industry and pay 26% higher wages. ²⁶
Globalism	Connecting local companies to global markets is a key to economic success. 70% of the world's customers are outside of the United States and workers for firms that export or are owned by global parents pay workers higher than average wages. ²⁷
Advanced Manufacturing	Manufacturing jobs are high-wage and low educational investment. Manufacturing workers from 2008-2010 averaged \$943.06 a week, 19.9% higher than the non-manufacturing average of \$786.40. ²⁸
Advanced Services	Regions with a large pool of college and university educated workers are well positioned to recruit high-wage financial services, insurance, health care and professional service firms that dominate the advanced services marketplace.

Circleville SWOT Analysis

Circleville has Strengths, Weaknesses, Threats and Opportunities impacting its economic success.

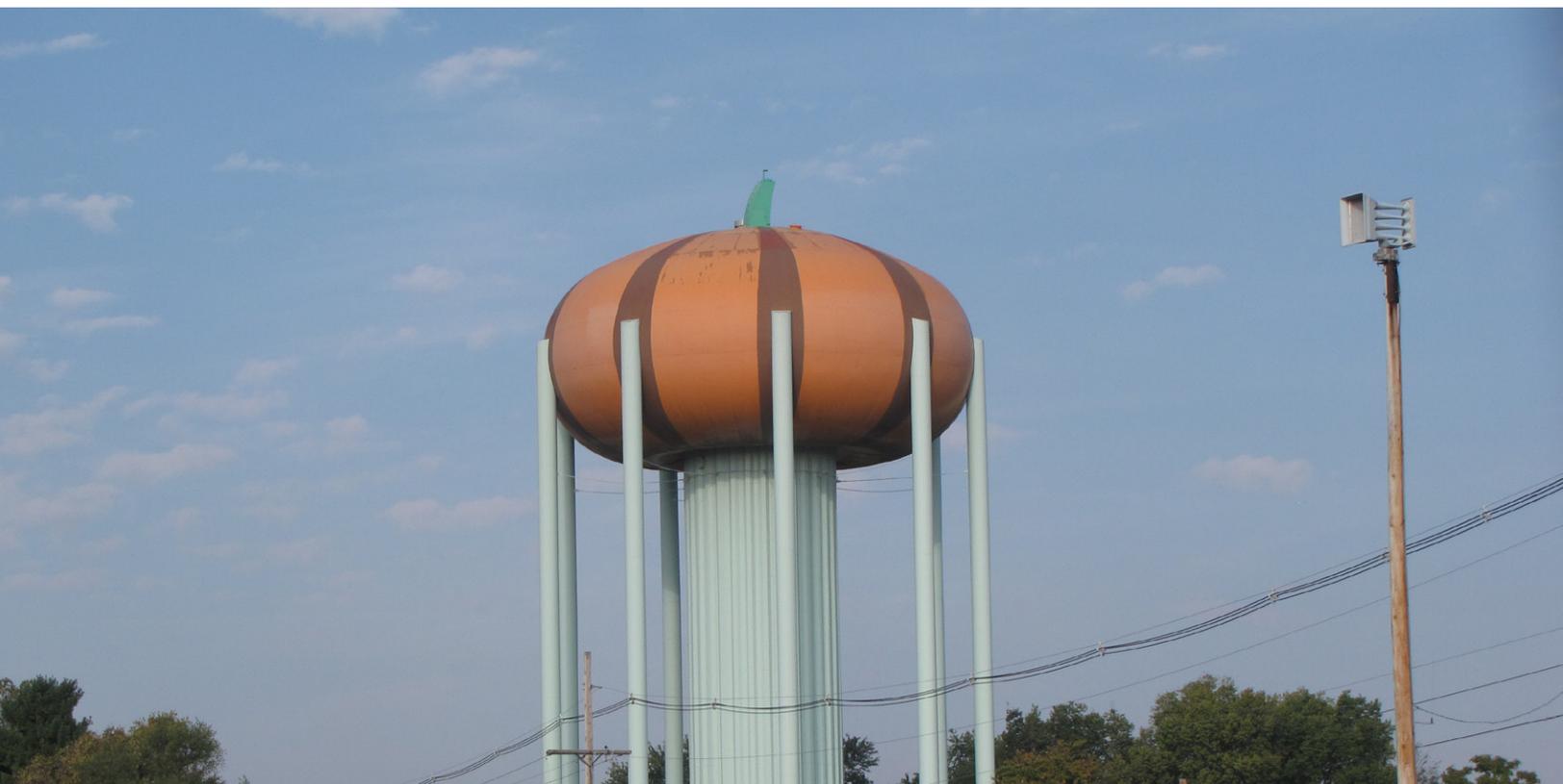
Strengths

Strength	Description
Strong Manufacturing Base	The Circleville area is a manufacturing center with major manufacturers within and just outside the city boundaries.
Connection to Rickenbacker	No outer-ring county surrounding Columbus has a better strategic location than Pickaway County to the Rickenbacker logistics initiative.
Regional Workforce	The Circleville area is in the unusual position for a rural community of being connected to a major MSA and enjoying a substantial flow of workers from the counties surrounding the community.
Central Ohio Economy	The central Ohio economy is an economic asset for Circleville. The 11-county central Ohio region include has a population of 2,051,131, a young median age of 35.0 and high median income of \$52,657 with a below average unemployment rate. ²⁹
Berger Health System	Berger Health System is a long-time partner of Circleville's; its stability and growth benefits the community and will be a factor in attracting new businesses to the area and their partnership with one of the Columbus region's largest healthcare systems, OhioHealth, brought stability to the region's health care market.
YMCA	The YMCA is already a strong part of the community and is positioned to further serve the recreational needs of the community.
Pickaway County Library	Fueled by a \$10 million endowment, the services provided by the Pickaway County Library system related to literacy, adult and children programming, reference and recreational outlets are vital to a community's well-being.
Park/Trail Connections	Circleville operates several parks, most notably the large, multi-faceted Mary Virginia Crites Hannan Park built in 2008. A new trail connecting the Circleville City Schools campus and OCU is just part of the community's well-connected recreational system.
Ohio Christian University's Growth	OCU's enrollment and physical growth is having a meaningful impact on the Circleville area. Positive marketing opportunities created by its programming and campus groundbreakings as well as the economic contributions the university makes through philanthropic giving and its employment and resident student contributions
Pumpkin Show	The Circleville Pumpkin Show brings approximately 400,000 visitors every year to Downtown Circleville and creates a unique opportunity to market the community and promote the City of Circleville as a great place to live, work and raise a family.



Weaknesses

Weakness	Description
Industrial Midwest Location	The Industrial Midwest labor costs, while cheaper than the Northeast and Far West, are higher than all the Southern region and even the Middle West.
U.S. Route 23	The commute time between Columbus and Circleville on U.S. Route 23 is lengthened by traffic signals and speed limit reductions through small incorporated areas. An Ohio Department of Transportation (“ODOT”) study less than ten years ago outlined a plan to bypass the Village of South Bloomfield where the speed limit is 35 MPH and multiple traffic signals with no left lanes create delays.
Rail Crossing Grade Separations	Traffic in Circleville is currently hindered by multiple at-grade rail crossings that often create bottlenecks at certain times of the day. This will only become worse as rail car volumes increase along the Norfolk Southern line that connects to the Intermodal facility just to the north at Rickenbacker.
Circleville Gateway	The U.S. Route 23 & S.R. 22 interchange just west of downtown is where most visitors enter Circleville and the existence of a rail line blocks traffic and disrupts the flow of traffic into Downtown Circleville.
Codes Enforcement	Public outreach forums indicate Circleville lacks consistent and strong Downtown code enforcement and signage oversight.
Public Communication	Public outreach forums indicated local economic development groups do not share enough job, demographic, financial and other data with the public, which leads to a lack of understanding.
Baccalaureate Achievement Rate	Pickaway County residents’ baccalaureate achievement has successfully pushed the rate from 11% to 17.9% but the rate is still well below Ohio’s overage of 26% and the national average of 34%.
“Destination” Restaurant	Public outreach forums indicated there is a lack of quality restaurant options in Circleville.
Improved Aesthetics	Public outreach forums indicated a need for downtown aesthetics through improved building façades and additional streetscape beautification (i.e. planters, more lamp post banners, more trees, public art, signage, road diets, etc.).
Technology Ecosystem	Central Ohio and Circleville lack an established technology ecosystem and lack a base of high-tech companies, have no local early stage venture capital funds and are just beginning the development of a tech center at OCU.



Opportunities

Opportunity	Description
Circleville City Schools	In the 2013-2014 school year, the Circleville City Schools had a 79.9% rate of students passing the state tests (grade: C) and is seen as a marketing asset for the attraction of new single family home residents.
Ohio Economy	Ohio's economy, estimated at \$583 billion, is the 7th largest among the 50 states is outperforming the four other Great Lakes states, but just below the national growth rate and its size and growth are opportunities to retain and attract companies to Ohio communities. .
National Economy	Total U.S. employment is estimated to increase to 161 million in 2022, up 15.6 million from 2012 and the American economy remains not only the largest in the world but the most-healthy one as China incurs economic struggles. ³⁰ The size, stability and growth rates make communities in the United States primed for future economic development.
Murals & Pocket Parks	The city's ongoing initiative to add murals - by acclaimed international muralist (and Circleville native) Eric Henn - on the south side of Main Street, just west of S. Western Avenue and on the south wall of the Frontier Communication's building near Court Street and Pinckney Street add to the visual appeal of Downtown Circleville and creates future opportunities to enhance the look of Downtown.
Local Retail	Circleville has a diverse mixture of chain and independent businesses that are frequented not only by local shoppers, but also out of town day trippers and others that create an opportunity to develop "buy-local" campaigns among residents with these companies.
Charitable Resources	Public outreach sessions indicated the Pickaway County's Community Foundation is an asset for the region that could provide additional leverage for major economic development efforts.
Internship Opportunities	Circleville is fortunate to have a strong base of companies that could provide internship opportunities for local students and this creates an opportunity to build a workforce pipeline.

Threats

Threat	Description
New Home Construction	According to the U.S. Census, the growth in Circleville's housing market is stagnant, if not retracting, with its total units falling from 6,024 in 2010 to an estimated 5,942 in 2013.
Global Economy	The Global Economy is dominated by industrialized nations in North America, Europe and Asia with emerging markets across the world enjoying recent economic growth and all nations, besides the U.S. are enduring an economic slow-down which threatens U.S. company's focused on global markets.
Entertainment Options	Circleville has limited entertainment options with no outdoor pool, movie theatre, bowling alley or skating rink.
Image/Marketing	Public outreach sessions indicated, aside from the Pumpkin Show, Circleville lacks a comprehensive marketing effort.
Additional Parking	Public outreach often mentioned the lack of parking as a deterrent to downtown commercial patrons.
Youth Entertainment	Circleville lacks a community center that could provide programming that focuses specifically on youth activities.
Population Density	Circleville lacks the population density that many major retailers and entertainment and restaurant owners demand prior to investment.
Millennials	Circleville has an aging population and is not retaining or attracting the younger generation of Millennial workers.

ABC Circleville Action Plan Big Tactics

The Plan will use ten tactics around workforce, land use, tax policy, infrastructure and quality of life improvements aligned with its growth strategies to leverage the \$3 million ABC award into over \$100 million in economic development investments. The Plan implements ten major initiatives that will transform the city of Circleville into a successful micro-politan with population growth, higher wage jobs, new residential, retail and office development and enhanced infrastructure that will launch the community into a new era of economic prosperity.

Big Ideas for ABC Circleville Action Plan

Ten Big Ideas for Circleville Action Plan

The Circleville Action Plan is divided into Stage One and Stage Two steps. Stage One requires ABC Award funding but Stage Two does not.

Stage One

Stage One programs, made possible by the ABC Award, will double the number of college graduates in Circleville by sending more local students to college and developing more “bedroom” communities for the metro Columbus region and its large base of white collar workers to live in Circleville as well as to link the Circleville community with enhanced broadband services.

1. *Circleville Promise*

\$2 million College Scholarship Fund for Circleville High School students to attend and graduate from college.

A \$1 million grant from the ABC award matched by \$1 million in local contributions will be used for the creation of the Circleville Promise Program. Modeled after the Columbus City Schools I Know I Can Program, the Circleville Promise Program will award college scholarships that can be used for any public or private college or university to graduating students of Circleville High School who meet the following minimum requirements: 3.0 Cumulative GPA; minimum attendance rate of 93% throughout high school; continuous enrollment in Circleville City School district in 9th–12th grades; passed all five parts of the Ohio Graduation Test; completed 120 required hours for the internship credit; and have demonstrated financial need for college.

The Circleville Promise Program will be administered by the Pickaway Higher Education Learning Partners for Students (HELPS) organization, which can utilize the scholarship fund to better position their existing programs to build a new generation of college students in Circleville. This program will be coupled with a **mentorship program** to assure that students are going along the correct path to successfully utilizing the scholarship program. Mentors can be parents, grandparents, teachers, a big brother or friend that will take an active role in the students' education and success. Increasing the percentage of college graduates that live in Circleville has to be the number one economic development goal. Manufacturing jobs will remain important to Circleville but in a nation dominated by the service economy the region needs more college graduates. Circleville needs to dramatically increase its percentage of college graduates that reside in the city. No city can succeed in today's world with only 17.9% of its residents having a college degree and dramatic steps are only possible through funding from the ABC award.

2. Circleville Housing Partnership

Circleville must take dramatic steps to increase the percentage of college graduates located in the city and the development of new, high-quality single family homes is a critical part of that effort.

College graduates can be home-grown or recruited to town. Fortunately, with an ABC award, Circleville can address its low 17.9% college graduate rate both ways. As mentioned above, the Circleville Promise Program can grow local college graduates organically. The Circleville Housing Partnership can recruit them to town with new single family housing developments. Add in an improved roadway infrastructure connecting Circleville to critical Central Ohio job centers and Circleville can recruit a new generation of college educated, high-wage service workers connected to Central Ohio's successful advanced services economy. However, due to the struggles of the single family home industry, new single family home investments will be slow unless the ABC award can jump start the process and incentivize the investment. The Circleville Housing Partnership is modeled after efforts to recruit home owners to urban markets. The Cleveland Clinic offers a "down payment subsidy" for any employees interested in purchasing a home in the struggling University Circle neighborhood of Cleveland. The \$1 million Circleville Housing Partnership will implement a strategy to attract major single-family homebuilders to Circleville. P3 can operate the Circleville Housing Partnership to identify land available for housing developments, subsidize the land purchase for the market rate housing developer, gain zoning as residential for the land, coordinate a Request for Proposal to award the sale of the land as part of the development and build the infrastructure for the development through the use of Tax Increment Financing. \$1 million of funding for

the Circleville Housing Partnership will come from the ABC award and be used by P3 as a pool of grant funds to be awarded to new, first time home buyers moving to the City of Circleville. \$25,000 grants will be provided to the buyers of homes costing more than \$175,000 from the ABC award. This subsidization of high-quality, single family homes will jump-start the attraction of single family home developers whose market has been struggling. P3, working with the Pickaway County Auditor, will develop a process to make the Circleville Housing Partnership Awards.

3. Circleville Fiber Ring

The \$1.5 million Circleville Fiber Ring will bring the benefits of high-speed data service to the businesses located in the City of Circleville.

Availability of a high speed data network is essential for the operation of a technology-based economic development initiative. Dublin, Ohio's DubLINK network is a national model that Circleville should follow. DubLINK began in 1999 as a public-private partnership with the Fishel company to build a broadband network out of the concern that the City's substantial road improvements would be damaged by the influx of telecommunications company growing as a result of the federal Telecommunications Act. Initially, Dublin developed a franchise agreement with Fishel to build a 1.25" conduit installed in the city's existing sewer system and running for 25 miles underneath Dublin's business district and connects six city buildings who used their own lit fiber for data and voice services, eliminating expensive leased line fees.³¹ As a result, \$400,000 in cost savings were produced for the city.³² In 2004, Dublin spent \$3.5 million to purchase 96 strands running 100 additional miles through the existing Columbus FiberNet network bringing the total length of DubLink network to its current 125 miles.³³ Finally, in 2005, DubLINK was connected with the Ohio Academic Resources Network (OARnet). OARnet is a statewide, 1,600 mile fiber backbone connecting K-12 schools, colleges, universities, federal research labs and other institutions and connected to DubLINK through a \$500,000 grant from the Ohio Board of Regents.³⁴ Thus, DubLINK created the Central Ohio Research Network that gives unique access for Dublin companies to all the university researchers across Ohio.³⁵ Additional funding permitted DubLINK to match OARnet's 100 Gbps speeds throughout its entire network. DubLINK produces substantial economic development results.³⁶ It is currently being used by Nationwide Mutual Insurance, Nestle, Dublin Methodist Hospital, Battelle Memorial Institute and online reference catalogue company OCLC Inc that connects to 70,000 libraries around the world.³⁷ Most recently, DubLINK was a key to landing a billion dollar Amazon investment in Dublin.³⁸

Developed in partnership with the local telecommunications company, the Circleville Fiber Ring will be a conduit system installed with a fiber telecommunications system that will provide discounted high-speed data service. The Circleville Fiber Ring will connect to the Circleville Energy Center and the Southern Gateway Economic Innovation Development Center with the University System of Ohio through OARnet. The Circleville Fiber Ring can be used as a marketing tool to promote both the manufacturing and high-tech job centers in the region. Funding will be provided by \$1 million from the ABC award and \$500,000 in funding from the State of Ohio Capital Bill will kick-start the project. Modeled after the successful DubLink project, the Circleville Fiber Ring can act as a major economic development retention and attraction tool by connecting area businesses to the Ohio research network. However, the substantial start-up costs of the Circleville Fiber Ring requires an initial investment from the ABC award and the state of Ohio Capital Bill to support the planning and development of this state of the art telecommunications network. As with DubLink, additional funding for the Circleville Fiber Ring can be gained from the use of TIFs and other public finance tools. The Circleville Fiber Ring will be operated by the City of Circleville and will develop a conduit system with a fiber network that permits area governmental units and businesses to connect to the network. The Circleville Fiber Ring can created Points of Presence (POPs) at multiple points tied to large current and future users of fiber services.

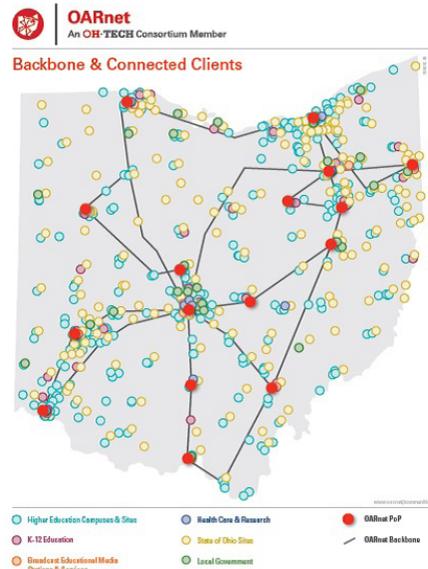


Figure 26: OARNet Connections
Source: OARNet³⁹



Stage Two

Stage Two elements of the Circleville Action Plan address the attraction of high-wage manufacturing jobs but also diversifies the economy of Circleville through the development of high-tech jobs through site development, workforce development, zoning, tax policy, infrastructure finance and marketing efforts. The elements in Stage Two can be implemented without further grants from ABC.

4. Circleville Energy Center

The Circleville Energy Center will be a 200-acre industrial park located in the City of Circleville and developed by P3 with the goal of attracting manufacturers by tapping into the cheap energy available for the region through the placement of national natural gas pipelines delivering from the discovery of shale gas in Eastern Ohio.

The Circleville Energy Center gives the City of Circleville, and not just Pickaway County, the opportunity to attract high-wage manufacturing jobs. The Circleville Energy Center will be funded by an initial public and private sector investment to purchase the land, tax increment financing to develop the infrastructure and connect the site to road and rail, and a partnership with Columbia Gas will be formed to finance the connection to the national natural gas pipeline to build the “last mile” energy connection to the site. Marketing efforts for the site will include the development of a Circleville Works Program (see below), connection to the Circleville Fiber Ring (see below), and utilization of the Circleville Growth Initiative, a municipal tax credit providing a 50% income tax rebate that will be placed on the site, as well as a targeted public relations campaign to energy intensive companies.

Circleville is positioned to capitalize on Ohio’s shale energy developments located in Eastern Ohio. A shale oil and natural gas boom in domestic energy production related to shale deposits beyond traditional oil producing and refining states creates substantial economic benefits beyond traditional energy industry regions. Midstream and downstream energy and energy-related chemical companies plan to invest \$346 million in the U.S. from 2012-2025.⁴⁰ The Utica Shale development in Ohio is providing a substantial boost to Eastern and Southern Ohio where the shale deposits are producing billions in economic output. In fact, even with the slow-down in shale production due to low oil and natural gas prices, shale related economic development investments total \$28 billion in 2015.⁴¹ Regions such as Ohio with substantial stock of shale oil and natural gas and related processing facilities are uniquely positioned to gain energy intensive industries focused on reliable, low cost energy sources. Natural gas posted a new 52-week low on October 5, 2015 of \$2.47 per million BTU’s and oil remains below \$50 dollars a barrel. Low energy

costs drive economic growth. Energy is consistently a top ten factor impacting corporate site location decisions. Regions, states and companies looking to capture the benefit of lower energy costs should take five steps to create an economic boom. Circleville is well positioned to attract energy intensive industries. The community was recently able to attract a large European consumer manufacturer based, in no small part, on its ability to easily access the natural gas pipelines in the county. The Circleville area has an abundance of natural gas pipelines crisscrossing the county, as shown by the map in Figure 27:

In order to attract additional energy depending industrial investment Circleville should follow these 5 steps for capitalizing on the energy boom:

1. **Identify attraction targets** with energy intensive industries. As the U.S. Energy Information Agency identified, energy intensive industry sectors such as chemical, aluminum, glass, food products, cement and lime, iron, steel, paper and pulp, glass and refining are the prime users of American energy. As an example, the American chemical industry is a target for an energy intensive company attraction campaign as a chemical factory's energy consumption can constitute 80% of a company's costs. As the industry cluster analysis showed, Circleville already has a strong presence in many of these sectors. A list of companies that are energy intensive, have \$250M in revenue and had sales growth of 2% or greater in 2015 and employment growth of 2% or greater in 2015 are shown in Appendix C.
2. The energy that is being produced in a region must be captured to serve that region. Efforts to retain and attract energy intensive companies first must solve the **infrastructure** puzzle that will connect their community to the oil, natural gas and even electricity flowing from new local sources. Traditional infrastructure tools such tax increment financing, tax exempt bond financing, local, state and federal grants all come into play to fund the "last mile connection" from the massive national natural gas pipeline network shown below. Circleville has done an excellent job of starting down this path but needs to continue to build-out infrastructure to attract energy intensive industries.
3. Communities looking to attract energy intensive companies need to develop economic development incentives to retain and attract these companies but a particular focus needs to center on a **workforce** certified to by ready from day one to work in the industry they are recruiting. Circleville and Pickaway County should focus on creating a workforce pipeline to develop a pool of workers trained and ready to work in the facilities for the industry in which they are required.

Ohio's natural-gas pipelines

Ohio has 10,240 miles of major natural-gas transmission pipelines snaking throughout the state. With 366 miles, Fairfield County has more pipelines than any other county.

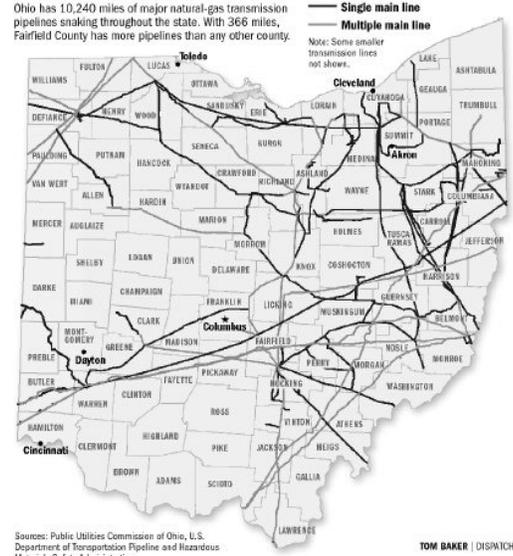


Figure 27: Ohio's Natural-Gas Pipelines
 Source: Public Utilities Commission of Ohio, US Department of Transportation Pipeline and Hazardous Materials Safety Administration

As an example, Louisiana, like much of the south, benefits from lower labor costs compared to the Industrial Midwest, East and West Coasts of the U.S. The Louisiana Chemical Corridor is working to provide training to lower-skill and lower-income workers through projects like the Louisiana Workforce Commission's Incumbent Worker Training Program to better align K-12 and higher education with workforce needs.

4. Circleville needs to grow and develop **sites** to fit the unique needs of the targeted energy intensive companies. Communities looking to capture energy intensive sites need to develop large scale sites with power, road, direct rail, and, in many cases, water access. The infrastructure needs to be in place to ensure the site is shovel ready. Traditional infrastructure tools such as tax increment financing, utility partnerships, and local, state and federal funding will be needed to develop these sites.
5. Circleville's energy intensive industry strength needs to be connected with a **marketing campaign**. The list above shows the targeted energy intensive industries that are growing that where Circleville should focus its marketing efforts. The marketing strategy should be built on community brand awareness tied to this industry as well as social media, earned media, paid media, trade association and conference participation and, ultimately through direct recruitment.



5. Circleville Works

The \$5 million Circleville Works program will develop a direct link to job centers in Franklin County, an occupational marketing campaign and workforce development program in partnership with Ohio Christian University, Southern State Community College and Circleville City Schools.

First, the **Rickenbacker Connection Program** will create a direct mass transit link with Circleville and the Rickenbacker logistics center. In partnership with the Central Ohio Transit Authority (COTA) and the local business community and Pickaway County, funding will be provided to create multiple direct bus links between Circleville and the Rickenbacker logistics center and Downtown Columbus. This express route will provide a competitive advantage for Circleville residents as well as provide an important workforce development partnership with central Ohio area companies. Due to the length of the transit service, an annual subsidy will need to be provided to the COTA to provide this service. The Circleville-COTA connection will capitalize on a new internal Rickenbacker COTA route that is designed to distribute workers through the Rickenbacker logistics centers - a “last mile” route. Second, funded with local, state and federal government funds, a **Circleville Works Center** to train and certify workers in the logistics, agriculture, manufacturing and cyber security sectors. The Circleville Works Center will be located at Ohio Christian University and be a joint venture with Southern State Community College and Circleville City Schools to build a pipeline of workers in the growing industries of logistics, agriculture, manufacturing and cyber security. The program would develop a workforce training program for targeted occupations within these sectors and create a certification for these programs as well as a marketing strategy, in partnership with the region’s educational centers, for the recruitment of students from Circleville for this program. Circleville Works will develop a training program curriculum for each one of these targeted industries by connecting the academic community with industry professionals that understand the needs of these companies. The program should develop an apprenticeship model that brings students as young as ninth grade in the Circleville City Schools into the workplace to promote work in these sectors and to build a potential workforce for these industries. Finally, Circleville Works needs to create a certification process for non-degree oriented programs in the logistics, agriculture, manufacturing, and cyber security programs targeting students in the central Ohio region.

6. South Bloomfield By-Pass

The \$60 million South Bloomfield, Ohio By-Pass project will implement an Ohio Department of Transportation study to create a more direct route between Circleville and important central Ohio job centers at Rickenbacker and Downtown Columbus.

Shorter commute times from Circleville to Columbus job centers will provide easier access for current Circleville residents to gain jobs and make it more attractive for housing, retail and office developers to make investments in Circleville. Funding for the South Bloomfield By-Pass can be gained from the Ohio Department of Transportation and/or potential alternative funding vehicles, such as public-private partnerships or transportation improvement districts. Developing the South Bloomfield By-Pass also creates a more efficient transportation connection for the logistics industry and the growing shale energy industry in Eastern and Southern Ohio. Also, traffic congestion caused by population growth north of Franklin County creates an opportunity for Circleville to attract residential and business development for those interested in a strategic location near central Ohio job sites such as Rickenbacker and Downtown Columbus. The lack of uninterrupted highway access from Circleville to the Central Ohio job centers is an impediment to growth in the city of Circleville that must be addressed.

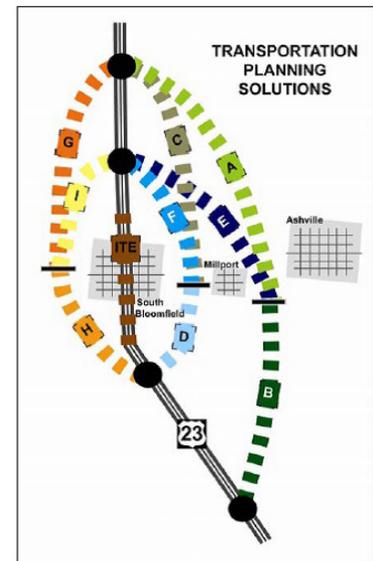


Figure 28: South Bloomfield Ohio By-Pass
Source: Ohio Department of Transportation⁴²

7. Downtown Circleville

Several specific improvements with Downtown Circleville should be made.

First, a \$10 million **Downtown Circleville Access** project involves the railroad grade separation on State Route 22 entering Downtown Circleville. Rail service is a vital piece of Circleville's economic development infrastructure. Funding for this project will need to be gained from the Ohio Department of Transportation TRAC process. The current rail line crossing State Route 22 directly interferes with access to Downtown Circleville and provides a poor gateway into the city center. Removal of this rail obstacle also gives the Downtown a new opportunity to create a gateway entrance into Downtown

through special signage and other infrastructure improvements along State Route 22. Second, **Downtown Circleville Incentives** need to be applied to all new retail, residential and office real property investments. An Ohio Community Reinvestment Area (CRA) program provides real property tax exemptions to businesses making investments in Ohio. The City of Circleville needs to adopt a downtown-wide CRA ordinance that provides a 100% tax abatement for 15 years for retail and residential developments. To be eligible, property owners must undertake new real property investment. The term of the tax exemption will exceed 15 years on new construction or 12 years on major renovation projects. This property tax free zone can provide a substantial incentive for retail and residential developers to make investments in Downtown Circleville. To attract office development, Circleville should adopt Economic Growth Initiative income tax “rebate” program that would provide a 50% rebate for all new office and commercial jobs located in Downtown Circleville creating at least 10 jobs paying 150% of the federal minimum wage and making a capital investment. Both of these Downtown incentive programs are modeled after the City of Columbus Downtown Incentives. Third, to make additional public improvements, façade improvements and keep the downtown clean and safe, the City along with downtown merchants should enact the **Circleville Special Improvement District (SID)**. A SID would levy a special assessment on downtown property owners, to be used, at their choosing, for services and improvements in the SID. The Circleville SID can be modeled after the Downtown Lancaster Special Improvement District, which uses SID funds for flower planting and mulching, sidewalk cleaning, litter patrol and trash removal, banners and Christmas decorations, cleanup after special events, snow removal, and other economic development activities. Finally, to attract company development Circleville should create the Circleville Growth Fund to fund small business/entrepreneurs and real estate development. The Circleville Growth Fund should combine capital from government, banks, foundations and individual investors. A successful community investment fund provides funding for companies and development projects to stimulate growth and create jobs and wealth in a community and typically fills a gap that is not being met solely by the private sector and is often a compliment to private sector funding. The City of Circleville, in conjunction with P3, should establish the **Circleville Growth Fund** to focus on providing capital to small businesses and entrepreneurs. The fund would encourage investment and development of under-utilized and under-used assets in the community and focus on gap financing for small businesses and entrepreneurs and real estate project investments. The goal will be to raise \$2 million in the next 6 to 9 months. Banks, foundations and individuals from in and around the community, as well as nationally, will be solicited to invest in the Circleville Growth Fund.



- a. **City Funding:** In the first year of the Circleville Growth Fund the City of Circleville will provide seed funding of \$250,000 for small businesses and entrepreneurs and \$250,000 for real estate investments.



b. Bank Funding: regional and national banks will be asked to commit a portion of their Community Reinvestment Act (CRA) funding to the Circleville Growth Fund. All banks are measured and evaluated on an annual basis for their success in meeting CRA requirements.

Road diets are a great way to slow down traffic and create a safer, more vibrant sidewalk and storefront experience for pedestrians. Slowing down traffic also allows vehicular travelers to take a closer look at downtown's offerings. Road diets shrink the width of the road by reducing lanes of traffic and/or adding features, such as parking bump outs from the curb and bike lanes. In Circleville's case, an option to consider would be eliminating the center left turn lane on Main Street from the first alley west of Court Street to the first alley east of Scioto Street as well as the turn lane from the first alley west of Pickaway Street to the Chase Bank parking lot. The two lanes of roadway would then be shifted toward the center to make room for wider sidewalks, on-street parking and bike lanes. Court Street could be reduced to two lanes of traffic with a center left turn lane (similar to Main Street's current design) from High Street to Mound Street or a more aggressive approach would be to make its road diet match that of Main Street's. Alternatively, instead of shifting lanes and sidewalks on Main Street and Court Street, boulevard islands with trees and planters could be added, which would have a similar effect as a road diet. Sidewalk seating was another idea to emerge from the plan's public outreach sessions. When restaurants have sidewalk seating and retail shops have racks on the sidewalk, it creates a much stronger pedestrian connection to the downtown environment, more social interaction and, ideally, increased consumer spending.

8. Tech Circleville

\$5 million for the operation of the Southern Gateway Economic Innovation Development Center to build programming geared toward the development of high-tech companies and early stage start-ups to support this center.

Funding from the State of Ohio Third Frontier program and partnerships developed with Rev1 Ventures in Columbus can provide the development of an early stage capital fund. Partnership with major researchers in targeted industries, creation of networking events for high-tech entrepreneurs, development of core business advisors for these tech companies, development and participation in a “buy-local” campaign with major central Ohio corporations, participating in a regional, Central Ohio tech workforce initiative and development of additional land to locate tech oriented larger companies.

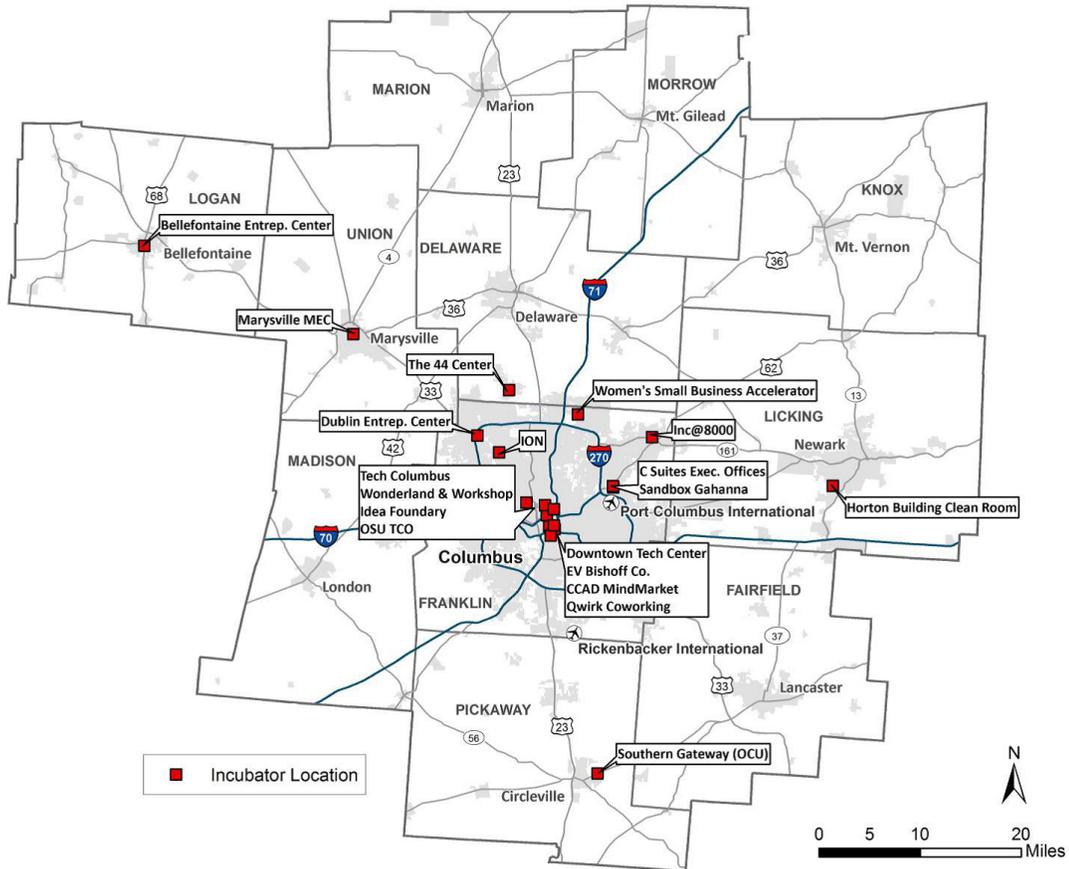


Figure 29: Incubator Map of Ohio
Source: Columbus 2020⁴³

9. Scioto River Valley Bikeway

\$50 million for the development of the Scioto River Valley Bikeway to connect Columbus to Portsmouth with a professional, racing-quality, standard bicycle path with a connection in Circleville and other cities along the path.

Every year, thousands of bicyclists ride a 100-mile route between Columbus and Portsmouth, Ohio as part of Tour of the Scioto River Valley (TOSRV). This popular bike race, which passes through Circleville, creates an opportunity for the City to connect with the biking tourism business through the creation of a new TOSRV path. This path would create a safer and higher quality biking event for the riders by removing the race from the dangers of state and local roads shared with cars. The path could be designed to permit other competitive bike races and create substantial sports related tourism opportunities. Local governments through the Ohio Public Works Commission and the Ohio Department of Transportation could provide planning funds to design and promote the Scioto River Valley Bikeway.

10. Circleville Marketing Strategy to Support Targeted Cluster Strategy

Circleville needs to continue to implement a comprehensive community marketing campaign at high-wage targeted industry clusters.

Approximately 80% of a region's new jobs come from existing companies.⁴⁴ That fact shapes the marketing strategy for any economic development plan. Economic development marketing involves the implementation of a Business Retention and Expansion Program (BR&E Program). Circleville, through P3, needs an aggressive BR&E Program geared toward keeping and developing new high-wage jobs in the region. Phase 1 of this BR&E Program is funding the effort to ensure proper staffing is available.⁴⁵ Phase 2 is identifying local companies in the area that are growing and at risk of leaving. Local economic development leaders could use a list of such companies as a guide for scheduling visits as well as develop a BR&E survey instrument for use in these visits.⁴⁶ Phase 3 is meeting with local company executives to gather input using the common business survey about what issues their company is facing and how local economic development officials can help these companies grow in the region.⁴⁷ Phase 4 is solving problems the company identified.⁴⁸ Problem solving may involve helping the company gain access to capital, address a regulatory issue, gain better transportation access or other business and policy issues.

Circleville needs to continue to implement a comprehensive community marketing campaign at high-wage targeted industry clusters. Business attraction campaigns are focused on companies not in the region. Business attraction campaigns start with an industry cluster analysis so local economic development leaders can focus on industry strengths and create a targeted marketing campaign. Next, a community message is created, prospect companies are identified, and a strategy to connect with these prospective companies is developed. The economic development marketing message may focus on the strength of a particular industry cluster, large pool of workers, unique site or special tax advantages of a region. An important step in business attraction campaigns is gaining local companies as an advocate for prospective development. As advocates, they can provide introductions to key suppliers with an interest in being more closely connected with their business. Finally, a business attraction campaign launches a marketing campaign geared toward the targeted companies on a regional or state prospect list. This will begin with the development of a comprehensive strategic marketing and communications plan. Such a plan may include multiple tactics and elements such as:

Possible Elements of an Economic Development Marketing Strategic Plan and Campaign

Campaign Element	Element Description
Branding	Creation of a Circleville brand image and message
Peer to Peer Campaigns	Introduction to national energy intensive company prospects by local company leaders
Digital Marketing	Online advertising and inbound/outbound marketing to drive traffic to the local economic development website (may include social media campaigns, strategic content development, marketing automation, AdWords and LinkedIn advertising around an energy intensive industry strategy)
Award Campaign	Application for and gaining high rankings in key awards given by groups of interest to the industries targeted focused on energy intensive companies
Hosting Special Events	Participation in targeted industry trade association events such as the Industrial Asset Management Council, Site Selection Guild and CoreNet events which are populated by national corporate site location consultants
Media Relations/Publicity	Media story placement strategy that promotes a region to the targeted industries of interest in key industry trade publications and corporate site selection magazines targeting energy intensive industries
Advertising Industry Trade Publications	Advertisement strategy targeting select energy intensive industry trade publications
Direct mail	Direct mail campaign communicating the region's benefits to the targeted energy intensive companies
Telemarketing	Telemarketing campaign to coordinate conversations with the companies targeted and local and state economic development leaders
Region-related marketing	Coordination with Columbus 2020 to leverage the well-established Columbus Region marketing initiative

Business attraction campaigns globally market in the hopes of landing a major FDI project. Finally, business attraction campaigns market and react to corporate site location consultants who represent big and small companies alike in their efforts to determine the best location for company expansion projects.

Appendix A: Energy Intensive Company Targets

Company Name	Line Of Business	Primary Industry
Nucor Corporation	Blast furnaces and steel mills	Steel Production
Abbvie Inc.	Pharmaceutical preparations	Pharmaceutical Manufacturing
Baxter International Inc.	Pharmaceutical preparations	Medical Equipment & Supplies Manufacturing
Huntsman Corporation	Plastics materials or resins	Plastic Resin & Synthetic Fiber Manufacturing
PRECISION CASTPARTS CORP.	Steel investment foundries	Fabricated Metal Product Manufacturing
WestRock Company	Corrugated and solid fiber boxes	Converted Paper Products Manufacturing
Anhui Conch Cement Company Limited	Cement, hydraulic	Cement & Concrete Product Manufacturing
Biogen	Pharmaceutical preparations	Biotechnology Product Manufacturing
CORNING INCORPORATED	Pressed and blown glass	Glass & Glass Product Manufacturing
Stryker Corporation	Surgical and medical instruments	Medical Equipment & Supplies Manufacturing
Crown Holdings Inc.	Metal cans	Converted Paper Products Manufacturing
Steel Dynamics, Inc.	Blast furnaces and steel mills	Steel Production
Becton, Dickinson and Company	Surgical and medical instruments	Medical Equipment & Supplies Manufacturing
CELGENE CORPORATION	Pharmaceutical preparations	Pharmaceutical Manufacturing
Boston Scientific Corporation	Surgical and medical instruments	Medical Equipment & Supplies Manufacturing
AK STEEL HOLDING CORPORATION	Blast furnaces and steel mills	Steel Production
CSL LIMITED	Medicinals and botanicals	Biotechnology Product Manufacturing
Hexion Inc.	Plastics materials or resins	Chemical Manufacturing
Berry Plastics Group, Inc.	Plastics products	Plastic & Rubber Product Manufacturing
Zoetis Inc.	Pharmaceutical preparations	Pharmaceutical Manufacturing
SMITH & NEPHEW PLC	Pharmaceutical preparations	Medical Equipment & Supplies Manufacturing
RPM International Inc.	Paints and allied products	Paint & Coating Manufacturing
Westlake Chemical Corporation	Plastics materials or resins	Industrial Chemical Manufacturing
HASBRO, INC.	Games, toys, childrens vehicles	Toy & Game Manufacturing
Allegheny Technologies Incorporated	Blast furnaces and steel mills	Steel Production
FMC Corporation	Alkalies and chlorine	Industrial Chemical Manufacturing
Carefusion Corporation	Surgical and medical instruments	Medical Equipment & Supplies Manufacturing
BOISE CASCADE COMPANY	Sawmills and planing mills, general	Lumber Wholesalers

Company Name	Line Of Business	Primary Industry
Worthington Industries, Inc.	Cold finishing of steel shapes	Steel Service Centers & Other Metal Wholesalers
C. R. Bard, Inc.	Surgical and medical instruments	Medical Equipment & Supplies Manufacturing
Biomet, Inc.	Surgical appliances and supplies	Medical Equipment & Supplies Manufacturing
Methanex Corporation	Industrial organic chemicals	Industrial Chemical Manufacturing
Green Plains, Inc.	Industrial organic chemicals	Biofuel Manufacturing
Yunnan Baiyao Group Co., Ltd.	Medicinals and botanicals	Pharmaceutical Manufacturing
Martinrea International Inc	Fabricated metal products	Automobile Parts Manufacturing
INTERNATIONAL FLAVORS & FRAGRANCES INC.	Industrial organic chemicals	Chemical Manufacturing
Canadian Solar Inc	Blast furnaces and steel mills	Semiconductor & Other Electronic Component Manufacturing
Sigma-Aldrich Corporation	Chemical preparations	Chemical Wholesalers
UNIVERSAL FOREST PRODUCTS, INC.	Sawmills and planing mills	Wood Product Manufacturing
Symrise AG	Industrial organic chemicals	Chemical Manufacturing
Aptargroup, Inc.	Plastics products	Plastic & Rubber Product Manufacturing
SKC Co., Ltd.	Photographic equipment and supplies	Photographic & Optical Equipment/Supplies Manufacturing
ASIA CEMENT CORPORATION	Cement, hydraulic	Cement & Concrete Product Manufacturing
DR.REDDY'S LABORATORIES LIMITED	Pharmaceutical preparations	Pharmaceutical Manufacturing
Edwards Lifesciences Corp	Surgical appliances and supplies	Medical Equipment & Supplies Manufacturing
Belden Inc.	Nonferrous wire drawing and insulating	Primary Metals Manufacturing
Newmarket Corporation	Industrial organic chemicals	Industrial Chemical Manufacturing
CCL Industries Inc	Converted paper products	Converted Paper Products Manufacturing
Alexion Pharmaceuticals, Inc.	Pharmaceutical preparations	Biotechnology Product Manufacturing
Griffon Corporation	Metal doors, sash, and trim	Plastic & Rubber Product Manufacturing
Century Aluminum Company	Primary aluminum	Aluminum Production
YIEH PHUI ENTERPRISE CO., LTD.	Blast furnaces and steel mills	Steel Production
Steris Corporation	Surgical appliances and supplies	Medical Equipment & Supplies Manufacturing
TELEFLEX INCORPORATED	Surgical and medical instruments	Medical Equipment & Supplies Manufacturing
The Cooper Companies Inc	Ophthalmic goods	Medical Equipment & Supplies Manufacturing
Resmed Inc.	Surgical and medical instruments	Medical Equipment & Supplies Manufacturing

Company Name	Line Of Business	Primary Industry
Builders Firstsource, Inc.	Millwork	Building Material Dealers
Koppers Holdings Inc.	Cyclic crudes and intermediates	Industrial Chemical Manufacturing
UBISOFT ENTERTAINMENT	Games, toys, childrens vehicles	Entertainment & Games Software
PLY GEM HOLDINGS, INC.	Millwork	Manufacturing Sector
WATTS WATER TECHNOLOGIES, INC.	Industrial valves	Metal Valve & Pipe Fitting Manufacturing
Park-Ohio Holdings Corp.	Iron and steel forgings	Warehousing & Storage
Gentex Corporation	Products of purchased glass	Automobile Parts Manufacturing
United Therapeutics Corporation	Pharmaceutical preparations	Biotechnology Product Manufacturing
ENPRO INDUSTRIES, INC.	Gaskets; packing and sealing devices	Machinery Manufacturing
Mueller Water Products, Inc.	Industrial valves	Metal Valve & Pipe Fitting Manufacturing
Pacific Ethanol, Inc.	Industrial organic chemicals	Industrial Chemical Manufacturing
Matthews International Corporation	Copper foundries	Manufacturing Sector
Groupe Canam Inc	Fabricated structural metal	Fabricated Metal Product Manufacturing
Tetra Technologies, Inc.	Industrial inorganic chemicals	Oil & Gas Field Services
Eagle Materials Inc.	Cement, hydraulic	Cement & Concrete Product Manufacturing
GAJAH TUNGGAL, PT TBK	Tires and inner tubes	Tire Manufacturing
Entegris, Inc.	Plastics products	Semiconductor Equipment Manufacturing
INTEGRA LIFESCIENCES HOLDINGS CORPORATION	Surgical and medical instruments	Medical Equipment & Supplies Manufacturing
Apogee Enterprises, Inc.	Products of purchased glass	Glass & Glass Product Manufacturing
GIBRALTAR INDUSTRIES, INC.	Fabricated metal products	Architectural & Structural Metals Manufacturing
Shandong Weigao Group Medical Polymer Co.,Ltd.	Surgical and medical instruments	Medical Equipment & Supplies Manufacturing
TRAKYA CAM SANAYII ANONIM SIRKETI	Flat glass	Glass & Glass Product Manufacturing
Green Cross Corporation	Biological products, except diagnostic	Biotechnology Product Manufacturing
Platform Specialty Products Corporation	Industrial organic chemicals	Chemical Manufacturing
JAKKS PACIFIC, INC.	Games, toys, childrens vehicles	Toy & Game Manufacturing
Globe Specialty Metals, Inc.	Primary nonferrous metals	Mining
Kunshan Kinglai Hygienic Materials Co., Ltd.	Industrial valves	Metal Valve & Pipe Fitting Manufacturing
Winpak Ltd	Unsupported plastics film and sheet	Converted Paper Products Manufacturing
Align Technology, Inc.	Dental equipment and supplies	Electromedical, Electrotherapeutic & X-Ray Apparatus Manufacturing
NUVASIVE, INC.	Surgical and medical instruments	Manufacturing Sector

Company Name	Line Of Business	Primary Industry
HEADWATERS INCORPORATED	Concrete products	Nonmetallic Mineral Product Manufacturing
Simpson Manufacturing Co., Inc.	Fabricated structural metal	Hardware & Fastener Manufacturing
Biotest AG	Pharmaceutical preparations	Pharmaceutical Manufacturing
PRESTIGE BRANDS HOLDINGS, INC.	Pharmaceutical preparations	Pharmaceutical Manufacturing
Patrick Industries, Inc.	Gypsum products	Building Material Dealers
U.S. CONCRETE, INC.	Central-mixed concrete	Cement & Concrete Product Manufacturing
DONGAH TIRE & RUBBER CO.,LTD.	Tires and inner tubes	Tire Manufacturing
DAKTRONICS, INC.	Signs and advertising specialties	Semiconductor & Other Electronic Component Manufacturing
Cavco Industries, Inc.	Mobile homes	Prefabricated Wood Building Manufacturing
Akorn, Inc.	Pharmaceutical preparations	Pharmaceutical Manufacturing
Lifetime Brands, Inc.	Cutlery	Handtool, Cutlery, & Flatware Manufacturing
Ossur hf.	Dental equipment and supplies	Medical Equipment & Supplies Manufacturing
Tong Ren Tang Technologies Co., Ltd.	Pharmaceutical preparations	Pharmaceutical Manufacturing
Balchem Corporation	Industrial organic chemicals	Chemical Manufacturing
Merit Medical Systems, Inc.	Surgical and medical instruments	Electromedical, Electrotherapeutic & X-Ray Apparatus Manufacturing
5N Plus Inc	Primary nonferrous metals	Primary Metals Manufacturing
Nn, Inc.	Ball and roller bearings	Machinery Manufacturing
Cantel Medical Corp.	Surgical and medical instruments	Medical Equipment & Supplies Manufacturing
BIO-TECHNE CORPORATION	Diagnostic substances	Biotechnology Product Manufacturing
Globus Medical, Inc.	Surgical and medical instruments	Medical Equipment & Supplies Manufacturing
Continental Building Products, Inc.	Gypsum products	Nonmetallic Mineral Product Manufacturing
Insteel Industries, Inc.	Steel wire and related products	Primary Metals Manufacturing
MARCOLIN SPA	Ophthalmic goods	Eyewear Manufacturing
Rbc Bearings Incorporated	Ball and roller bearings	Machinery Manufacturing
Rocket Fuel Inc.	Manufacturing industries	Customer Relationship Management, Marketing & Sales Software
SIMONA AG	Plastics products	Plastic & Rubber Product Manufacturing
Trex Co Inc	Sawmills and planing mills	Agriculture & Forestry Sector
Shanghai MicroPort Medical (Group) Co., Ltd.	Surgical appliances and supplies	Medical Equipment & Supplies Manufacturing
CAMBREX CORPORATION	Pharmaceutical preparations	Chemical Manufacturing

Company Name	Line Of Business	Primary Industry
AG Growth International Inc	Miscellaneous fabricated wire products	Primary Metals Manufacturing
AirBoss of America Corp	Fabricated rubber products	Plastic & Rubber Product Manufacturing
CONSORT MEDICAL PLC	Surgical and medical instruments	Medical Equipment & Supplies Manufacturing
Heartware International, Inc.	Surgical and medical instruments	Electromedical, Electrotherapeutic & X-Ray Apparatus Manufacturing
NEOGEN CORPORATION	Diagnostic substances	Diagnostic Substance Manufacturing
Horizon Pharma, Inc.	Pharmaceutical preparations	Pharmaceutical Manufacturing
Nautilus, Inc.	Sporting and athletic goods	Fitness Equipment Manufacturing
Wright Medical Group, Inc.	Surgical appliances and supplies	Medical Equipment & Supplies Manufacturing
INSULET CORPORATION	Surgical and medical instruments	Medical Equipment & Supplies Manufacturing
Dexcom, Inc.	Surgical and medical instruments	Electromedical, Electrotherapeutic & X-Ray Apparatus Manufacturing
Ju Teng International Holdings Limited	Plastics products	Computer & Office Equipment Wholesalers
Eva Precision Industrial Holdings Limited	Metal stampings	Fabricated Metal Product Manufacturing
RENTECH NITROGEN, LLC	Nitrogenous fertilizers	Agricultural Chemical Manufacturing
Oil-Dri Corporation of America	Polishes and sanitation goods	Manufacturing Sector
Lannett Company, Inc.	Pharmaceutical preparations	Pharmaceutical Manufacturing
Acorda Therapeutics, Inc.	Pharmaceutical preparations	Biotechnology Product Manufacturing
Pharmacyclics, Inc.	Pharmaceutical preparations	Pharmaceutical Manufacturing
Rogers Corporation	Adhesives and sealants	Plastic Resin & Synthetic Fiber Manufacturing
MOMENTIVE PERFORMANCE MATERIALS HOLDINGS LLC	Plastics materials or resins	Chemical Manufacturing
The Medicines Company	Pharmaceutical preparations	Pharmaceutical Manufacturing
JAZZ PHARMACEUTICALS PUBLIC LIMITED COMPANY	Medicinals and botanicals	Pharmaceutical Manufacturing
Shanghai Fosun Pharmaceutical (Group) Co.,Ltd.	Pharmaceutical preparations	Pharmaceutical Manufacturing
Regeneron Pharmaceuticals Inc	Pharmaceutical preparations	Biotechnology Product Manufacturing
Impax Laboratories, Inc.	Pharmaceutical preparations	Pharmaceutical Manufacturing
Mylan Inc.	Pharmaceutical preparations	Pharmaceutical Manufacturing
Par Pharmaceutical Companies, Inc.	Pharmaceutical preparations	Pharmaceutical Manufacturing
Hexcel Corporation	Plastics materials or resins	Plastic Resin & Synthetic Fiber Manufacturing
Cytec Industries Inc.	Chemical preparations	Chemical Manufacturing
A. Schulman, Inc.	Plastics materials or resins	Plastic Resin & Synthetic Fiber Manufacturing

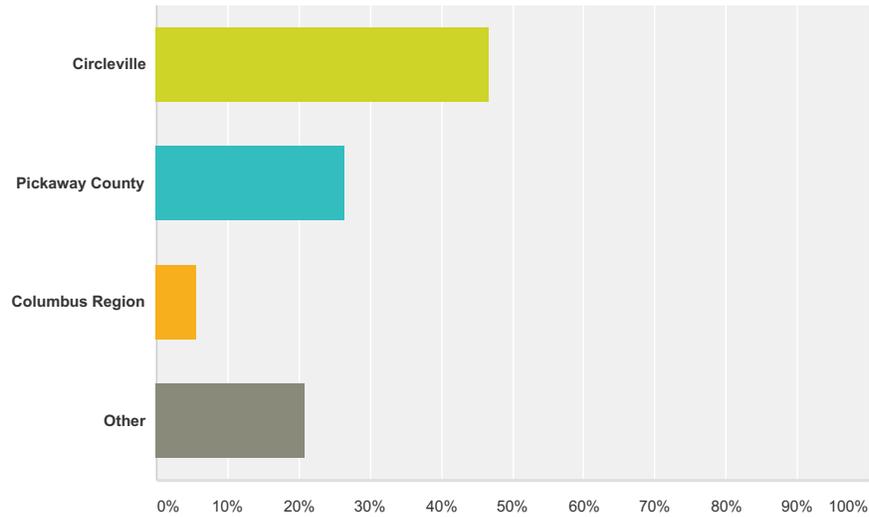
Company Name	Line Of Business	Primary Industry
Albany Molecular Research, Inc.	Biological products, except diagnostic	Scientific Research & Development Services
ALKERMES PUBLIC LIMITED COMPANY	Medicinals and botanicals	Pharmaceutical Manufacturing
Seattle Genetics, Inc.	Biological products, except diagnostic	Biotechnology Product Manufacturing
Biomarin Pharmaceutical Inc.	Pharmaceutical preparations	Biotechnology Product Manufacturing
Medivation, Inc.	Pharmaceutical preparations	Biotechnology Product Manufacturing
Daewoong Pharmaceutical Co., Ltd.	Pharmaceutical preparations	Pharmaceutical Manufacturing
SALIX PHARMACEUTICALS, LTD.	Pharmaceutical preparations	Pharmaceutical Manufacturing
Hospira, Inc.	Pharmaceutical preparations	Pharmaceutical Manufacturing
SAGENT PHARMACEUTICALS, INC.	Pharmaceutical preparations	Pharmaceutical Manufacturing
Phibro Animal Health Corporation	Industrial inorganic chemicals	Agricultural Chemical Manufacturing
Gilead Sciences, Inc.	Biological products, except diagnostic	Biotechnology Product Manufacturing
Zhejiang Hisun Pharmaceutical Co.,Ltd.	Pharmaceutical preparations	Pharmaceutical Manufacturing
Zhejiang Huahai Pharmaceutical Co., Ltd.	Pharmaceutical preparations	Pharmaceutical Manufacturing
Ecolab Inc.	Soap and other detergents	Chemical Manufacturing
Cabot Corporation	Carbon black	Chemical Manufacturing
Depomed, Inc.	Pharmaceutical preparations	Pharmaceutical Manufacturing
Tianjin Zhongxin Pharmaceutical Group Corporation Limited	Pharmaceutical preparations	Pharmaceutical Manufacturing
The Mosaic Company	Phosphatic fertilizers	Agricultural Chemical Manufacturing
MONSANTO COMPANY	Agricultural chemicals	Grain Farming

Source: Hoover's

Appendix B: Public Survey Results

Q1 Where do you reside?

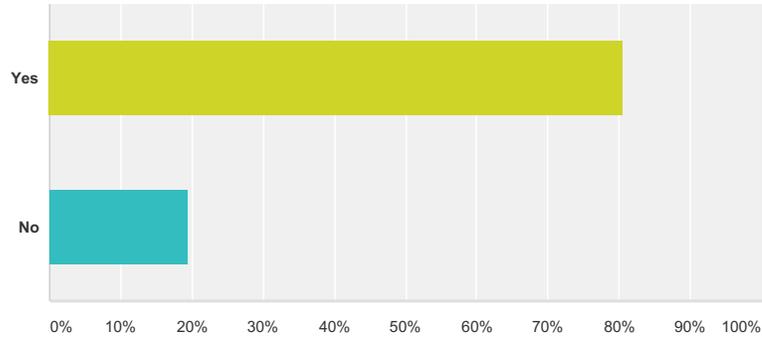
Answered: 124 Skipped: 0



Answer Choices	Responses	Count
Circleville	46.77%	58
Pickaway County	26.61%	33
Columbus Region	5.65%	7
Other	20.97%	26
Total		124

Q2 Do you work in Circleville?

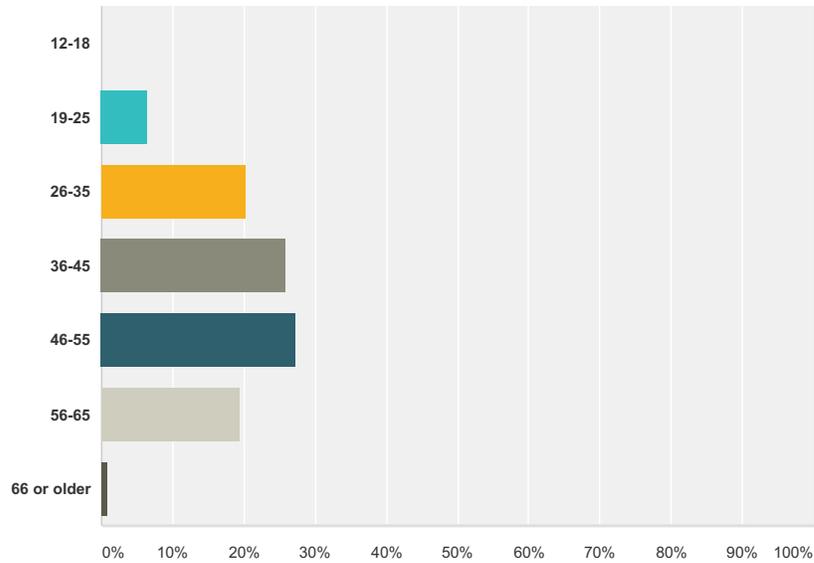
Answered: 124 Skipped: 0



Answer Choices	Responses	Count
Yes	80.65%	100
No	19.35%	24
Total		124

Q3 What is your age?

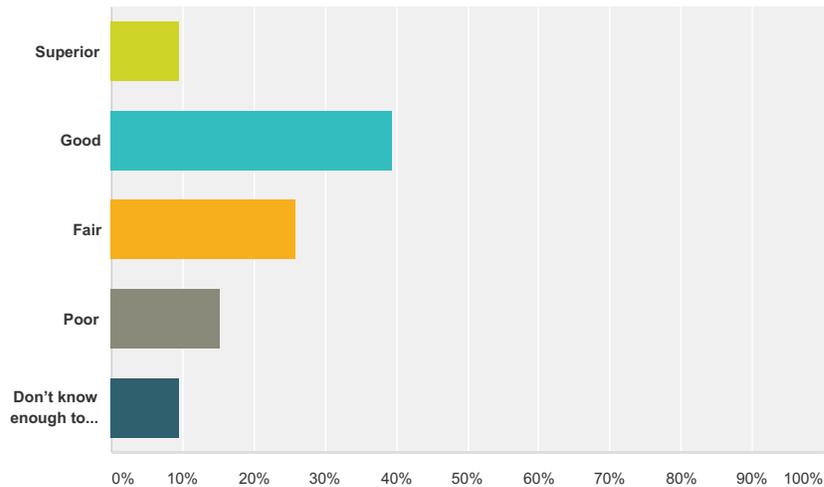
Answered: 124 Skipped: 0



Answer Choices	Responses
12-18	0.00% 0
19-25	6.45% 8
26-35	20.16% 25
36-45	25.81% 32
46-55	27.42% 34
56-65	19.35% 24
66 or older	0.81% 1
Total	124

Q4 How would you rate the effectiveness of economic development efforts in Circleville over the last 10 years?

Answered: 124 Skipped: 0



Answer Choices	Responses
Superior	9.68% 12
Good	39.52% 49
Fair	25.81% 32
Poor	15.32% 19
Don't know enough to answer.	9.68% 12
Total	124

#	Comment	Date
1	The question asks for the past 10 years, so my answer is "fair" however, in recent years it has picked up dramatically and is having an impact.	10/4/2015 9:19 PM
2	I feel like the housing developments over by Wal-Mart are awful. It needs cleaned up. There are a lot of drug houses over there.	10/1/2015 8:26 AM
3	VERY POOR, IF THE ECON. IS GROWING U WOULD NOT KNOW IT, THE COST OF LIVING FROM 2013 TO 2014 WENT UP 1.7%, BUT BERGER HOSPITAL ONLY GIVES 1% RAISE, PEOPLE CANT AFFORD TO WORK A DECENT JOB.	10/1/2015 6:47 AM
4	I remember when Wal-Mart came to Circleville that has been the biggest and only retail option we have. Factories and buisness are not thriving here there needs to be more options,growth and jobs	9/30/2015 9:12 AM
5	the shut down of RCA was quit a hit to the town, but the growth of walmart, savings bank, and the eye specialists that are now located where RCA once was.	9/30/2015 7:58 AM
6	Select groups -very class oriented.	9/30/2015 6:06 AM
7	There has been continuous improvement and efforts to grow Circleville into a thriving community.	9/29/2015 7:50 PM

8	It takes a long time to put any planning into place.	9/29/2015 4:38 PM
9	Larger employers have left the community.	9/29/2015 12:40 PM
10	Things seem to be progressing quickly recently	9/29/2015 11:24 AM
11	Berger Health Systems expansion efforts affords quality medical and hospice care to our community.	9/29/2015 10:36 AM
12	With the current administration, more effort has been visible; more talk and sharing of ideas and forward movement.	9/29/2015 10:32 AM
13	Although there has been a recent (last three years) struggling effort to revitalize the downtown area, the downtown area continues to struggle to be a draw to the general community. I remember as a child the main streets being lined by regular stores like pharmacies and grocery, now all the stores are specialty stores that are very high priced-the majority of our community can only afford to shop in those stores for special occasions. Additionally the downtown properties are help by people that drive up the monthly rent so that they can benefit from our once a year Pumpkin Show festivities leaving the buildings empty the remainder of the year-this means the building fall into disrepair and leaves the store fronts empty and bare. The downtown area could be very quaint and inviting but with the continued behavior on the side of property owners, nothing will change! All that said, downtown is not the only place in Circleville that needs attention! The city park has been allowed to fall into disrepair, properties that surround the main entrances to Circleville (like the old paper mill and property and high street and Island Road) make the entrance to our town very dismal! With the exit of large manufacturing companies in the past decade our community has taken a sever hit economically-until we draw some of those types of economy igniters back here-I fear that our economy will continue to struggle!	9/29/2015 10:21 AM
14	Things that make the economic development good; New school system, sustainability of local businesses and slight increase of local businesses (mainly restaurants), improvements to local healthcare system (Berger)	9/29/2015 10:15 AM
15	The past 4 years I would rate it as superior as we have seen a concerted effort of collaboration within the county. Communication has been key with all public and private leaders understanding they must work together to move the county forward.	9/29/2015 9:51 AM
16	Council has done everything they can to make sure the city doesn't expand i.e. Walmart complex, Wayne Twp services, Circleville Twp services. We need new council with fresh ideas who care to bring life back into this city.	9/28/2015 11:34 PM
17	Too many small "niche" businesses. Too many pizza places. Too many good businesses/restaurants going to Chillicothe and Lancaster. Improve downtown parking. Get decent restaurants and dependable employees and this town may thrive.	9/28/2015 11:25 PM
18	The jobs we have created do not replace the well paying jobs that have been lost in the last ten years.	9/28/2015 7:17 AM
19	I think circleville has definitely put in efforts to increase small businesses which is something that makes circleville what it is. I was happy to hear of the plant that will be approaching in the next couple years as well. I personally know many people that care about circleville and all that live here!	9/26/2015 5:11 PM
20	I feel that the community would benefit from a more diversified group of people investing in it. Not just a few. But I also realize that something has to want to make them invest, and there has to be a chance to succeed.	9/25/2015 12:01 PM
21	No new industry/growth in nearly 20 years	9/24/2015 10:39 PM
22	We only have a walmart and a handful of small business to shop at. No good restaurants to eat at, and no good paying jobs.	9/24/2015 3:00 PM
23	Some areas are better than others. While The Savings Bank built a new building in downtown Circleville and what used to be J.R. Hooks' (restaurant) is being completely remodeled and updated, our movie theatre shut down, the city pool is being filled in, and the bowling alley / skating rink burned down (and is now an empty lot).	9/24/2015 1:53 PM
24	Ultimately, I would ask what businesses have been created/built and sustained over the past 10 years. The major businesses are outside of city limits from my understanding (Wal-Mart complex). Circleville is down multiple buildings due to fires and tear-downs inside city limits, so I would say development is certainly mixed.	9/24/2015 1:36 PM

Q5 Why do you think Circleville is America's Best Community?

Answered: 86 Skipped: 38

#	Responses	Date
1	Small town Community Education - K-12 county schools and OCU	10/5/2015 11:57 AM
2	I don't	10/5/2015 9:11 AM
3	(1) Community pride is very strong. (2) We have survived massive layoffs but still retain our hope for a better future. (3) Our citizens participate voluntarily in many ways to move our community forward, not relying on the government to do it for us. (4) The Pumpkin Show is a truly unique community event that sets the tone for our city. Run completely by community members. Provides a feeling of old-fashioned small town life and brings the city together physically as individuals and logistically by having the entire community spruced up every year right before PS. That's pride. (5) Years ago community volunteers realized the gem we have in our downtown, established an historic district, and obtained National Register status. (6) The geographic nature of Circleville, being a stand-alone city in the middle of a big cornfield, leads to us being our own entity, not a suburb of somewhere else. You know when you drive in and out of town, unlike many cities where the borders are seamless with other municipalities. We are a community with an identity.	10/4/2015 9:19 PM
4	Circleville has many different initiatives to continue to identify community needs and programs to get citizens involved.	10/4/2015 6:42 AM
5	Pumpkin Show	10/3/2015 3:40 PM
6	They have always strived to male the community better, but also maintaining the history within this town. The pumpkin show is world famous. The whole community comes together as one. I've lived in a lot of places and traveled all around the states, but I've never seen such a well structured town like Circleville. I'm proud to be a part of this fantastic place.	10/2/2015 3:48 PM
7	Circleville is small enough to be a cozy community and yet large enough to be a place, not only to live, but to work. Circleville has a unique charm, and of course, the Pumpkin Show!	10/2/2015 9:16 AM
8	warm inviting culture, sense of community	10/1/2015 3:50 PM
9	Great community hospital.	10/1/2015 10:14 AM
10	The sense of community that you have while living here-- the excitement that surrounds the Pumpkin Show, the way that people will support efforts to raise money for local fundraisers and the way in which we support each other when a family member or friend is ill/injured.	10/1/2015 9:10 AM
11	The Pumpkin Show brings in a lot of tourism for the town and for the community.	10/1/2015 8:26 AM
12	COME ON, DONT FULL YOURSELF THERE IS NO OPPERTUNITIES HERE, EVEN THE HOSPITAL IS A STEPPING STONE, LOOK AT THE TURNOVER, ITS KNOWN AT A DRUG TOWN	10/1/2015 6:47 AM
13	I don't. The new elementary school is dysfunctional and they're taking away Ted Lewis pool, where many kids go during the summertime.	9/30/2015 9:28 AM
14	Friendly family oriented community families stay here for generations	9/30/2015 9:12 AM
15	Circleville has given me a feel of being a part of a family. I have come to know many people in Circleville through working here and in participating in local events, social groups, church events and more! There is a feeling of being at home when in Circleville!	9/30/2015 8:37 AM
16	they stick to traditions, perfect example the Circleville Pumpkin Show they keep it the way it has always been.	9/30/2015 7:58 AM
17	pumpkin show	9/30/2015 5:42 AM
18	small and people oriented. basically clean	9/30/2015 1:35 AM
19	There is a unique sense of community here...pride.	9/29/2015 10:00 PM
20	Collaboration is key -- among city and county officials, public and private efforts are beginning to pay dividends for the long-term prosperity of the community.	9/29/2015 5:52 PM
21	Small town feel downtown district love the neighbors	9/29/2015 5:29 PM

Circleville - America's Best Communities Survey

SurveyMonkey

22	Circleville has a lot of potential. We need some light industry to help us. We have the work force and lands available. It is close to bigger cities but has that great small town feel to it and a lot of people who care about each other.	9/29/2015 5:27 PM
23	I have lived here my entire life. Built a new home and raised my family. Could not think of a better town to grow up in.	9/29/2015 5:26 PM
24	Circleville is always giving back to the community.	9/29/2015 5:25 PM
25	It's the best of a small town with some advantages of a larger one. Good schools and parks and most of all really great people	9/29/2015 5:10 PM
26	Great community where people really care about their neighbors and friends. You can live your life at a slower pace but you are also close to larger cities with everything available. We are very proud of our Pumpkin Show. If you have never visited you will be greatly surprised.	9/29/2015 4:38 PM
27	Rural Community not too far from the big city.	9/29/2015 2:54 PM
28	Residents ban together as a community to assist their neighbors.	9/29/2015 1:11 PM
29	great parks amazing hospital	9/29/2015 12:26 PM
30	Small town atmosphere with close proximity to Columbus for the arts, sporting events & retail shopping. Generations of business owners continue operations. Beautiful historical district and respect for maintaining the homes and buildings.	9/29/2015 12:23 PM
31	pumpkin show	9/29/2015 11:57 AM
32	Not sure if I could say it is, in comparison to metrics that could be measured I am sure we would not compare if all communities were compared as opposed to only those that entered.	9/29/2015 11:53 AM
33	The people. The people in Circleville are hard-working/middle-class citizens whoa are passionate about their community. With the right amount of resources, the people will make it one of the most respectable communities in America.	9/29/2015 11:34 AM
34	Home town atmosphere where everyone is friendly. You have the hometown setting close to the big city.	9/29/2015 10:58 AM
35	It is a rural community that has managed to keep healthcare for its citizens among a top priority.	9/29/2015 10:47 AM
36	Friendly neighborhoods, small town shops/restaurants with close convenience to larger cites!	9/29/2015 10:42 AM
37	Traditional town, friendly people, many varieties of churches, brand new local, middle, and high school complex, has a University, has the world renown Pumpkin Show. Beautiful outside water park and picnic park for trails, playground equipment, etc.	9/29/2015 10:36 AM
38	Size and location are definite positives; Circleville continues to offer its residents the quaintness of a rural community, while its proximity to larger communities makes it easily accessible to city events and activities.	9/29/2015 10:32 AM
39	The events over the last 8 years have helped shape our community into what it is today, a resilient community willing to make change to grow.	9/29/2015 10:23 AM
40	Very community oriented. Everyone knows everyone. People tend to look out for eachother.	9/29/2015 10:23 AM
41	Circleville is a beautiful community with good people-farming families that have been here for generations, you can get a glimpse of real America here! There is so much potential in this little town! We are close enough large metro areas that you can easily get to major airports and shopping centers but then retreat to this quiet rural community!	9/29/2015 10:21 AM
42	New schools and community park recently built and great community hospital!	9/29/2015 10:19 AM
43	I think it use to be. It had great job opportunities, a close neighborhood society, neighborhood schools, trees on the streets, you new the policeman. Churches involved in the community. It was a fantastic place to grow up. That has all changed, not for the better!!	9/29/2015 10:18 AM
44	Honestly I don't believe one can say any community is the best community in America, but I can say that the people of Circleville make our community great. I also believe that we have some of the best community leaders that strive to make Circleville better everyday. Working here for the past year after college has made me aware of the efforts this community makes to improve it. Lastly, I believe that we have some of the best non-profit work in the area. I am part of 3 non-profit organization and each one of them are a success and give back to the community.	9/29/2015 10:15 AM
45	Crime rate pretty low. Friendly place to visit. C	9/29/2015 10:02 AM
46	creating shopping areas closer to home	9/29/2015 9:58 AM
47	Circleville is ideally located within 30 minutes from Columbus yet still maintains a friendly small-town atmosphere. The downtown area has a number of locally owned shops with a variety of merchandise to appeal to just about everyone. There are also any number of community events including the Farmer's Market, Third Thursday, as well as the Circleville Pumpkin Show. The variety of dining choices (other than fast food) is also quite impressive for our small community.	9/29/2015 9:55 AM

Circleville - America's Best Communities Survey

SurveyMonkey

48	Vibrant future but is able to maintain small town feel	9/29/2015 9:53 AM
49	Circleville maintains its small town atmosphere with multiple community events, while finding ways to add amenities of a larger community.	9/29/2015 9:51 AM
50	We are a small community that cares about the people that live here.	9/29/2015 9:49 AM
51	Love that i can live and work in the community that i was born and raised in.	9/29/2015 9:48 AM
52	It is a wonderful place to work.	9/29/2015 9:46 AM
53	Because the community is very concerned about one another.	9/29/2015 9:46 AM
54	Location close to Columbus and also as a hub in the eastern U.S.	9/29/2015 8:24 AM
55	Its Not, by far one of the worst communities. Huge drug problem, high unemployment rate, poor city services, huge mishandling of city funds.	9/28/2015 11:34 PM
56	I don't. I have lived here most of my Life. Drugs are ruining his community. Activities are at an all time low. There is nothing to do here. For kids or families. All the local businesses are not ones you can shop at with any regularity. Who needs osu gear all the time? Who needs Vera Bradley all the time? I can't afford it. We have to go out of town to eat out because the local restaurants are slow, tired of the same type of food, and /or poor quality.	9/28/2015 11:25 PM
57	it is a lovely place to live	9/28/2015 4:55 PM
58	Great downtown businesses. Community that wants to improve and grow.	9/28/2015 2:37 PM
59	Circleville is a great community. It has great schools, a great University and unique activities. Ohio Christian University continues to grow and shares this growth with the community. New Hope Christian School continues to expand. Leadership at the high schools is strong and they continue to improve. The Pumpkin Show is always an exciting event for the city and puts Circleville on the map. Circleville also had a lot of great momentum because public and private leaders are working together to build the community which is rare.	9/28/2015 1:49 PM
60	Circleville is a charming community with so much untapped potential. This is a city with a small town feel, where people actually care about one another and their community. The community has shown a great interest and love for their city and want to see it improved and succeed as a small vibrant urban center. I feel that with modern urban planning and community input, Circleville will rise to its full potential and become a hub that draws people from around the county and surrounding areas.	9/28/2015 12:48 PM
61	Certainly we are not the best community now. But we have all the parts that can make a great community. Location, tradition, history, work ethic, down-to-earth values / beliefs, and a degree of prosperity, charity, natural amenities are a few. What is needed is an action plan for the next 10 years.	9/28/2015 11:28 AM
62	Circleville has the small town atmosphere with great people. I believe Circleville is overwhelmed with drugs in the community and in reality we have a lot of great people also	9/28/2015 10:52 AM
63	Great leaders and opportunities of growth are strong	9/28/2015 9:24 AM
64	I don't know if this is Americas best Community	9/28/2015 7:17 AM
65	As a small salon business owner, I love that many of my clients talk about keeping their funds in the town of circleville. It shows that the residents in circleville truly care about the future of our small town.	9/26/2015 5:11 PM
66	Pumpkin show	9/25/2015 6:24 PM
67	We are a small town that was hit hard by the economic downturn in which many of our factories closed or reduced staff. We are a middle class community that loves this city and buckled down to rebuild. We have a way to go, but I am proud of my city for still having a viable downtown with small businesses who love their customers. And for having citizens who do not give up and leave their city but fight for it.	9/25/2015 5:44 PM
68	The Mayor	9/25/2015 2:49 PM
69	There aren't turf wars, everyone wants to do what is best to better the community	9/25/2015 2:27 PM
70	Because of it's potential. There may be other places that have already turned a corner and become more successful in certain ways, but Circleville is poised on the brink of success, and has an opportunity to plan for a tremendously successful future. With modern urban planning and good local support, it could be an example of what a thriving small community can be in this century. Circleville has a chance to refashion itself as a model small urban center. What's more indicative of the American Dream, than opportunity and a willingness to succeed? I believe that Circleville has both.	9/25/2015 12:01 PM
71	It is an average community. There is nothing for the young people to do here.	9/25/2015 10:59 AM

Circleville - America's Best Communities Survey

SurveyMonkey

72	even though we might not have a lot of things to do for our youth, but this community comes together during a crisis or just giving a helping hand for a small project. I personally think that is what makes this community the best in America.	9/25/2015 10:39 AM
73	It is a small community that offers alot. It is a safe place to live and raise children. The new school is a positive thing. new businesses have developed and increased jobs for the area. Circleville is a central location to commute to Lancaster, Chillicothe, and Columbus.	9/25/2015 9:58 AM
74	People truly care about their neighbors, their family's, their hometown businesses and we definitely look out for one another!	9/25/2015 8:56 AM
75	The sense of community	9/25/2015 7:03 AM
76	Our potential	9/25/2015 6:20 AM
77	Quality of life, downtown is busy and attractive, people, activities for families, Pumpkin Show	9/24/2015 10:39 PM
78	I don't. I like the town but we want to move out of the city limits and away from the meth and heroin. We find drug paraphernalia in our yard since we live next to an alley where a local family has been sending members to sell drugs for the last 10 years.	9/24/2015 8:51 PM
79	It represents middle America in many ways, not a big city, regular people, a diversity of industry and amenities, and it is a growing town.	9/24/2015 8:14 PM
80	Circleville is a great town to live in and raise a family. I see a lot of potential here!	9/24/2015 3:31 PM
81	The comradery of this County is great, the people here seem to want change and are willing to work for it.	9/24/2015 3:23 PM
82	I do not think Circleville is America's best community. Our law enforcement, judicial, and elected officials are corrupt. Please pick another community.	9/24/2015 3:00 PM
83	Small town folks that care.	9/24/2015 2:34 PM
84	I think that Circleville is America's Best Community because as small as we are, and as many hard times as we have faced as a community, we all come together each year to make The Pumpkin Show "The Greatest Free Show on Earth." Planning occurs year round, every local business and organization plays a part, and local schools close so that students can participate in the festivities. Locals work in booths and park cars, decorate and ride in floats in the 7 parades, enter homemade projects, baked goods and garden produce in the contests held, and gather around to see the largest pumpkins (over 1,000lbs each!) and Lindsey's giant pumpkin pie. This is not an ordinary festival. The streets of downtown are transformed into a fall wonderland as thousands of visitors come to our small town from all around the world. I am proud to be from a town that can accomplish so much each and every year.	9/24/2015 1:53 PM
85	Pumpkin Show is certainly a major factor in that a small community can draw hundreds of thousands of people. But other than that, the main economic activity of the town is Wal-Mart and the various bars, which is not very favorable, in my opinion.	9/24/2015 1:36 PM
86	Community Driven	9/24/2015 1:30 PM

Q6 What three things could be done over the next decade to make Circleville a better community?

Answered: 106 Skipped: 18

Answer Choices	Responses	
a.	100.00%	106
b.	96.23%	102
c.	88.68%	94

#	a.	Date
1	new housing stock	10/5/2015 1:45 PM
2	invest in bringing in well paying jobs that sustain middle American families	10/5/2015 11:57 AM
3	decrease illegal drug trafficking	10/5/2015 9:11 AM
4	Create a Community Center, water park, skate board park	10/4/2015 9:19 PM
5	Continue to develop opportunities for job development.	10/4/2015 6:42 AM
6	economic development	10/3/2015 3:40 PM
7	New Roads	10/2/2015 3:48 PM
8	PICCA transport open longer hours	10/2/2015 2:53 PM
9	Get more young people involved in the community	10/2/2015 9:16 AM
10	continue to develop parks/rec areas, add bike trails connecting to big cities like Columbus and Cincinnati	10/1/2015 3:50 PM
11	Keep the hospital a community hospital. It has a great retirement.	10/1/2015 10:14 AM
12	Encourage local restaurants in the downtown area that will actually stay!	10/1/2015 9:10 AM
13	Clean-up the houses over there by walmart	10/1/2015 8:26 AM
14	MORE JOBS	10/1/2015 6:47 AM
15	less conservative republicans	9/30/2015 9:28 AM
16	Economic Development more jobs and retail	9/30/2015 9:12 AM
17	More job opportunities	9/30/2015 8:37 AM
18	HOUSING STABILITY	9/30/2015 8:30 AM
19	More restaunt choices (not fast food chains)	9/30/2015 8:02 AM
20	more jobs	9/30/2015 7:58 AM
21	more shopping so we can stay in circleville	9/30/2015 6:57 AM
22	commercial growth	9/30/2015 6:06 AM
23	bring in more businesses	9/30/2015 1:35 AM
24	unique shops	9/29/2015 10:00 PM
25	Get a better control over the drug problem	9/29/2015 8:24 PM
26	Downtown revitalization	9/29/2015 5:52 PM
27	Need activities for children/entertainment	9/29/2015 5:29 PM
28	Bring in light industry.	9/29/2015 5:27 PM
29	New city pool	9/29/2015 5:26 PM

Circleville - America's Best Communities Survey

SurveyMonkey

30	Keep Berger Health System public	9/29/2015 5:25 PM
31	recruit some more medium size business opportunities	9/29/2015 5:10 PM
32	We need more business to generate more jobs locally.	9/29/2015 4:38 PM
33	Expand the center of the city look to neighboring streets. Assist home and business owners to carrying the downtown atmosphere outward from the 2-4 block radius to a 6-8 block radius.	9/29/2015 4:13 PM
34	expand local services	9/29/2015 2:54 PM
35	DRUG UNIT	9/29/2015 1:59 PM
36	Incentives for new business ventures	9/29/2015 1:11 PM
37	Economic Development - Create More Jobs	9/29/2015 12:40 PM
38	turning lights	9/29/2015 12:26 PM
39	Meeting facilities - business and social	9/29/2015 12:23 PM
40	drugs	9/29/2015 11:57 AM
41	Improve on City Service, police, road maintenance, snow removal	9/29/2015 11:53 AM
42	Promote development in downtown area - pubs w/craft beer, breweries, improved movie theater, and outdoor space to enjoy beautiful weather.	9/29/2015 11:34 AM
43	Clean up the drug problems	9/29/2015 11:24 AM
44	Develop activities for kids	9/29/2015 10:58 AM
45	decrease drug-related activities	9/29/2015 10:47 AM
46	Bring in a business	9/29/2015 10:36 AM
47	Continue to use the downtown as a viable business and shopping area	9/29/2015 10:32 AM
48	diversify workforce	9/29/2015 10:23 AM
49	Try to weed out the drugs.	9/29/2015 10:23 AM
50	Need to draw in economy igniters: manufacturing/businesses so that there are more jobs	9/29/2015 10:21 AM
51	More Restraunts and shopping	9/29/2015 10:19 AM
52	lower taxes for an incentive for businesses to return.	9/29/2015 10:18 AM
53	Utilize old school properties for either housing or commercial property	9/29/2015 10:15 AM
54	Drug Issue improvement	9/29/2015 10:12 AM
55	Continue to work on drug problem	9/29/2015 10:02 AM
56	better transportation for those without a car	9/29/2015 10:01 AM
57	Restuarants	9/29/2015 10:00 AM
58	more sit.down restaurants	9/29/2015 9:58 AM
59	Fix roads and sidewalks	9/29/2015 9:56 AM
60	Continue to encourage establishments to appeal to the growing young adult population.	9/29/2015 9:55 AM
61	Bring more businesses into the community	9/29/2015 9:54 AM
62	Bring more jobs and industry	9/29/2015 9:53 AM
63	Additional walking paths	9/29/2015 9:51 AM
64	increase jobs	9/29/2015 9:49 AM
65	Enhance activities for the communities youth	9/29/2015 9:48 AM
66	Continue to keep downtown growing.	9/29/2015 9:46 AM
67	Drug control	9/29/2015 9:46 AM
68	More green space	9/29/2015 9:45 AM

Circleville - America's Best Communities Survey

SurveyMonkey

69	Address the drug problem. I don't know how.	9/29/2015 8:24 AM
70	Have a 100% turnover in city council	9/28/2015 11:34 PM
71	Better restaurants and no more pizza	9/28/2015 11:25 PM
72	Get rid of the drug problem	9/28/2015 4:55 PM
73	Continue to fight drug issues and crime that comes from that addiction.	9/28/2015 2:37 PM
74	Continue to add more jobs	9/28/2015 1:49 PM
75	Entertainment	9/28/2015 12:48 PM
76	improve the impression of our schools, we have to be the top-rated district in our county and region.	9/28/2015 11:28 AM
77	Continue to fight the drugs in the community	9/28/2015 10:52 AM
78	Larger named companies for business development	9/28/2015 9:24 AM
79	We need to attract new industries to the county	9/28/2015 7:17 AM
80	Create better parking for people to shop downtown	9/26/2015 5:11 PM
81	Technology	9/25/2015 10:40 PM
82	Revitalize downtown	9/25/2015 6:24 PM
83	a community center for teens with rock climbing, rope courses...	9/25/2015 5:44 PM
84	fund infrastructure	9/25/2015 3:37 PM
85	Repave streets to project a better image	9/25/2015 2:49 PM
86	Find innovative ways to reduce demand for drugs and continue to reduce the supply	9/25/2015 2:27 PM
87	LIMIT TRAIN TRAFFIC!	9/25/2015 12:01 PM
88	Get rid of drugs in the community	9/25/2015 10:59 AM
89	Activities our youth can do.	9/25/2015 10:39 AM
90	a more appealing downtown	9/25/2015 9:58 AM
91	Create Industry - more jobs	9/25/2015 8:56 AM
92	industry	9/25/2015 7:03 AM
93	find ways to keep young people here	9/25/2015 6:20 AM
94	job creation	9/24/2015 10:39 PM
95	Put in a large swimming complex.	9/24/2015 10:20 PM
96	Replace all city council members	9/24/2015 10:15 PM
97	Get rid of the drugs	9/24/2015 8:51 PM
98	improve infrastructure	9/24/2015 8:14 PM
99	Find ways to bring more employers to Circleville	9/24/2015 5:12 PM
100	The City and County should work together more.	9/24/2015 3:23 PM
101	Communication infrastructure	9/24/2015 3:02 PM
102	Get rid of our elected officials	9/24/2015 3:00 PM
103	more activities for families	9/24/2015 2:34 PM
104	Provide more for the youth to enjoy year round - productive options that will decrease the likelihood of bad decisions.	9/24/2015 1:53 PM
105	Incentivize businesses to come to the city through tax abatement and other incentives	9/24/2015 1:36 PM
106	Signage on the major highways - Historic	9/24/2015 1:30 PM
#	b.	Date
1	easier access to centers of work - Columbus	10/5/2015 1:45 PM

2	clean up crime ridden areas and prevent crime - requires investing in our youth to help prevent them from taking those same paths	10/5/2015 11:57 AM
3	decrease	10/5/2015 9:11 AM
4	Build viable economic buildings on vacant lots downtown	10/4/2015 9:19 PM
5	improve education	10/3/2015 3:40 PM
6	more entertainment	10/2/2015 3:48 PM
7	more jobs	10/2/2015 2:53 PM
8	Take back downtown buildings from out-of-state and uninterested owners and make them available to local people.	10/2/2015 9:16 AM
9	recruit more psych support (counseling and psychiatry) and primary care providers	10/1/2015 3:50 PM
10	Discourage the building of more low income housing.	10/1/2015 9:10 AM
11	have a pain clinic to help people get off of drugs	10/1/2015 8:26 AM
12	BETTER RAISES AND ANCENTIVES	10/1/2015 6:47 AM
13	money in the schools, pass the levy's	9/30/2015 9:28 AM
14	Increase Undercover Drug Enforcement	9/30/2015 9:12 AM
15	More growth in the area of retail and dining.	9/30/2015 8:37 AM
16	MEDICAL OUTREACH TO UNDERSERVED	9/30/2015 8:30 AM
17	More shopping choices (not dollar general and auto part stores)	9/30/2015 8:02 AM
18	a community drug rehab program	9/30/2015 7:58 AM
19	more nice restaurants	9/30/2015 6:57 AM
20	better incentives for commercial growth	9/30/2015 6:06 AM
21	bring in shopping center	9/30/2015 1:35 AM
22	more industry	9/29/2015 10:00 PM
23	Activities for children and teens	9/29/2015 8:24 PM
24	Community center -- performing arts, fine arts, recreation	9/29/2015 5:52 PM
25	Higher end restaurants	9/29/2015 5:29 PM
26	Work together to bring in business downtown (cafes, antiques, collectibles stores, book store)	9/29/2015 5:27 PM
27	More downtown shops and business owners	9/29/2015 5:26 PM
28	Sidewalks to Crites park	9/29/2015 5:25 PM
29	continue to improve health care and wellness by adding more walking and bike trails	9/29/2015 5:10 PM
30	More shopping to draw out of town customers.	9/29/2015 4:38 PM
31	Assist local individuals with business development and growth. Increasing diversity of the ownership downtown. Improve community buy-in, community support. New blood, new life.	9/29/2015 4:13 PM
32	job development	9/29/2015 2:54 PM
33	KIDS PLACE	9/29/2015 1:59 PM
34	Incentives to boost quality of life for indigent residents	9/29/2015 1:11 PM
35	Elimination of illegal drug use within the community	9/29/2015 12:40 PM
36	street repair	9/29/2015 12:26 PM
37	Career employment opportunities to attract young families to work and live in the area.	9/29/2015 12:23 PM
38	roads	9/29/2015 11:57 AM
39	Bring more business into town and not just service industry type business.	9/29/2015 11:53 AM
40	Attract larger companies to the area for employment opportunities. A lot of people have to travel to Columbus for employment opportunities in the private industry.	9/29/2015 11:34 AM

41	More jobs	9/29/2015 11:24 AM
42	Clean up the drugs	9/29/2015 10:58 AM
43	continue to develop senior residence condo-communities	9/29/2015 10:47 AM
44	New restaurant	9/29/2015 10:36 AM
45	Continue to seek opportunities to attract major manufacturers.	9/29/2015 10:32 AM
46	chain restaurants	9/29/2015 10:23 AM
47	Get some more restaurants. Not fast food.	9/29/2015 10:23 AM
48	Need to continue to improve the school systems-Circleville and Logan Elm so that people will be drawn to live here	9/29/2015 10:21 AM
49	Increase community activities	9/29/2015 10:19 AM
50	more activities for families and children. Clean up the drug situation so people feel safe.	9/29/2015 10:18 AM
51	Maintain the school systems (The new schools are amazing and I would hate to see us not take care of them like we should)	9/29/2015 10:15 AM
52	Increased jobs	9/29/2015 10:12 AM
53	Entice new businesses to open here	9/29/2015 10:02 AM
54	more things for youth to do(teens mostly)	9/29/2015 10:01 AM
55	Shopping	9/29/2015 10:00 AM
56	repair downtown buildings for use	9/29/2015 9:58 AM
57	increase mental health substance abuse access	9/29/2015 9:56 AM
58	Encourage the implementation of available recreational activities for the teens of the community.	9/29/2015 9:55 AM
59	Clean up the drug problem	9/29/2015 9:54 AM
60	Attract more restaurants	9/29/2015 9:53 AM
61	Expanded YMCA	9/29/2015 9:51 AM
62	increase education	9/29/2015 9:49 AM
63	spruce up downtown... its a mismatched mess	9/29/2015 9:48 AM
64	Birth control to help non married women.	9/29/2015 9:46 AM
65	Fewer fast food places and access to fresh food sources (Farmer's Markets)	9/29/2015 9:45 AM
66	Clean up the south end of town. I don't know how.	9/29/2015 8:24 AM
67	Expand city services i.e. police, fire, roads	9/28/2015 11:34 PM
68	more activities. Bowling, movies, etc	9/28/2015 11:25 PM
69	have activities for the teens	9/28/2015 4:55 PM
70	Add more industry/businesses to increase jobs and people moving to/staying in town.	9/28/2015 2:37 PM
71	Expansion of restaurant and retail opportunities	9/28/2015 1:49 PM
72	Affordable housing for young working adults starting out	9/28/2015 12:48 PM
73	attract new jobs to increase tax base	9/28/2015 11:28 AM
74	Bring jobs and entertainment to the community	9/28/2015 10:52 AM
75	Youth center	9/28/2015 9:24 AM
76	We need to seriously look at our infrastructure and better maintain what we have.	9/28/2015 7:17 AM
77	Create more jobs in pickaway county	9/26/2015 5:11 PM
78	Education	9/25/2015 10:40 PM
79	Renovate buildings	9/25/2015 6:24 PM
80	incentives for legitimate small businesses to open downtown and not leave	9/25/2015 5:44 PM

Circleville - America's Best Communities Survey

SurveyMonkey

81	further address drug problem	9/25/2015 3:37 PM
82	Contract with one garbage service to protect the streets to clean up Circleville and add an administrative fee of \$2 per month. Half to go to Administrating the collection and half to go toward sidewalk installation and/or replacement.	9/25/2015 2:49 PM
83	continue to enhance the education system	9/25/2015 2:27 PM
84	Give young affluent adults a reason to stay - the rest will follow.	9/25/2015 12:01 PM
85	More economic development	9/25/2015 10:59 AM
86	community support	9/25/2015 9:58 AM
87	Additional Amenities, such as a community pool, family center, etc.	9/25/2015 8:56 AM
88	growth	9/25/2015 7:03 AM
89	improve our dt retail district	9/25/2015 6:20 AM
90	improve school curriculum/ratings	9/24/2015 10:39 PM
91	Bring in more business.	9/24/2015 10:20 PM
92	Work extensively on drug issue	9/24/2015 10:15 PM
93	throw the dealers in jail	9/24/2015 8:51 PM
94	increase amenities for local citizens	9/24/2015 8:14 PM
95	Make downtown Circleville more beautiful with planters, fountains, etc	9/24/2015 5:12 PM
96	There should be a discount and or incentive to new businesses.	9/24/2015 3:23 PM
97	Community seating and parks downtown	9/24/2015 3:02 PM
98	Get rid of current sheriff	9/24/2015 3:00 PM
99	plan to help small businesses get started	9/24/2015 2:34 PM
100	Creating more jobs for people with college degrees - giving local incentive to high school students to further their education and return to Circleville once they have a degree.	9/24/2015 1:53 PM
101	Improve tech/business incubation through strategic partnerships with OCU and other universities/learning institutions	9/24/2015 1:36 PM
102	Complete the Gateway to Circleville as proposed	9/24/2015 1:30 PM
#	c.	Date
1	more entertainment opportunities - restaurants, shops	10/5/2015 1:45 PM
2	Give reasons for people to visit Circleville (beyond the Pumpkin Show). Too many families go out of town for weekend activities instead of staying here.	10/5/2015 11:57 AM
3	increase education, starting with freshman(too many young people are following in their parents footsteps with school drop out, pregnancy, relying on medicaid	10/5/2015 9:11 AM
4	Enforce the existing zoning code to clean up violations.	10/4/2015 9:19 PM
5	restore the "circle" house and make a museum.	10/2/2015 3:48 PM
6	clean up some falling down looking houses	10/2/2015 2:53 PM
7	Figure out a way to move the road or the railroad tracks on Main St.	10/2/2015 9:16 AM
8	develop family friendly entertainment (not casinos, bars, etc)	10/1/2015 3:50 PM
9	Drug control	10/1/2015 9:10 AM
10	There are a lot of houses that need cleaned up and repaired to keep the view of Circleville more of a cleaner friendlier place to live.	10/1/2015 8:26 AM
11	BETTER POLICE OFFICERS, (WE NEED OUR POLICE OFFICERS TO CASE OUT GAS STATIONS,ALLEYS AND BARS AT MIDNIGHT, NOT THE LOCAL EMPTY MCDONALDS)	10/1/2015 6:47 AM
12	Better education on effects of drugs and having safe sex	9/30/2015 9:28 AM
13	More financial Support for our Sheriff and Police Dept	9/30/2015 9:12 AM
14	Revamping the parks and recreation in city limits	9/30/2015 8:37 AM

Circleville - America's Best Communities Survey

SurveyMonkey

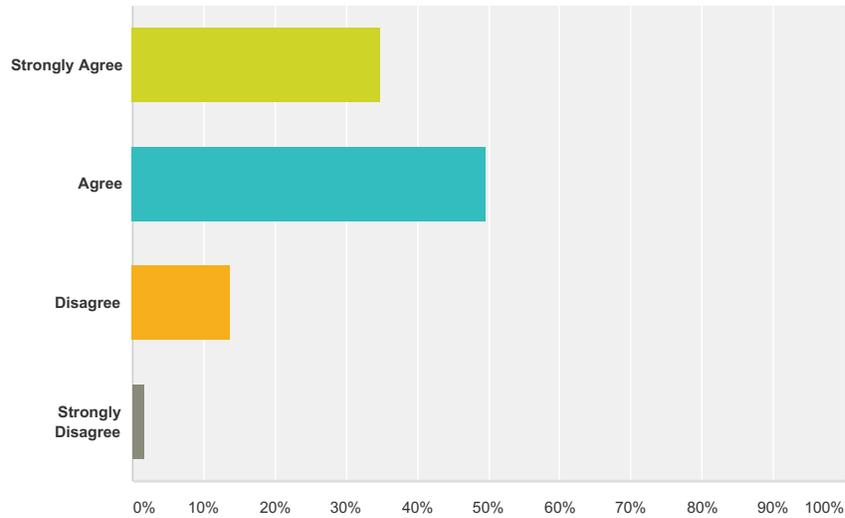
15	REDUCE DRUG OFFENSES AND ESTABLISH ADDICTION CLINCS	9/30/2015 8:30 AM
16	more restrants and shopping	9/30/2015 7:58 AM
17	less drugs	9/30/2015 6:57 AM
18	improve parks and activities	9/30/2015 1:35 AM
19	promote farming community	9/29/2015 10:00 PM
20	Better schools	9/29/2015 8:24 PM
21	More strategic and land use planning and implementation; getting schools on board with the bigger community picture	9/29/2015 5:52 PM
22	Street repair we have a lot of rough streets	9/29/2015 5:29 PM
23	Promote vacant areas - old Circleville Oil, Mason's	9/29/2015 5:27 PM
24	DBA grow and welcome the entire county to be a member. We can never have enough help and ideas.	9/29/2015 5:26 PM
25	Community watch	9/29/2015 5:25 PM
26	continue to improve education from elementary thur college	9/29/2015 5:10 PM
27	Movie theater	9/29/2015 4:38 PM
28	Identify/Create/Promote community desired events. Need events that interest and involve both the young and old.	9/29/2015 4:13 PM
29	expand entertainment	9/29/2015 2:54 PM
30	CLEAN UP	9/29/2015 1:59 PM
31	Slow the influx of low income housing	9/29/2015 1:11 PM
32	Housing development	9/29/2015 12:40 PM
33	Expanded medical services	9/29/2015 12:23 PM
34	clean up south of tracks	9/29/2015 11:57 AM
35	Focus on the south end of town, clean up old properties, etc..	9/29/2015 11:53 AM
36	Attract restaurants that offer something different than wings and domestic beer.	9/29/2015 11:34 AM
37	More housing	9/29/2015 11:24 AM
38	Get govt. Departments to work together	9/29/2015 10:58 AM
39	develope more family friendly activities; bigger pool, rec center	9/29/2015 10:47 AM
40	Continue to bolster the partnership between private and public sectors.	9/29/2015 10:32 AM
41	infrastructure (ease of entering/exiting Rt 23)	9/29/2015 10:23 AM
42	Need to improve parks system-Ted Lewis has to be redone-but other parks need touched up too, kids need a place to be outside-something to do in this town other than sit outside the courthouse on Friday Night!	9/29/2015 10:21 AM
43	Update and develop downtown Circleville	9/29/2015 10:19 AM
44	Plant trees back on the streets. That use to be part of the beauty of Circleville	9/29/2015 10:18 AM
45	Collaborate to increase student body at OCU (college students have an amazing effect on communities and help the economy) Options: more student living in Circleville, internship programs with Berger, City, and local businesses.	9/29/2015 10:15 AM
46	Crime improvement	9/29/2015 10:12 AM
47	Clean up some of the old buildings	9/29/2015 10:02 AM
48	get drug proplem under control(not easy i know)	9/29/2015 10:01 AM
49	Jobs	9/29/2015 10:00 AM
50	reduce the number of auto parts stores and get more restaurants - so we don't have to leave Circleville to get a good meal it will also increase jobs	9/29/2015 9:56 AM
51	Nurture the arts in the community, both performing and visual.	9/29/2015 9:55 AM
52	Offer more for the youth. It would be nice to have a large movie theater, skating rink, bowling alley, etc....	9/29/2015 9:54 AM
53	Develop more options for non-working time	9/29/2015 9:53 AM

54	Additional recreation/fun centers for teens	9/29/2015 9:51 AM
55	increase health care to the under privileged	9/29/2015 9:49 AM
56	create green spaces	9/29/2015 9:48 AM
57	Increase in pay for employees of business in community.	9/29/2015 9:46 AM
58	Transportation	9/29/2015 9:45 AM
59	Encourage development of historic properties, i.e. Middle School building, movie theater, octagon house, etc.	9/29/2015 8:24 AM
60	Elect a mayor that supports its workforce and community	9/28/2015 11:34 PM
61	safer. Clean up the parks of drugs and the south end of Circleville.	9/28/2015 11:25 PM
62	bring in more business for better jobs	9/28/2015 4:55 PM
63	Continue to do community events to get residents involved. Farmers Market, Thursday Nights, etc.	9/28/2015 2:37 PM
64	Continued collaboration among leaders in the community	9/28/2015 1:49 PM
65	Revitalize the historic Downtown	9/28/2015 12:48 PM
66	add quality of life excitement to attract younger families	9/28/2015 11:28 AM
67	Update the sidewalk, light post, light the court house	9/28/2015 10:52 AM
68	More chain restaurants - chipotle, outback, etc..	9/28/2015 9:24 AM
69	Figure out why our health care system cannot retain physicians	9/28/2015 7:17 AM
70	Upgrade the town a little without losing the charm. Little benches along the sidewalks would be great for older people	9/26/2015 5:11 PM
71	Strong community leaders	9/25/2015 10:40 PM
72	Apartments downtown	9/25/2015 6:24 PM
73	rental properties in town owned by local residents who are held accountable for their tenants and the look of the rental	9/25/2015 5:44 PM
74	License cats like some other communities to control feral cat population. License fees would be for shelter cost and administration.	9/25/2015 2:49 PM
75	bring in more high paying jobs	9/25/2015 2:27 PM
76	More things like the farmers market!	9/25/2015 12:01 PM
77	Less slum lords	9/25/2015 10:59 AM
78	fix sidewalks	9/25/2015 9:58 AM
79	Increase Safety forces	9/25/2015 8:56 AM
80	renovation of city park	9/25/2015 7:03 AM
81	fight the drug problem better	9/25/2015 6:20 AM
82	new businesses in downtown vacant lots	9/24/2015 10:39 PM
83	Have more connection of school and businesses.	9/24/2015 10:20 PM
84	Revitalize downtown	9/24/2015 10:15 PM
85	bring in jobs that aren't Walmart.	9/24/2015 8:51 PM
86	keep building community pride	9/24/2015 8:14 PM
87	Continue to crack down on drugs	9/24/2015 5:12 PM
88	More community events	9/24/2015 3:23 PM
89	More diverse eateries	9/24/2015 3:02 PM
90	Bring some better paying jobs to our area	9/24/2015 3:00 PM
91	lower sales tax to 6.75 to be competitive with Fairfield and less than other surrounding counties	9/24/2015 2:34 PM
92	Rebuild and find new uses for currently unused spaces (the abandoned movie theatre and the lots where Circle D and Mason's burnt down).	9/24/2015 1:53 PM

93	Reduce chemical dependency/drug usage among those in the community. Not really an easy way to do that, given its more systemic than a local enforcement issue.	9/24/2015 1:36 PM
94	Develop a "walkable" community	9/24/2015 1:30 PM

Q7 I would recommend Circleville as a place to live.

Answered: 123 Skipped: 1



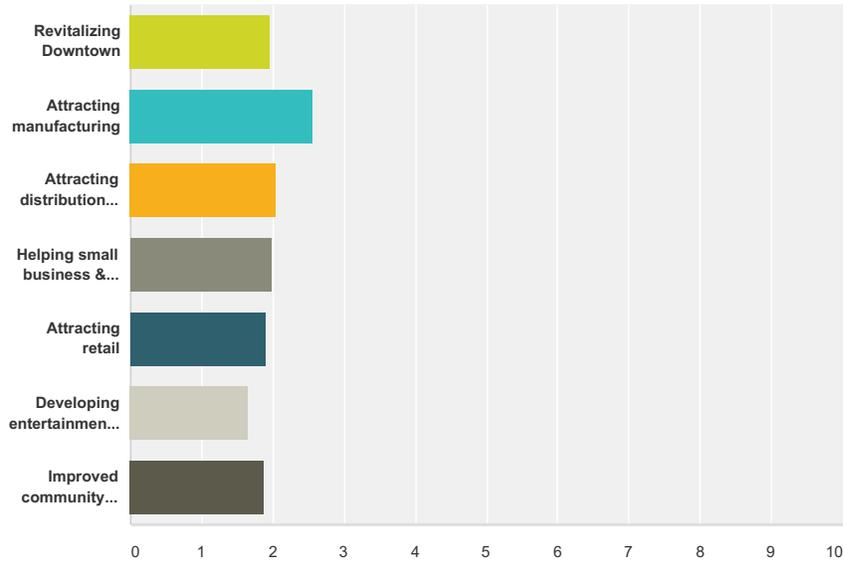
Answer Choices	Responses
Strongly Agree	34.96% 43
Agree	49.59% 61
Disagree	13.82% 17
Strongly Disagree	1.63% 2
Total	123

#	Comment	Date
1	Our city is lagging in basic amenities that attract and retain citizens and increase our quality of life: gathering places, community center, parks, professional theater & concerts, chain restaurants (not fast food or pizza), shopping & retail. It also has a drug problem with its resulting crime and effect on families.	10/4/2015 9:19 PM
2	My husband and I were both raised in Pickaway county where we continue to reside and have raised our family	9/30/2015 9:12 AM
3	If I was able to move, I would most definitely look at Circleville as my next home!	9/30/2015 8:37 AM
4	We all need to get a positive attitude about this and all work together to make this county more than just a Pumpkin Show but a great place people will want to visit year round.	9/29/2015 5:27 PM
5	When I moved here 22 years ago and industry was booming it was a perfect community, plenty of jobs, no crime, no drugs, near Columbus, etc... Today being near Columbus is about the only one still in place.	9/29/2015 11:53 AM
6	would strongly agree if/when I see significant decrease in drug-related activities.	9/29/2015 10:47 AM
7	Personally moved to circleville this year!	9/29/2015 10:42 AM
8	I have done this many times to professionals who are moving or who are considering moving into Circleville. I love Circleville!	9/29/2015 10:36 AM
9	Although I see the negative things here, I choose to live here. This is my home. I believe this community is worth my investment, time and energy.	9/29/2015 10:21 AM

10	These are my opinions, but I think that Circleville is a perfect size, has great location within Ohio and strong job opportunities.	9/29/2015 10:15 AM
11	Moved because of drug issues and didn't feel quality of schools as great	9/29/2015 10:12 AM
12	Love Circleville, but feel seriously threatened when I go into places like Duke and Duchess on Main Street sometimes. This town has a serious drug problem.	9/29/2015 8:24 AM
13	As a citizen that lives here and works for the city I have never been so disheartened at how the city officials treat their employees. I moved to this city because I truly wanted to become a community member and supporter but now all I want to do is find a new job and get the hell out of this town!	9/28/2015 11:34 PM
14	Boring town. Only time work gets done on the streets and sidewalks is around pumpkin show, but only in the downtown area. Jobs!! Get people working with reliable non-temporary work and the drugs may stop! And people will stay and we can become a nice small town again like it once was.	9/28/2015 11:25 PM
15	My family just moved to circleville from Columbus because we love the small town community	9/26/2015 5:11 PM
16	We have a beautiful school, a beautiful university, and a nice downtown and shopping. We need more for teens and some areas of town need cleaned up.	9/25/2015 5:44 PM
17	The school needs to work harder to make it a desirable place to attend. We are losing too many white collar people to communities that have better schools.	9/25/2015 2:49 PM
18	I think that Circleville is a great place, and is close to being a truly awesome community. There are some rough edges, but I think there's also a great capacity for change.	9/25/2015 12:01 PM
19	I may be misinformed but I don't think enough opportunity is here for the 18-30 group. And for those raising children I fear the prevalence of drugs	9/25/2015 6:20 AM
20	Good location...easy to get to Columbus if needed, good people	9/24/2015 10:39 PM
21	Nothing to do. Small town gossip center.	9/24/2015 10:20 PM
22	There are no opportunities here. We would recommend the county but not Circleville itself. We have lived here for about 13 years. If I had known then what I know now, we never would have moved here. We're on the south side, Walnut Street. The city doesn't care about our area or the people in it. They shut down the fire dept. On our end. When trains are loading it blocks off our whole side of town from the main fire dept. I've waited 40 minutes to get through when a train was loading. We're looking to move but we'll be lucky to sell our house for half of what we paid for it.	9/24/2015 8:51 PM
23	Did i mention the drug problem in our town? 3 murders in the past year? Roads in poor shape. High taxes	9/24/2015 3:00 PM
24	With Circleville's new public school campus and close-knit feel, it is a wonderful place to raise a family and escape the craziness that can be found in other cities while still providing local options for dining, shopping, and entertainment.	9/24/2015 1:53 PM

Q8 What should be the top economic development priorities for Circleville? Please rank your top THREE only.

Answered: 123 Skipped: 1



	Highest priority	Second priority	Third priority	Total	Weighted Average
Revitalizing Downtown	32.69% 17	30.77% 16	36.54% 19	52	1.96
Attracting manufacturing	67.69% 44	21.54% 14	10.77% 7	65	2.57
Attracting distribution centers	32.43% 12	40.54% 15	27.03% 10	37	2.05
Helping small business & entrepreneurs	29.69% 19	39.06% 25	31.25% 20	64	1.98
Attracting retail	18.18% 6	54.55% 18	27.27% 9	33	1.91
Developing entertainment (cinemas, plays, live music)	18.18% 12	27.27% 18	54.55% 36	66	1.64
Improved community facilities	28.26% 13	30.43% 14	41.30% 19	46	1.87

#	Other (please specify)	Date
1	DRUG FORCE	9/29/2015 1:59 PM
2	Small business owners are great but unless you're related, most college graduates do not return to the Circleville area due to lack of career opportunities and growth. Needs to be mix of large and small businesses.	9/29/2015 12:23 PM

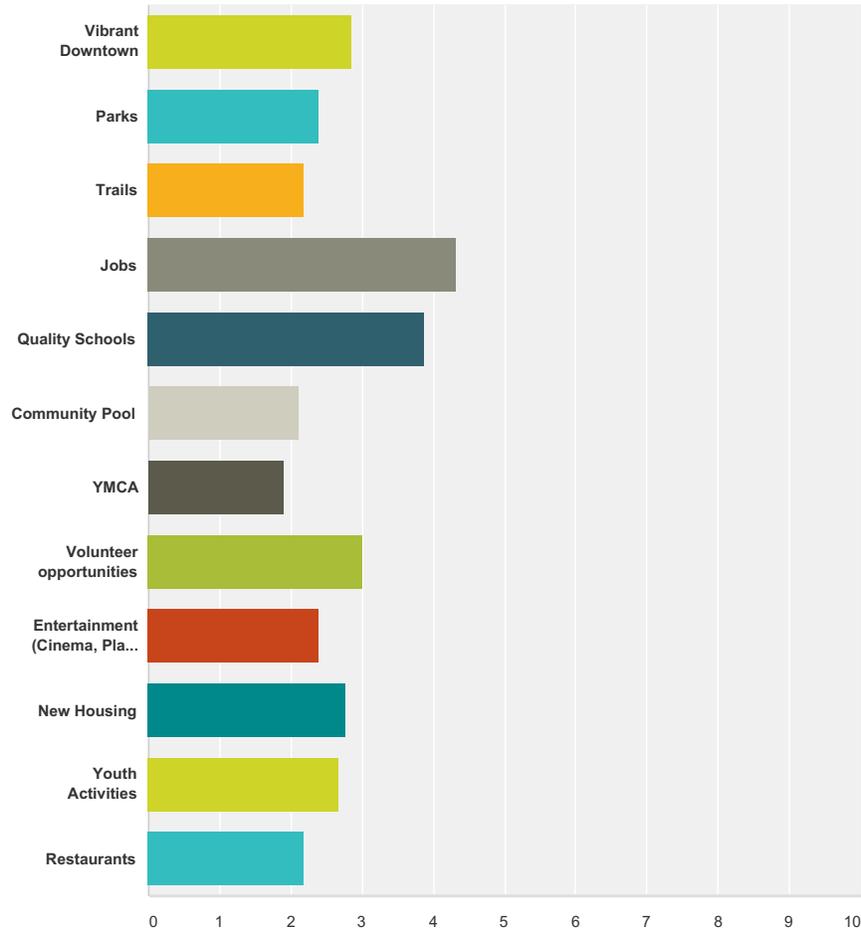
Circleville - America's Best Communities Survey

SurveyMonkey

3	Jobs are vital to a community first and fore most. Shaping up downtime, south end and other properties. Improved facilities come with jobs and taxes.	9/29/2015 11:53 AM
4	I really feel that the priority of revitalizing downtown is misplaced, I think if you do these things (attract retail, develop entertainment and improve community facilities) then revamping downtown would be easier because there would be more income for those improvements.	9/29/2015 10:21 AM
5	There is a great deal of competition for manufacturing and distribution centers but they seem to bring in better revenues. We need to develop our own niche. There is a lot of money in agriculture but no community seems to embrace it. Why not try to attract more businesses and manufacturing dealing with agriculture. They are all employed and and willing to travel for goods. So many communities want to compete for the same urbanites so let's do something unique.	9/25/2015 2:49 PM
6	LIMIT THE TRAIN TRAFFIC - seriously.	9/25/2015 12:01 PM
7	get rid of drugs	9/25/2015 10:59 AM
8	A cultural arts center would be a huge asset to Circleville and Pickaway County.	9/24/2015 8:14 PM

**Q9 What are the most important items to keep and attract residents to Circleville?
Choose the five options that are most important to you.**

Answered: 124 Skipped: 0



	Highest Priority	Second Priority	Third Priority	Fourth Priority	Fifth Priority	Total	Weighted Average
Vibrant Downtown	17.50% 14	11.25% 9	27.50% 22	27.50% 22	16.25% 13	80	2.86
Parks	2.04% 1	14.29% 7	30.61% 15	28.57% 14	24.49% 12	49	2.41
Trails	0.00% 0	18.75% 3	18.75% 3	25.00% 4	37.50% 6	16	2.19

Jobs	61.95% 70	23.01% 26	5.31% 6	4.42% 5	5.31% 6	113	4.32
Quality Schools	28.09% 25	48.31% 43	12.36% 11	6.74% 6	4.49% 4	89	3.89
Community Pool	0.00% 0	23.81% 5	9.52% 2	19.05% 4	47.62% 10	21	2.10
YMCA	0.00% 0	9.09% 1	27.27% 3	9.09% 1	54.55% 6	11	1.91
Volunteer opportunities	0.00% 0	50.00% 2	25.00% 1	0.00% 0	25.00% 1	4	3.00
Entertainment (Cinema, Plays, Live Music)	6.10% 5	9.76% 8	28.05% 23	30.49% 25	25.61% 21	82	2.40
New Housing	11.54% 3	23.08% 6	19.23% 5	23.08% 6	23.08% 6	26	2.77
Youth Activities	5.88% 3	13.73% 7	37.25% 19	27.45% 14	15.69% 8	51	2.67
Restaurants	4.76% 3	9.52% 6	20.63% 13	30.16% 19	34.92% 22	63	2.19

#	Other (please specify)	Date
1	Feeling safe and secure, low crime, reduced drug activity	10/4/2015 9:19 PM
2	Drug Enforcement and Education	9/30/2015 9:12 AM
3	I'm really not for sure why anyone would move here. I would love to move out of the town.	9/29/2015 8:24 PM
4	Community recreation, fine arts and performing arts center -- second priority -- this will help attract business	9/29/2015 5:52 PM
5	Entertainment, youth activities and restaurants - not applicable to rate due to lack thereof.	9/29/2015 12:23 PM
6	Quality schools does not just mean a new building, I have heard many say with the new school we will get people moving to the community, not true a building does not make a quality school, what happens on the inside and the results is what makes a quality school. I live within city limits and my son would go to Circleville, I choose to drive him to another school based on the quality of education not the building.	9/29/2015 11:53 AM
7	Really, everything on the list above is important to keep and attract residents; hopefully they can all be addressed and included as we move forward to address the needs of the residents of Circleville and the surrounding area.	9/29/2015 10:32 AM
8	Retail/Shopping/Restaurants would be my final addition to this list	9/29/2015 10:21 AM
9	I think changing to centrally located schools was a mistake it takes one of the essential parts of the neighborhood away and leaves the community out of helping educate the neighborhood children. Biggest mistake this community has made except for taxing the jobs out of the county.	9/29/2015 10:18 AM
10	Maintain/Grow Berger (they are the largest employer in Pickaway County)	9/29/2015 10:15 AM
11	infrastructure repair and upkeep	9/28/2015 11:34 PM
12	Keep the kids busy and adults working and the city may get better.	9/28/2015 11:25 PM
13	We have attracted an imbalance of low income housing. The Third Thursday event is hidden, close down North Court so it is more visible, Buildings downtown need to be replaced and not turned into vacant gravel lots for bar parking. Why not show old movies downtown on the side of the Verizon wall during the third Thursday events for an added attraction. It's hard to keep a business open when their hours coincide with the typical workday unless you're goal is to attract the elderly and unemployed.	9/25/2015 2:49 PM
14	More reasons to buy and invest in a house in town, there are so many great houses!	9/25/2015 12:01 PM
15	A cultural arts center would be attractive in that it fulfills several community needs.	9/24/2015 8:14 PM
16	I guess as a small business owner, its the question of "What can I do to help Circleville?" capital accumulation is an extremely difficult proposition. The result is a pretty hostile environment for new/small businesses in the community, unless you come from a family with previous experience and/or wealth. Just a thought to consider.	9/24/2015 1:36 PM

Endnotes

1. <https://thefinder.tax.ohio.gov/StreamlineSalesTaxWeb/Download/MuniRateTableInstructions.aspx>; http://www.tax.ohio.gov/tax_analysis/tax_data_series/publications_tds_property.aspx
2. Note: The Ten Steps to Real Estate Purchase discussion comes in large part from Ohio State University Law Professor Rick Daley's class material developed for his real estate development class.
3. Retrieved from <http://www.portlandonline.com/bps/index.cfm?c=30357>
4. R.C. § 5709.40(A)(7).
5. "Transportation Improvement Districts," ODOT, <https://www.dot.state.oh.us/Divisions/JobsAndCommerce/Pages/TIBID.aspx>; "Transportation Improvement District Annual ODOT Grant Program," ODOT, <https://www.dot.state.oh.us/Divisions/JobsAndCommerce/TID%20Resources/SFY16%20Program%20Summary%20and%20Application%20Directions.pdf>.
6. R.C. 5540.02(A),(B)
7. "Capital Improvements Report," Ohio Public Works Commission (May 2004) <http://www.pwc.state.oh.us/Documents/CIRManual.pdf>.
8. R.C. 5531.09(B).
9. "Summary List," Ohio Water Development Authority, <http://www.owda.org/owda0001.asp?PgID=pi-summary>.
10. R.C. 122.17; <https://development.ohio.gov/files/bs/JCTCSummary.pdf>.
11. <https://development.ohio.gov/files/bs/JCTCSummary.pdf>.
12. R.C. 5725.33; R.C. 5726.54; R.C. 5729.16; R.C. 5733.58.
13. R.C. 5726.52; R.C. 149.311.
14. http://development.ohio.gov/cs/cs_ohptc.htm.
15. http://jobs-ohio.com/images/JobsOhio_Econ_Grant.pdf.
16. http://jobs-ohio.com/images/JobsOhioWorkforceGrantGuidelines_2a.pdf.
17. http://jobs-ohio.com/images/Revite_LoanGrant_Revised_FINAL_061614.pdf.
18. http://jobs-ohio.com/images/JobsOhioGrowthFundGuidelines_2.pdf.
19. See Kilungu Nzaku and James O. Bukenya, *The Influence of Amenities and Quality of Life on Regional Development in Alabama*, Paper Presented at the Southern Agricultural Economic Association Annual Meeting, Tulsa, Oklahoma, February 18, 2004.
20. See Steven C. Deller, Tsung-His Tsai, David W. Marcouiller and Donald B.K. English, "The Role of Amenities and Quality of Life in Rural Economic Growth," *American J. Agr. Econ.* 83, 2 (May, 2001) 352-365.
21. See George A. O. Alleyne and Daniel Cohen, *Health, Economic Growth and Poverty Reduction, The Report of Working Group I of the Commission on Macroeconomic Health* (World Health Organization, April 2002).
22. See generally, David Salvesen and Henry Renski, "The Importance of Quality of Life in the Location Decisions of New Economy Firms," *Center for Urban and Regional Studies, University of North Carolina*, January 2003.
23. Molly Ryan, "The best is yet to come: Shale boom to boost overall U.S. economy, study says," *Houston Business Journal*, 9/4/2013, retrieved from <http://www.bizjournals.com/houston/news/2013/09/04/the-best-is-yet-to-come-us.html>.
24. David Roessner, Jennifer Bond, Simiyi Okuba and Mark Planting, *The Economic Impact of Licensed Commercialized Inventions Originating in University Research 1996-2007*, September 3, 2009, retrieved from http://www.bio.org/sites/default/files/BIO_final_report_9_3_09_rev_2_0.pdf.
25. Martin Grueber and Tim Studt, "Expenditure Impacts of U.S. R&D," *R&D*, 12/18/2012.
26. Jonathan Rothwell, "The Hidden STEM Economy," *Brookings Institute*, June 10, 2013.
27. Retrieved from <http://trade.gov/cs/factsheet.asp>
28. Susan Helper, Timothy Krueger, and Howard Wiall, *Why Does Manufacturing Matter? Which Manufacturing Matters? A*

Policy Framework, (Washington, D.C., Brookings Institute, February 2012).

29. Ibid.
30. Bureau of Economic Analysis, U.S. Department of Commerce, State GDP Report, June, 2015, retrieved from http://www.bea.gov/newsreleases/regional/gdp_state/gsp_highlights.pdf.
31. See <http://muninetworks.org/content/dublink-network-supports-economic-development-health-care-and-supercomputing>
32. Ibid.
33. Ibid.
34. Ibid.
35. Ibid.
36. Ibid.
37. Ibid.
38. Ibid.
39. Retrieved from <https://www.oar.net/network>
40. Molly Ryan, "The best is yet to come: Shale boom to boost overall U.S. economy, study says," *Houston Business Journal*, 9/4/2013, retrieved from <http://www.bizjournals.com/houston/news/2013/09/04/the-best-is-yet-to-come-us.html>.
41. Retrieved from <http://www.barnesville-enterprise.com/local%20news/2015/05/06/economic-impact-of-shale-development-in-ohio-on-the-rise>.
42. Retrieved from <ftp://ftp.dot.state.oh.us/pub/Districts/D06/download/South%20Bloomfield%20Bypass/>
43. Retrieved from <http://columbusregion.com/Columbus/media/Columbus/PDFs/Infographics/Columbus-Region-Science-and-Tech-Infographic.pdf?ext=.pdf>
44. See Greater New Orleans, Inc., retrieved from <http://gnoinc.org/initiatives/business-retention/>.
45. See Generally, Business Retention and Expansion Guide, Entergy, retrieved from http://www.entergy-arkansas.com/economic_development/retention_and_expansion.aspx.
46. Ibid.
47. Ibid.
48. Ibid.