

# Chapter 8 – Strengthening the Tax Base

## I. Introduction

Fiscal impact studies conducted in Central Ohio<sup>1</sup> and Granville<sup>2</sup> indicate that the net economic benefit to be derived from new development is largely dependent on the type of development that will occur. For example, it is apparent that certain types of residential development can be a fiscal drain on the annual budgets of local jurisdictions, particularly where the net costs to schools are included in the analysis. Office and industrial uses, on the other hand, often generate a positive net gain for all local jurisdictions. The impacts of retail development may be mixed. The high costs associated with the increased traffic volume generated by some retail development may exceed the revenues that will be derived from the relatively low retail wages. However, there may be a positive fiscal impact from those retail uses that generate fewer auto trips and, thus, lower fiscal costs.<sup>3</sup>

This chapter provides strategic recommendations on ways to manage the types of development that will occur within the Granville community so that it strengthens the tax base, lowers the cost of providing infrastructure and support services, and does not exceed the capacity of the Village, Township, or school system to support the development.

The goals for strengthening the tax base are:

- Goal A: Manage Development to Ensure a Balanced Tax Base
- Goal B: Create a Business Environment that will Attract High-Paying Office, Technical, and Research-Related Employment to the Granville Community

## II. Goals and Strategic Recommendations

### Goal A: Manage Development to Ensure a Balanced Tax Base

This section provides strategic fiscal recommendations relating to land use and development policy in Granville based on the findings that resulted from a fiscal overview and impact analysis. Specific attention is focused on retail, office, and research and technology uses and their potential impacts on the Village and Township budgets. This section also discusses other fiscal issues relating to land use policy.

#### 1. Fiscal Impacts of Development

In November 2005, Randall Gross/ Development Economics conducted a land-use fiscal impact assessment for the Village of Granville and Granville Schools. That assessment looked at several potential types of land uses, including agriculture, residential, retail, office, and industrial

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<sup>1</sup> Understanding the Fiscal Impacts of Land Use in Ohio by Randall Gross, Development Economics, for the Mid Ohio Regional Planning Commission, August 2004

<sup>2</sup> Land-Use Fiscal Impact Assessment for Granville, Ohio prepared by Randall Gross, Development Economics, November 2005

<sup>3</sup> Understanding the Fiscal Impacts of Land Use in Ohio by Randall Gross, Development Economics, for the Mid Ohio Regional Planning Commission, August 2004

uses, and then analyzed the “net fiscal benefits” that would result from those uses. The “net fiscal benefits” were defined as the difference between the revenues that would be generated by each type of use minus the annual or recurring costs, such as Village administration, street maintenance costs, police protection, parks and recreation expenditures, that would be needed to support each land use.<sup>4</sup>

This section summarizes the findings from the fiscal impact assessment that was conducted by Randall Gross. The findings from the fiscal impact analysis were presented on a per-acre basis and on a per-unit basis. Appendix D tables provide more detailed input. The potential land uses that were examined as part of the fiscal impact analysis included the following as defined through the existing zoning districts or by the Village Planning Director:<sup>5</sup>

- Agriculture
- Residential
  - Planned Unit Development or Suburban
  - Downtown Neighborhood
  - Condominium
  - Multi-Family Apartment
- Retail
- Office
- Industrial

## 2. Sources of Revenue

Because the sources of tax revenue are different for the Village, Township, and the School District, the fiscal impacts of alternative types of development on the Village, Township, and the School District can be dramatically different.

Overall, the most important source of revenue to the Village is the income tax, which is primarily collected by the jurisdiction in which the work takes place. However, even if residents work elsewhere, a portion of their local income taxes is paid to the Village. In 2008, for example, the local income tax generated 69.8% of the Village’s General Fund Revenue. Because of a predominance of income taxes as a source of local revenue, uses such as professional office space or research and technology that exhibit a combination of high employment and high-income wages will contribute substantially to the local revenue stream. Similarly, residential development that attracts high-income households will also contribute to the local income tax yield.<sup>6</sup>

Granville Township and School District are more dependent on property taxes. Property taxes generated to Granville Township in 2004 accounted for 73% of the Township revenues. Granville schools are also clearly dependent on property taxes. As a result, most office and industrial (research and technology) uses also contribute in a positive way to the Township and School district revenue streams, as well, because they add significant value to the tax base.

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<sup>4</sup> Land-Use Fiscal Impact Assessment for Granville, Ohio prepared by Randall Gross/Development Economics, November 2005.

<sup>5</sup> Land-Use Fiscal Impact Assessment for Granville, Ohio prepared by Randall Gross/Development Economics, November 2005.

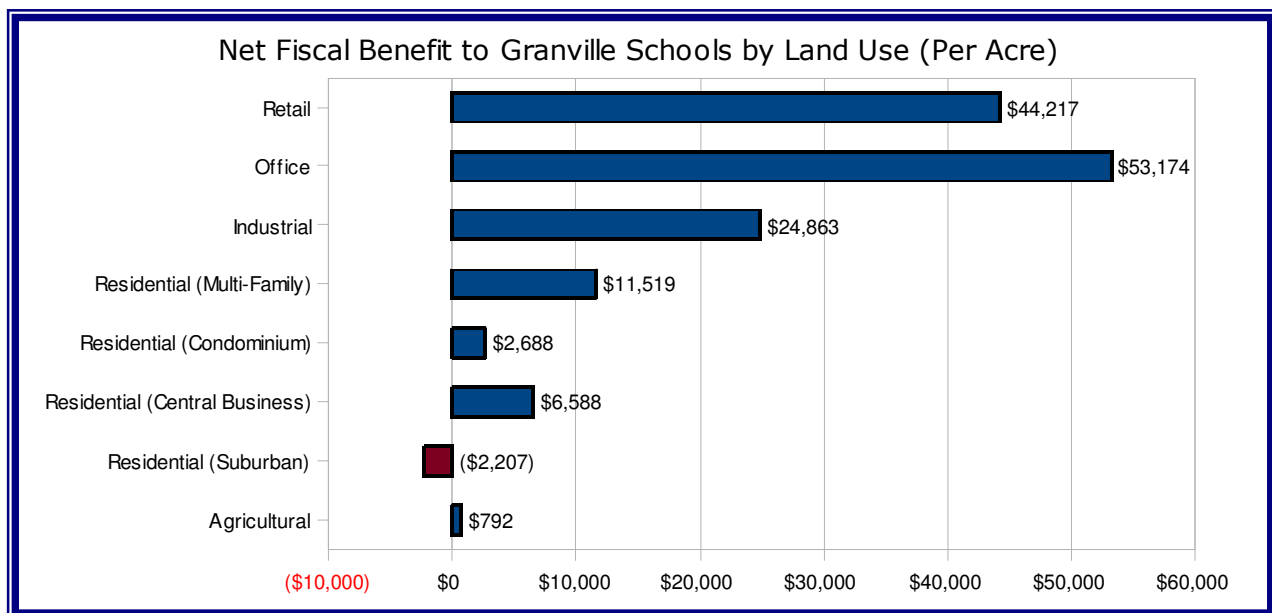
<sup>6</sup> Land-Use Fiscal Impact Assessment for Granville, Ohio prepared by Randall Gross/Development Economics, November 2005.

However, in making decisions about the types of development that will contribute positively to the local economies, consideration must be given to how the various types of land uses might impact the three jurisdictions.

### 3. Net Fiscal Impacts on Granville Schools

Taxes on real property are an important revenue stream for the school district. The valuation of new development and revaluation of existing properties affects school district finances.

Agricultural land generates little revenue to local schools, but also requires few services. Costs are generated only by residential uses, which costs are directly related to the student population generated by those uses. Suburban residential housing units have high pupil yields and generate a negative return to the school system. Suburban housing in Granville yields an average of almost one student per unit. Somewhat surprisingly, due to its low pupil yields, multi-family housing does not have a negative impact on schools. Generally, downtown residential, office, industrial, and agricultural uses have a net positive fiscal impact on schools. Commercial and research and technology uses do not generate students and, as a result, help cross-subsidize school operating costs. Office and industrial uses generate significant tax revenues that more than pay for their limited demands on services. The following table indicates the fiscal impact of development on the school district by land use<sup>7</sup>:



### 4. Net Fiscal Impacts on Village of Granville

The finances of the Village of Granville are primarily dependent on income tax revenues. Streets, public safety, and general services make up the majority of Village expenditures.

In general, agricultural uses produce a net fiscal benefit to the Village of Granville. Although there is very little agriculture land use in the Village, it does produce some small tax revenues

<sup>7</sup> Land-Use Fiscal Impact Assessment for Granville, Ohio prepared by Randall Gross/Development Economics, November 2005.

and requires very few services.

Residential uses produce a mixed return for the Village. While housing generates higher tax revenue, occupants demand much higher levels of service. It is anticipated that the “baby-boomer” generation will continue to work late into their lives, thereby contributing to the income tax base. Empty nesters generate few costs to schools, although they are sometimes less willing to support increases in school millage or capital funding.

The exception to residential uses having a positive impact on the Village is in multi-family and condominium development. The revenues that are generated from those developments may be insufficient to cover the costs of services to be provided. However, the fiscal model relies on data from the extremely small number of existing multi-family developments in the Village. (The model includes only one apartment complex). It is possible that new higher-value, multi-family apartments or condominiums would generate enough property, income, and other tax revenue to pay for themselves.

The fiscal impact and overall budget analysis suggests that senior housing may provide an important fiscal benefit to Granville Village and schools. While housing generates a certain demand on the local infrastructure, and seniors add to the costs of health care delivery, high-end retirement housing is likely to generate a positive net benefit.

Industrial (research and technology) and office uses generate a relatively high fiscal gain to the Village primarily because of the benefit of income taxes resulting from high-wage jobs. These uses also generate lower costs for providing Village services. For example, office and industrial (research and technology) tenants require less park and recreation uses than do households. Industrial (research and technology) uses also have the greatest positive fiscal impact on the Village per land use acre.<sup>8</sup>

Retail uses, however, fail to recoup their costs in part because the lower-wage jobs in retail produce lower income tax benefits. Retail uses have the greatest negative fiscal impacts per land use acre. In addition, retail generates higher traffic use, which in turn produces wear and tear on Village streets, resulting in higher maintenance costs. Since street maintenance and safety services are major components of the Village budget, uses like retail that generate more traffic produce higher costs for the Village than lower-traffic uses.<sup>9</sup> Consequently, retail uses may generate a negative impact on Granville’s operating budget.

However, retail also enhances the quality of life within a community and can attract other uses. There is a case to be made for retail uses that generate fewer auto trips and, thus, lower fiscal costs. This will most likely happen where retail is integrated with housing in mixed-use development.<sup>10</sup>

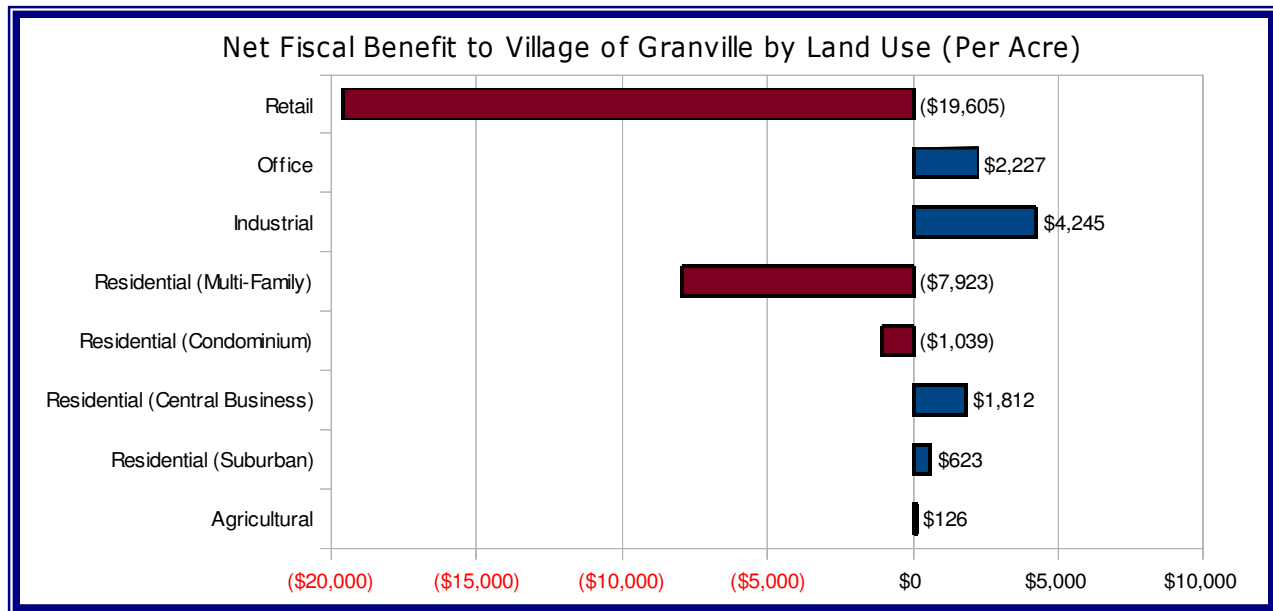
The following chart indicates the fiscal impact of development on the Village by land use:

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<sup>8</sup> Land-Use Fiscal Impact Assessment for Granville, Ohio prepared by Randall Gross/Development Economics, November 2005

<sup>9</sup> The traffic components of the fiscal model rely on traffic generation data produced by the Institute of Transportation Engineers (ITE). While there is likely to be a differential between downtown (CBD) retail versus suburban retail, more specific data on traffic generation within Granville is required to model the fiscal impacts of one specific type of retail versus another. “Understanding the Fiscal Impacts of Land Use in Ohio.” Randall Gross. August 2, 2004.

<sup>10</sup> Understanding the Fiscal Impacts of Land Use in Ohio by Randall Gross, Development Economics, for the Mid Ohio Regional Planning Commission, August 2004



### 5. Net Fiscal Impacts on Granville Township

The Township’s major source of revenue comes from property taxes. Most of its funds are spent on providing fire protection services, road maintenance, and land acquisition for open space preservation. Township land uses are mostly agricultural and residential in nature with lower land values. Most residential land uses cost more to serve than taxes on the residences yield. Even though the values on agricultural land are low, this type of use requires very few public services. Agricultural land actually subsidizes public services because it costs less to serve than the amount of taxes it yields.

Randall Gross also prepared a report for the Mid-Ohio Regional Planning Commission in 2004 that provided additional insight into the fiscal impacts of land use on townships in Ohio.<sup>11</sup> In that report, Mr. Gross cited a case study of the fiscal impacts of development on two Fairfield County Townships (Hocking and Liberty Townships) that had been conducted by Allen Prindle, a professor at Otterbein College in 2000. Professor Prindle concluded that the revenues generated by farmland uses and commercial/industrial uses far exceeded the township expenditures that were necessary to support those uses. Residential uses, on the other hand, generated fewer revenues than the expenditures that were required to support those uses. The findings from the study by Professor Prindle are summarized in the following table:

	Residential	Commercial/Industrial	Farmland
Total Revenues	\$10,847,930	\$97,637	\$1,045,547
Total Expenditures	\$11,407,162	\$38,803	\$85,101
Ratio (Revenue Per Dollar of Expenditures)	\$0.95	\$2.52	\$12.29

<sup>11</sup> Understanding the Fiscal Impacts of Land Use in Ohio, prepared for the Mid Ohio Regional Planning Commission by Randall Gross, Development Economics (August 2004)

It is probable that the impacts of development on Granville Township would be similar to those found in the study conducted by Professor Prindle.

## 6. Summary of Fiscal Impacts

The fiscal impact analysis performed by Randal Gross found that downtown residential, office, research and technology, and agricultural uses have a net fiscal impact on Granville and the Granville Schools. Office and research and technology facilities generate significant income tax and property tax revenues and help subsidize the costs of operating schools. Agricultural land generates little revenue to the local governments or the schools, but also requires few services, so farmland has a net benefit on Granville and the schools.<sup>12</sup>

Multi-family housing, including rental apartments and condominiums, may have a negative impact on local government. However, development of higher-value multi-family properties may result in higher benefits to the Village. Due to its low pupil yields, multi-family housing does not have a negative impact on area schools. By contrast, single-family housing units have high pupil yields (estimated at .86 students per household in 2007<sup>13</sup>) and are generating a negative return to the school system even though their high family incomes and property values make them fiscally beneficial to the Village.<sup>14</sup> (Homes built must have very high valuations to offset the cost to the schools of educating additional students. In 2007, the cost to educate a single student in the Granville schools was \$9,164<sup>15</sup>. It was estimated that a single-family home must have a value of nearly \$467,000 to generate sufficient property tax revenues for the Granville Schools in order to educate a single student with the State “per pupil” subsidy. If the state subsidy were not taken into consideration, a single-family home must have a value of nearly \$636,000 in order to generate sufficient property tax revenues in order to educate a single student .)

Retail uses bring in revenue to the schools but can have a significant negative impact on the local government budget. A significant portion of the impact relates to the increased traffic and street maintenance and the increased demand for police and EMS services. However, it would be simplistic to suggest that the Village limit retail development based solely on a finding of negative fiscal impact. There is a case to be made for retail uses that generate fewer auto trips and, thus, lower fiscal costs. This will most likely happen where retail is integrated with housing in mixed-use development.<sup>16</sup> Retail also makes a critical contribution to the quality of life in a community, provides necessary goods and services to residents and visitors, and can attract other uses. Furthermore, commercial uses like retail generate revenues with little cost to schools, thereby balancing the impact of residential development on the educational system.<sup>17</sup>

## 7. Strategy and Policy Recommendations

The following are the policy and strategy recommendations for managing future development to ensure a balanced tax base:

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<sup>12</sup> Land-Use Fiscal Impact Assessment for Granville, Ohio prepared by Randall Gross/Development Economics, November 2005

<sup>13</sup> US Census and Ohio Department of Education

<sup>14</sup> Land-Use Fiscal Impact Assessment for Granville, Ohio prepared by Randall Gross/Development Economics, November 2005

<sup>15</sup> Ohio Department of Education website

<sup>16</sup> Understanding the Fiscal Impacts of Land Use in Ohio by Randall Gross, Development Economics, for the Mid Ohio Regional Planning Commission, August 2004

<sup>17</sup> Land-Use Fiscal Impact Assessment for Granville, Ohio prepared by Randall Gross/Development Economics, November 2005

- \* Create a land use mix that balances tax revenues with cost of services to lower tax rates.
  - New commercial development should address the community's desire to reduce the tax burden on property owners. Priority should be given to the creation of a broad tax base that maximizes revenues to the local school system, the Township, and the Village, while minimizing the costs of services.<sup>18</sup>
  - Appropriate, high-value office and research and technology development that is consistent with the vision for growth should be encouraged within the village and township boundaries.
- \* Consider proposed developments in the context of fiscal impact to the community.
- \* Establish a preference for pedestrian-oriented retail over auto-dependent retail. In order to accomplish this objective, the following steps are recommended:<sup>19</sup>
  - Conduct detailed traffic and other impact analysis of existing retail uses in order to establish a profile and acceptable "thresholds" for traffic yields.
  - Relate the traffic assessment back to the fiscal analysis in order to determine an appropriate mix of pedestrian and auto-related traffic.
  - Require traffic assessments for proposed new retail development (if not required already) in order to compare against thresholds and standards.
  - Create a policy mechanism for both restrictions and appropriate exceptions on auto-dependent retail development.
- \* Encourage mixed-use development that reduces automobile dependency by limiting typical new "pad"-style retail. Create incentives for pedestrian-friendly retail and restaurant development. The Village might consider tax abatements or even land banking to create opportunity sites for appropriate pedestrian-oriented retail uses.<sup>20</sup>

## Goal B: Create a Business Environment that Draws High-Paying Office, Technical and Research-Related Employment to the Granville Community

To maintain economic vitality and ensure the long-term economic sustainability of the Granville community, a comprehensive and coordinated program of economic development, tourism development, revitalization, and support of existing businesses must be provided. Community leaders and citizens often express the need and desire for an expanded tax base. Business recruitment is a proactive effort to attract new and needed businesses to a community.

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<sup>18</sup> Village of Granville Comprehensive Plan (2001)

<sup>19</sup> Land-Use Fiscal Impact Assessment for Granville, Ohio prepared by Randall Gross/Development Economics, November 2005

<sup>20</sup> Land-Use Fiscal Impact Assessment for Granville, Ohio prepared by Randall Gross/Development Economics, November 2005

The purpose of economic development is to maintain a high quality of life by promoting the efficient and orderly development of private properties and encouraging the growth of business and enhancement of property values within the community. Increased property values subsequently will balance the tax base and improve the local jurisdictions' ability to provide adequate services. The Village and Township need to work with the business community on projects of all sizes to promote this goal.

## 1. Local Economic Opportunity

Industrial uses in the Granville community are limited. However, the community has become a hub for research and technology. Denison University is Licking County's sixth largest employer with 669 employees. Two other significant employers for the county are located within the Granville Community: Owens Corning Technical Center (400 employees) and Mid-Ohio Mechanical (150 employees). Owens Corning's internationally recognized Science and Technology Center is located in Granville Township along Columbus Road/State Route 16. This corridor has been developing as an employment center for research and technology professionals over the past several decades.

### *a. Columbus Road Tech Corridor*

With Owens Corning and Denison University having a presence along this corridor, future development of additional land for facilities such as research and technological development centers and office parks should be pursued as the main employment center for the community. Additionally, the existing incentives that accompany this corridor due to its location within a Licking County Enterprise Zone reinforce the recommendation for this corridor to further develop into a major economic center for the Granville community and Licking County. Additional incentives should be created to encourage development of this area for the purpose of job creation.

This corridor is also a major gateway from the southwest into the Granville community. Design and aesthetics are important considerations as the area develops.

### *b. Owens Corning Research and Technical Center Redevelopment*

Owens Corning (OC) is a world leader in building materials systems and composite systems. Founded in 1938, the company had sales of \$6.5 billion in 2006 and employs approximately 19,000 people worldwide.<sup>21</sup> OC's Science and Technology Center sits on 548 acres on the north side of Columbus Road extending to State Route 161. Much of this site is underutilized; considering wetlands and steep slopes, only approximately 250 acres of unused property on the site is developable. OC has owned the site since the 1950's and has reduced research and development (R&D) operations due to the dictates of business. Owens Corning remains committed to R&D and is willing to work with the community to attract other research and development facilities to the area.

In order to create a more integrated work environment at the Science and Technology Center, Owens Corning completed a site integration project in the summer of 2002. The integration project moved most of the site's employees and their lab/work areas into one complex on the west side of the facility to create collaborative, dynamic teams sharing work environments and resources. The project also included the addition of a new cafeteria, providing employees with a space to meet and share thoughts, ideas, and opportunities with one another.<sup>22</sup> Currently, OC

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<sup>21</sup> <http://www.owenscorning.com>

<sup>22</sup> <http://www.owenscorning.com>

is considering further consolidation of the Science and Technology campus exclusively to the western side of the site surrounding the newer facilities. Facilities elsewhere onsite will most likely be relocated (if currently in use) or eliminated (if vacant) to expand the area of land available for development of additional research and technology businesses.

OC is pursuing expansion of a research and development or technology or "flex" business park with consolidation of OC facilities to a centralized location onsite. Development on portions of the site will accommodate businesses similar to and compatible with existing OC operations. This development will be designed to house some of the functions that OC would be relocating from the east side of the campus, as well as to provide new opportunities for increasing community tax revenue by attracting new businesses.

Representatives of OC have evaluated potential uses of property with land planners and a market study and are now trying to determine what the market will support and what is compatible with community values and desires.

Currently, the site has an on-site wastewater treatment system and Granville water service. Should the aforementioned future development move forward, sanitary sewer service would be needed to serve the additional need. Other infrastructure improvements may be needed as well.

*c. Licking County Enterprise Zone*

The enterprise zone law in the State of Ohio allows tax abatements of up to 75% for ten years for enterprises locating or expanding in cities and villages and 60% for those locating in unincorporated areas (without school board approval). Since the beginning of the Enterprise Zone Program in 1988, there have been over \$511 million dollars of real and personal property investment made by private enterprises that have located in the zones. In return for their investment and job creation, the enterprises were granted partial tax abatements on the new investment in real and personal property. The average abatement is approximately 68% of new real and personal property taxes for a period of nine years. These enterprises promised to create 3,623 new jobs when petitioning for the abatements. In reality, they exceeded this mark, creating over 4,940 new jobs with a corresponding annual payroll of over \$168 million. The percentage of abatements granted and length of terms are negotiated locally by a county commissioner, one representative of the local political jurisdiction (i.e., city, village, or township), a local school board representative, and a representative of Career and Technology Centers of Licking County.

Currently there are six designated enterprise zones located in Licking County. The Licking County Planning Commission staff administers the Enterprise Zone Program in Licking County. The southern portion of Granville Township is part of an Enterprise Zone. The proposed expansion of research and technology development along Columbus Road (SR16) in the southwestern portion of Granville Township falls within the existing Enterprise Zone.

The Enterprise Zone Program is an important tool in the process of economic development. The success of current program participants is testimony to the value of this incentive in assisting current employers with retention and expansion as well as attracting new industry to the County.

## 2. Policy and Strategy Recommendations

The following are the policy and strategy recommendations for creating a business environment that will attract high-paying office, technical, and research-related employment to the Granville community:

- \* Continue to assess needs of businesses in the Granville area to further refine workforce issues and provide personalized services to help resolve workforce challenges.
- \* Consider hiring a part-time or full-time economic development staff person or extending resources to existing staff (e.g., Village Planning) to incorporate economic development into their work program.
- \* Consider creating a Granville area community improvement corporation to facilitate downtown and overall community economic development projects.
- \* Create a comprehensive marketing and development strategy focused on location, infrastructure, and support required to attract development. The strategy should specifically identify target audiences, key messages, communications vehicles, timelines, and responsibilities associated with carrying out initiatives as they are defined by staff and working committees.
  - Market the Granville area and the benefits of Denison University as a competitive location for technology, research and development, and other targeted businesses.
  - Develop and implement marketing programs in collaboration with Denison University and the Granville and Licking County Chambers of Commerce, for example:
    - *Come Home to Granville*: Market to Denison graduates who are business owners or executives to “come home” to Granville to establish businesses, expand, or relocate in the area.
    - *Retire to Granville*: Identify and recruit retirees to come to the area and enjoy the quality of life in Granville.
    - *Stay Here*: Market to transitioning recent graduates to stay in the area and start a business, join a business, or live in the area.
  - Work with Licking County and regional economic development offices to actively market the existing and future research and technology industrial sites to desired businesses considering relocation to the area.
  - Prioritize economic development projects, specifically as they relate to the various Development Scenarios presented in the Plan, and begin implementation steps.
  - Determine the local market strengths for retail, office and research uses that are compatible with the community’s vision.

- \* Facilitate the creation of developable sites for business location or relocation by assembling property and upgrading and/or expanding public and private infrastructure, specifically with priority given to underutilized areas with existing infrastructure.
- \* Create a business-friendly environment.
  - Work together to implement this Comprehensive Plan for the Granville area.
  - Identify and resolve circumstances that inhibit existing business growth and streamline services and operations that influence business.
- \* Ensure the continued availability of all economic development tools for support of existing businesses and recruitment of new ones (that is, Tax Increment Financing, tax abatements, grants, financing, investment capital, and others).
- \* Continue discussions between Granville Village and Township to coordinate future developments. Specifically, discussions could address a revenue sharing and an annexation agreement regarding future development, especially along the Columbus Road Corridor.
- \* Ensure that adequate water and sewer capacity is available to accommodate future growth. The Village should be prepared to extend water and sewer to these areas at the appropriate time to accommodate desired commercial, office, research and technology uses. Owners of these sites should be encouraged to develop their land as agreed upon by the community (and identified within this Plan) or to sell them to others who would develop them accordingly.
- \* Provide suitable areas for the campus-like development of office complexes and research and technology centers that are clean, quiet, and free of hazardous or objectionable materials. Uses in this category are expected to operate entirely within enclosed structures and generate little traffic.<sup>23</sup>
- \* Continue to enforce zoning codes and design standards to create a compatible environment with all new development. Such efforts would continue to implement the Village's goal of controlled growth with planned business parks.
- \* Continue to utilize available and appropriate economic development incentives to foster new development (e.g., tax abatement- Community Reinvestment Area, enterprise zones, tax increment financing, Job Ready Sites Program, and the Industrial Site Increment Fund).
  - On November 8, 2005, Ohio Voters approved a \$2 billion public works and economic development bond package, including \$150 million in bonds to be issued through 2012, to help develop an inventory of Job Ready Sites (JRS) around Ohio. The JRS program is intended to stimulate the development of large parcels of land that will attract significant investments and create high wage job opportunities for Ohioans. The Job Ready Site Program is intended to create sites immediately available for business and industrial development. Eligible projects include sites intended for manufacturing, research, and development, as well as "smart" office developments. Allowable costs include land acquisition, infrastructure and utility improvements, site preparation, building construction and

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<sup>23</sup> Village of Granville Comprehensive Plan (2001)

demolition, environmental assessments, wetland mitigation, brownfield remediation, and professional services.

- Support the submittal of a Job Ready Sites application for the development of a research and technology park in the Columbus Road Tech Corridor on the Owens Corning property or other suitable location. However, for the Granville community to maintain control over the development process, water and sewer services in support of such development shall be provided by the Village.
  - Develop a Revolving Loan Fund (RLF) to support local independent businesses. An RLF provides small business loans to small producers of goods and services. RLFs provide the initial loans for business start-up and expansion. The ultimate goal is for these entrepreneurs to become financially independent and eligible for loans from commercial banks. Payments are generally returned directly to the fund and used to make new loans.
- \* Provide assistance to effectively promote and support small, minority, disadvantaged, and women-owned business enterprises and entrepreneurs.
- \* Design and implement strategic business enhancement and development efforts to retain and expand existing business, attract new business, and create and incubate new entrepreneurial efforts.
- Develop a business services program, based on the premise that business retention programs are typically more productive in terms of local job formations and economic development. Such a program should include activities such as conducting an inventory of local businesses, researching their needs, solving problems, encouraging them to invest in the Village or Township; developing new materials, performing data analysis and reporting; facilitating and advising local businesses to achieve success by providing assistance ranging from zoning issues to financial loan matters to product development.
    - Ideally, this program would have dedicated staff.
    - Conduct an “Existing Business Retention and Expansion Survey” of all local businesses describing their projected growth and perceived challenges to growth.
    - Provide existing businesses, small and large, with personalized service to work with all local and state government entities to help expedite expansion.
    - Provide firms interested in locating or expanding in the Granville area with “One Stop Shopping” economic development services to enhance their experience.
  - Encourage the creation of a Special Improvement District (SID) in the Downtown and other commercial areas. A SID can deliver supplemental services such as sanitation and maintenance, public safety and visitor services, marketing and promotional programs, capital improvements, and beautification in a designated area. Generally, SIDs are funded by a special assessment paid by property owners within the district. An assessment is determined for each parcel in the district based on the share of benefit to be derived. The assessment district

may be defined as the entire Village or as a specific area to be determined. Assessments may be paid by property owners up front in cash or financed through issuance of bonds. This allows the contractor to be paid in full for work completed while a schedule of payments is assessed to properties to be paid over a number of years. Bonds are secured by a lien on the property. Bonds require at least 51% of property owner approval of the affected area through a petition process.

\* Foster development of new business park/employment center along Columbus Road/State Route 16.

- The Owens Corning Research and Technology Center has been identified as having the potential to yield a JRS eligible site. Several of the recommended infrastructure improvements in this area are eligible activities under the JRS program.
- Additionally, the OC site may be compatible with the federal Economic Development Administration (EDA) grant program. This type of funding assistance will aid OC in developing this site to the benefit of all jurisdictions and stakeholders.
- The Village, Township, and OC should continue discussions on the possibility of a Joint Economic Development District (JEDD) or some other form of tax sharing arrangement for this site if it should continue to develop further.
- Develop cost estimates and consider authorization of preliminary engineering design for infrastructure improvements to the site to be better prepared to successfully promote this area as “shovel-ready.” Costs to extend utilities should be known before an industry expresses an interest in the property.

\* Continue to develop and promote active and vital collaboration among local jurisdictions and private economic development agencies, including local institutions of higher education and the business community.