The Montrose Group, LLC

TRANSFORMING YOUR WORLD

CITY OF CIRCLEVILLE ECONOMIC DEVELOPMENT STRATEGIC PLAN & FISCAL ANALYSIS

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About the Montrose Group, LLC

The Montrose Group, LLC provides economic development planning, lobbying, marketing and public finance and incentive consulting services. The firm brings together some of the leading practitioners in economic development planning and strategy engaged in economic development planning at the state, local and regional levels, and corporate site location. Together the team utilizes a Learn, Listen and Do approach to economic development planning that starts with fundamental economic development research to understand who a community or site is, then listens to what the community wants the region or site to be, and then develops a detailed action plan tied to local and outside funding sources centered on the business retention and attraction of high wage jobs and capital investment.

Nothing in this report should be considered legal advice as the Montrose Group, LLC is not a law firm and does not provide legal advice. Competent legal counsel should be sought prior to relying on any strategy outlined in this report.

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CITY OF CIRCLEVILLE
ECONOMIC DEVELOPMENT & FISCAL ANALYSIS PLAN
Executive Summary

The city of Circleville and Pickaway County are uniquely positioned in the southern portion of central Ohio, roughly 25 miles south of the city of Columbus and 22 miles north of southern Ohio's city of Chillicothe. Circleville's equidistant location between Ohio's capital and urban center of Columbus and the rural Appalachian region of Ohio can be seen in the economic, demographic, and industry clusters represented in the city of Circleville and Pickaway County. Pickaway County has experienced tremendous industrial and logistics growth on the northern end of the county around the Rickenbacker Intermodal Facility; however, the county is also home to a strong agricultural and small business base that creates business and employment diversity. The city of Circleville has benefited from this industrial growth. It should position itself to capitalize on attracting like businesses that create new jobs, attract talent, expand the residential footprint of the community, and grows the city's tax base.

In order to achieve continued prosperity over the next five years, build on the successes around manufacturing and transportation and warehousing sector investments, capitalize on emerging industry sectors such as the semiconductor supply chain and electric vehicle industry sector, and diversify the Circleville economy, the city of Circleville needs to enact the following action plan tactics.

1. Implement City of Circleville Industrial Site Development Marketing Strategy around key greenfield sites and redevelopment sites along the U.S. 23 corridor in leading and emerging industry sectors which include Advanced Manufacturing, Automotive Electric Vehicle Component Manufacturing, Semiconductor Supply Chain, and Logistics and Distribution and develop an incentives policy to attract new investment to key sites.
2. Implement a City of Circleville Residential Site Development Strategy around key greenfield sites adjacent to the city, expand tax incentives designations to these areas, and target regional and national residential developers to construct new residential housing at various price points to support existing and future housing needs in the city.
3. Support downtown redevelopment strategies that aim to redevelop historic properties and vacant sites in the downtown business district, fill retail gaps in the Circleville market, and attract new businesses and visitors to Circleville.
4. Continue to enhance the overall "quality of place" in the city by fostering programs and efforts that build on existing assets, such as the City's park system, trails, downtown assets, and events and shows.

Circleville Action Plan Tactics	Short Term Goals	Mid Term Goals	Long Term Goals
Tactic #1 – City of Circleville Industrial Site Development Marketing Strategy	• Identify target parcels along State Route 22 corridor with development opportunity • Build partnerships with key governmental, economic development, and site development leaders to begin land development discussions • Address zoning to ensure desired development can occur at the site(s)	• Conduct site readiness activities such as environmental assessments and infrastructure extensions to create development-ready site(s) • Develop and secure competitive incentives agreements with government and education partners • Pursue site development funding requests	• Complete public infrastructure extensions to site(s) • Construct speculative industrial space via Public-Private Partnership or private developer(s) • Deploy targeted marketing strategy to attract new investment to the site(s)
Tactic #2 – City of Circleville Residential Site Development Strategy	• Prioritize recommended residential development sites • Address infrastructure and zoning to ensure desired development can occur at the site(s)	• Market sites to regional and national residential developers • Develop and secure competitive incentives with government and education partners • Extend necessary public infrastructure improvements	• Complete public infrastructure extensions to site(s) • Secure development projects with residential developers
Tactic #3 – Downtown Redevelopment Strategies	• Create Community Entertainment District to incentivize transformational mixed-use development • Address zoning to ensure desired development can occur • Promote existing incentives to attract developers to downtown	• Utilize Downtown Redevelopment District and reinvest DRD revenues into public and private sector investments infrastructure and • Attract mixed-use investment and pursue Transformational Mixed-Use Development Tax Credit awards	• Work with downtown business associations to support long-term marketing of current and future Circleville events
Tactic #4 – Enhance Overall Quality of Place	• Continue to invest in the City's park system by updating existing amenities • Determine repurposing of specific sites into new park sites	• Analyze and recommend new park facilities improvements • Pursue state and federal funding awards for investments in Quality of Life assets	• Develop plan for enhancing and expanding trail systems throughout City • Pursue state and federal funding awards for trail system improvements

CITY OF CIRCLEVILLE
ECONOMIC DEVELOPMENT & FISCAL ANALYSIS PLAN
City of Circleville & Pickaway County Economic, Demographic, Industry Cluster, and Workforce Analysis

The city of Circleville is located in Pickaway County, Ohio, and is the county seat of Pickaway County. The city of Circleville and Pickaway County are uniquely positioned in the southern portion of central Ohio, roughly 25 miles south of the city of Columbus and 22 miles north of southern Ohio's city of Chillicothe. Circleville's equidistant location between Ohio's capital and urban center of Columbus and the rural Appalachian region of Ohio can be seen in the economic, demographic, and industry clusters represented in the city of Circleville and Pickaway County. Pickaway County has experienced tremendous industrial and logistics growth on the northern end of the county around the Rickenbacker Intermodal Facility; however, the county is also home to a strong agricultural and small business base that creates business and employment diversity. The city of Circleville has benefited from this industrial growth. It should position itself to capitalize on attracting like businesses that create new jobs, attract talent, expand the residential footprint of the community, and grows the city's tax base. The city has a strong presence of high-quality K-12 educational institutions with the Circleville City School District, New Hope Christian Academy, and Pickaway Educational Services Center, along with higher education institutions such as Ohio Christian University and Pickaway-Ross Career & Technology Center, which offer educational and certification programs to prepare the existing and future workforce for local employment opportunities. The city is home to domestic and international manufacturers such as DuPont Interconnect Solutions, PPG Industries, Trimold LLC, and Sofidel America Corporation, while also having a strong presence of healthcare and higher education assets such as The Berger Hospital and Ohio Christian University. From a geographic perspective, Circleville is in the heart of the central Ohio economy along the U.S. 23 corridor with easy access to Columbus and a direct route into southern Ohio communities such as Chillicothe and communities along the Ohio River.

CITY OF CIRCLEVIILE ASSET INVENTORY

- Industry strengths in manufacturing, agriculture, and healthcare
- Home to university and technical schools
- Proximity to major employment centers at Rickenbacker Intermodal Facility and Columbus metropolitan market
- Central location along U.S. Route 23 corridor

INDUSTRY CLUSTER ANALYSIS

The city of Circleville's 2021 total population is estimated to be 14,106, of which 51.1%, or 7,208, are actively in the labor force.[i] Of those residents currently in the labor force, approximately 6,500 are within the prime working age of 20 – 54 years of age.[ii] The city of Circleville's labor force is driven in part by Pickaway County's leading industry sectors and the city's proximity to the Columbus market. Circleville's employment sector is largely made up of companies in the agriculture, manufacturing, construction, and transportation and warehousing sectors. These industries provide many of the jobs to residents of the city and provide a framework for what industries the city of Circleville should market to for future growth.

Top 10 Circleville Area Employers (Non-Governmental)

Major Employers	Approx. #	Type
The Berger Hospital	600	Healthcare
DuPont Interconnect Solutions	800	Electronic Component Manufacturing
Trimold LLC	300	Rubber & Plastic Product Manufacturing
PPG Industries	250	Chemical & Allied Products Manufacturing
Logan Elm Health Care Center	320	Healthcare
Sofidel America Corp.	500	Paper Wholesale Distribution
Rumpke Waste, Inc.	244	Waste Management
RK Family, Inc.	210	Miscellaneous Wholesale
Florida Production Engineering, Inc.	160	Rubber & Plastic Product Manufacturing
Telesis Technologies, Inc.	135	Miscellaneous Manufacturing

Source: D&B Hoovers

Within a 2 ½ mile radius around downtown Circleville, roughly 790 businesses call the community home and employ approximately 13,647 individuals. The largest employment sector is the Services sector, with 8,975 employees (65.8%), followed by the Retail trade sector with 2,209 employees (16.2%), Government with 920 employees (6.7%), Construction with 263 employees (1.9%), Wholesale trade with 227 employees (1.7%), Manufacturing with 174 employees (1.3%), Transportation with 147 employees (1.1%), and Agriculture & mining with 101 employees (0.7%).

City of Circleville Business Summary

Industry Sector	Number of Business Establishments	Number of Employees
Services Sector	331	8,975
Hotels & Lodging	4	29
Automotive Services	28	99
Motion Pictures & Amusements	17	62
Health Services	79	6,078
Legal Services	13	35
Education Institutions & Libraries	15	694
Other Services	175	1,978
Retail Trade Sector	183	2,209
Home Improvement	9	114
General Merchandise Stores	5	355
Food Stores	19	268
Auto Dealers, Gas Stations, Auto	300	300
Aftermarket	25	285

Industry Sector	Number of Business Establishments	Number of Employees
Apparel & Accessory Stores	8	39
Furniture & Home Furnishings	3	14
Eating & Drinking Places	54	906
Miscellaneous Retail	59	228
Government	66	920
Finance, Insurance, Real Estate	81	445
Banks, Savings & Lending	25	194
Securities Brokers	9	31
Insurance Carriers & Agents	21	105
Real Estate, Holding, Other	210	210
Investment Offices	26	115
Construction	33	263
Wholesale Trade	14	227
Manufacturing	13	174
Transportation	18	147
Agriculture & Mining	19	101

Source: Esri, Inc. ArcGIS Business Analyst

Top 10 Pickaway County Employers (Non-Governmental)

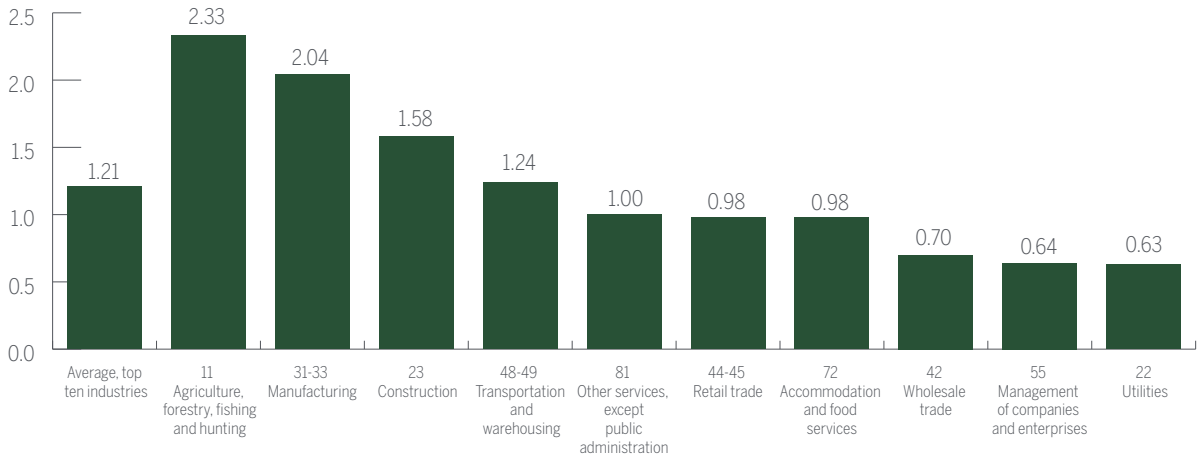
Major Employers	Approx. #	Type
DuPont	800	Electronic Component Manufacturing
The Berger Hospital	600	Healthcare
Sofidel America Corp.	500	Paper Wholesale Distribution
FedEx/Phillips	500	Distribution/Fulfillment
Amazon	400	Consumer Products Distribution
Bath & Body Works	400	Consumer Products Distribution
TRX Sierra	400	
Trimold LLC	300	Rubber & Plastic Product Manufacturing
EG Industries	300	Plastic Products Manufacturing
PPG Industries	250	Chemical & Allied Products Manufacturing

Source: Pickaway Progress Partnership

Pickaway County has a high location quotient in Agriculture, forestry, fishing and hunting, Manufacturing, Construction, Transportation and warehousing, and Other services, except in the public administration sectors, which all have location quotient concentrations higher than the rest of the country. Other notable industry sectors that are important to Pickaway County's economic landscape include Retail trade, Accommodation and food services, Wholesale trade, and Management of companies and enterprises. A location quotient is a method of using Federal industry cluster data to identify the economic concentration of a particular industry in a state, region, or county compared to a base economy, such as a state or nation. A location quotient greater than 1 indicates that a locality, in this case Pickaway County, has a higher concentration of companies in a specific industry sector than does the rest of the nation. For this analysis, data was gathered on the ten industry sectors with the highest location quotient, which are reflective of many of the county's major employers and the county's location along the U.S. 23 corridor. While these industry sector strengths represent the broader county landscape, economic and community development priorities for the city of Circleville should take these sectors and their potential for growth into account. Agriculture, forestry, fishing, and hunting have the highest location quotient in Pickaway County at 2.33, meaning the County has a 2.33 times greater concentration of Agriculture, forestry, fishing, and hunting operations than does the rest of the country. The county's agricultural landscape and rich agricultural history is well reflected in this leading

industry sector. Manufacturing has a 2.04 location quotient, with major manufacturers such as DuPont Interconnect Solutions, Trimold LLC, and PPG Industries calling Pickaway County home. Construction has a location quotient of 1.58, while Transportation and warehousing had a location quotient of 1.24. The county's location along the U.S. 23 north-south corridor is likely a contributing factor to a higher concentration of these industry sectors. The strong presence of distribution/fulfillment and logistics operations in the northern portion of the county near Rickenbacker Intermodal Facility is represented across multiple industry sectors, including Transportation and warehousing, which had 588 employees in Q4 2021 and Retail trade, which had 1,525 employees in Q4 2021.

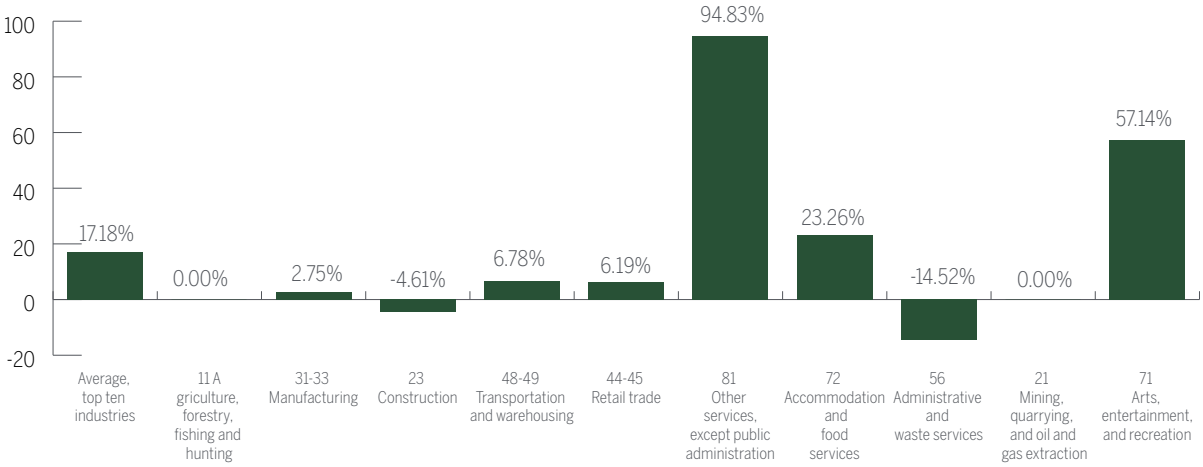
Pickaway County Industry Location Quotient - Q4 2021



Source: U.S. Bureau of Labor Statistics

Administrative and waste services (-14.52%) and Construction (-4.61%) each experienced a decline in location quotient between 2018 and 2022, while the remaining top industry sectors saw growth over the same period of time. The Other services, except public administration, experienced a significant increase in location quotient of 94.83%, which can be tied to rapid growth in the healthcare sectors of the economy. Between 2017 and 2020, the U.S. Bureau of Labor Statistics made modifications to NAICS code classifications, and as a result, 2022 industry sector strengths in Agriculture, forestry, fishing and hunting and Mining, Quarrying, and Oil and Gas extraction are not reflected in data preceding 2022. A 0.00% growth represents the updated classifications of these new industry sectors in Pickaway County and should be construed as sectors experiencing no growth.

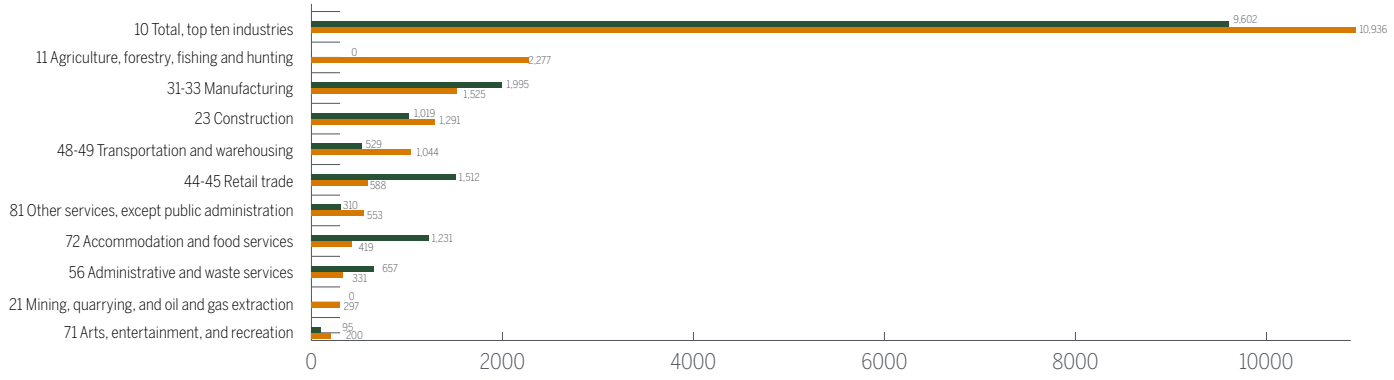
Location Quotient Percent Change 2018-2022



Source: U.S. Bureau of Labor Statistics

Overall employment in Pickaway County increased from 2018 to 2022. Net new jobs increased by 1,334 positions in that timeframe, which equals an average 4-year change of 13.89%. Analyzing the top ten industry sectors by employment, six of the top ten sectors experienced job growth. Construction and Transportation and Warehousing saw the largest gains in employment, with increases of 272 jobs and 515 jobs, respectively. Modest increases were seen in other leading employment sectors; however, economic implications of the COVID-19 pandemic impacted sectors such as Retail Trade and Accommodation and Food Services, which saw declines in the employment of 419 and 812, respectively. The decline in Retail Trade could also be attributed to the new NAICS sector of Transportation and warehousing, which saw significant employment growth during this timeframe and should be considered when looking at job growth. It is also worth noting that changes to the U.S. Bureau of Labor Statistics' NAICS code industry sector classifications can be seen in employment numbers within the Agriculture, forestry, fishing, and hunting and Wholesale trade sectors.

Pickaway County Employees by Industry Sector

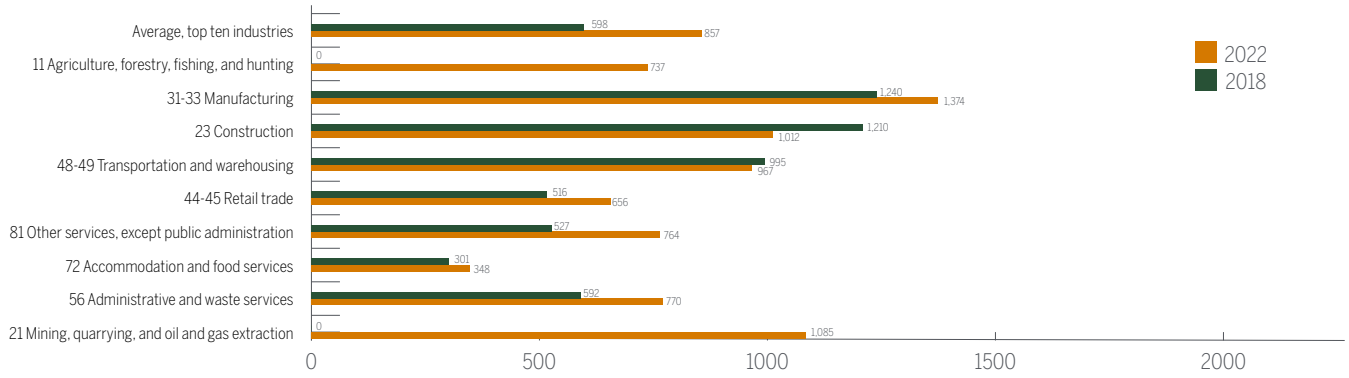


Source: U.S. Bureau of Labor Statistics

When analyzing trends in employee wages across all industry sectors, Pickaway County experienced significant wage growth of 43.31% in the four-year period of 2018 to 2022. Drilling down into the County's leading employment sectors, we see similar wage growth over the same four-year period. Wages in the Other services, except the Public Administration sector, which saw the most significant growth in wages with a $237 per week increase, likely due to the high demand for healthcare workers. Administrative and waste services saw the second largest weekly wage increase of $178, and the Retail trade sector saw the third largest weekly wage increase over the four-year period of $140, which includes employers in the consumer products distribution and fulfillment sectors such as Amazon Fulfillment Centers in northern Pickaway County. Manufacturing also saw a healthy weekly wage increase of $134 from $1,240 in 2018 to $1,374 in 2022, which is the highest-

paying sector in Pickaway County. Increases in wages over this four-year period point to increased wealth and buying power of employees working in Pickaway County, which ultimately will benefit the city of Circleville businesses and tax base as employees are able to increase spending and consumption habits across all sectors and including residential housing buying power.

Pickaway County NAICS Industry Wages Trend



Source: U.S. Bureau of Labor Statistics

The city of Circleville has a strong downtown retail presence with minimal vacant storefronts and several properties considering new investments that will attract new retail and professional firms to the community. When examining the retail marketplace within the city of Circleville, there are needs (gaps) that the community should consider attracting to meet the demands of local residents and workers who are currently leaving the city to purchase certain products and services. A retail gap analysis compares consumer expenditures, sorted by NAICS code, in a trade area (the demand) with the corresponding retail sales of trade area stores (the supply). According to Esri, Inc. data, specific industry groups are not currently filling consumers' demands, and could be possible businesses the city should attract to meet demand. As of the most recent Esri, Inc. data, there are no businesses in Circleville meeting consumer demands in the following industry sectors: Lawn & Garden Equipment & Supply Stores (NAICS 4442), Jewelry, Luggage & Leather Goods Stores, Nonstore Retailers that include Electronic Shopping & Mail-Order Houses, Vending Machine Operators, and Direct Selling Establishments, and Special Food Services.

Industry Group	NAICS Code	Demand (Retail Potential	Supply (Retail Sales)	Retail Gap	Leakage Factor
Other Motor Vehicle Dealers	4412	$3,388,059	$652,959	$2,735,100	67.7
Home Furnishings Stores	4422	$1,803,268	$371,894	$1,431,375	65.8
Lawn & Garden Equipment & Supply Stores	4442	$1,033,124	$0	$1,033,124	100.0
Jewelry, Luggage & Leather Goods Stores	4483	$1,439,734	$0	$1,439,734	100.0
Book, Periodical & Music Stores	451	$602,066	$110,199	$491,867	69.1
Office Supplies, Stationery & Gift Stores	4532	$1,426,826	$260,965	$1,165,861	69.1
Nonstore Retailers	454	$2,544,022	$0	$2,544,022	100.0
Special Food Services	7223	$466,747	$0	$466,747	100.0

Source: Esri, Inc. ArcGIS Business Analyst

Circleville's location within the U.S. 23 central Ohio transportation corridor, proximity to educational assets, such as Ohio Christian University and Pickaway – Ross Career Technical Center, a redeveloping downtown, and an emerging commercial area south of town are all competitive advantages for the Circleville community to attract new businesses and residents alike. Based upon a national and local analysis of the economic landscape of the city of Circleville and Pickaway County, the city should focus its business development efforts around existing industry strengths, emerging industry strengths, and gaps in the retail marketplace.

City of Circleville Business Attraction Industry Sectors

Industry	NAICS
Manufacturing	31-33
Other services, except public administration	81
Lawn & garden equipment & supply stores	4442
Nonstore retailers	454
Special food services	7223

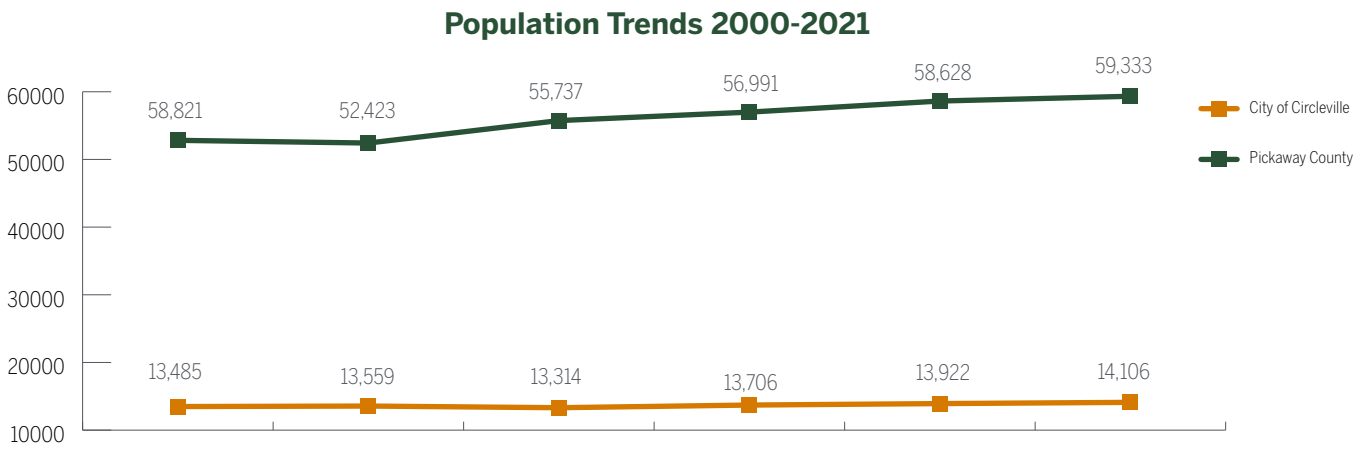
DEMOGRAPHIC, LABOR MARKET, AND WORKFORCE ANALYSIS

A region's workforce is a critical measure of its economic success. The retirement of the Baby Boom generation and a lack of alignment between industry and both K-12 and higher education are creating widespread shortages in the qualified workforce, even in times of high unemployment. Regions that are successful with the retention of a high-quality workforce start with a strategy of targeting good jobs using initial upfront training and job-matching services and create support for workers such as childcare and transportation networks plus financial incentives for companies that take such an approach.[iii] An examination of a community's workforce includes a review of its size, unemployment rate, education level, occupations, and earnings levels.

People	Circleville, Ohio	Pickaway County, Ohio	Ohio	U.S.
2021 Population	14,106	59,333	11,780,017	331,893,745
Population Growth 2010-21	5.9%	6.5%	2.1%	7.5%
Persons 65 years and over	18.6%	16.1%	17.8%	16.8%
Homeownership Rate	54.2%	73.6%	66.3%	64.4%
Median Home Value	$125,600	$171,400	$151,400	$229,800
Median Household Income	$44,092	$61,629	$58,116	$64,994
Poverty Rate	25.3%	12.5%	12.6%	11.4%

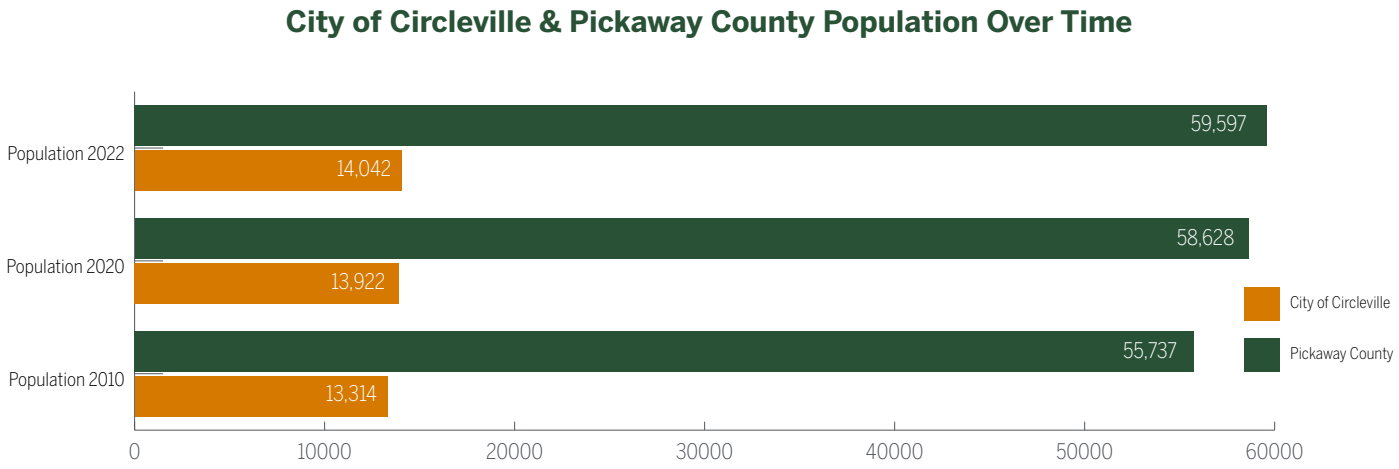
Source: U.S. Census Bureau

With an estimated population of 14,106 in 2021, the city of Circleville represents roughly 24% of Pickaway County's total population. The city's population has grown at a rate of 5.9%, which is substantially higher than the statewide rate of 2.1% but slightly lower than the county and national rates of 6.5% and 7.5%, respectively. As a part of the Columbus Metropolitan Statistical Area, Pickaway County has been a part of a steady MSA population increase since 2000, where the population has grown from 1.62 million residents in 2021.[iv] A population spike occurred in the Columbus MSA region between 2008 to 2009, when the region gained more than 100,000 new residents.[v] This jump in population may be attributed to the economic recession that occurred in the 2008 to 2010 timeframe and as job seekers left other markets looking for new employment opportunities. Looking at the city of Circleville and Pickaway County, population growth trends follow the Columbus MSA trends; however, growth is happening at a more gradual rate as compared to the entire Columbus MSA region.



Source: St. Louis Federal Reserve Data, U.S. Census Bureau

Looking locally at the city of Circleville, we see that the population in 2010 was 13,314 and is estimated to be 14,042 in 2022, while Pickaway County's population in 2010 was 55,737 and is estimated to be 59,597 in 2022. Overall, the city of Circleville and Pickaway County are seeing modest population growth that is on par with national growth trends.



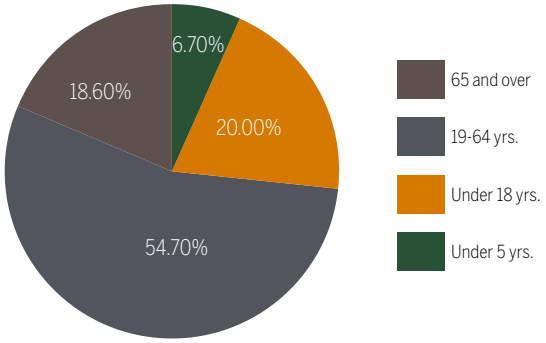
Source: St. Louis Federal Reserve Data, U.S. Census Bureau

City of Circleville, Ohio	2010	2020	2022	2027 Projection
Population	13,623	13,927	14,042	14,236
Households	5,421	5,625	5,687	5,789
Families	3,482	4,073	3,478	3,521
Average Household Size	2.41	2.34	2.39	2.38
Median Age	40.2	40.1	42.5	43.2
Owner-Occupied	3,187	3,432	3,280	3,405
Renter-Occupied	2,234	2,764	2,407	2,384

Source: Esri, Inc. ArcGIS Business Analyst, U.S. Census Bureau

Circleville's workforce has a balanced demographic range of those people that are in their working years, with a clear majority of workers, 54.7%, in their prime age range of 19-64. The availability of a workforce primed for employment based on age is a major advantage for any region and one that many states struggle to address. In addition, regions need a pipeline of future workers with a strong student age population. This workforce pipeline creates an opportunity for communities to grow not just through the import of workers from other regions but through the retention of their student population to remain following the completion of school or technical training. For the city of Circleville, the pipeline of population 18 and younger is not keeping pace with those between 19 and 64. Like most communities, Circleville is not retaining enough of its young people, and those that live in the city are not producing enough new citizens to keep pace.

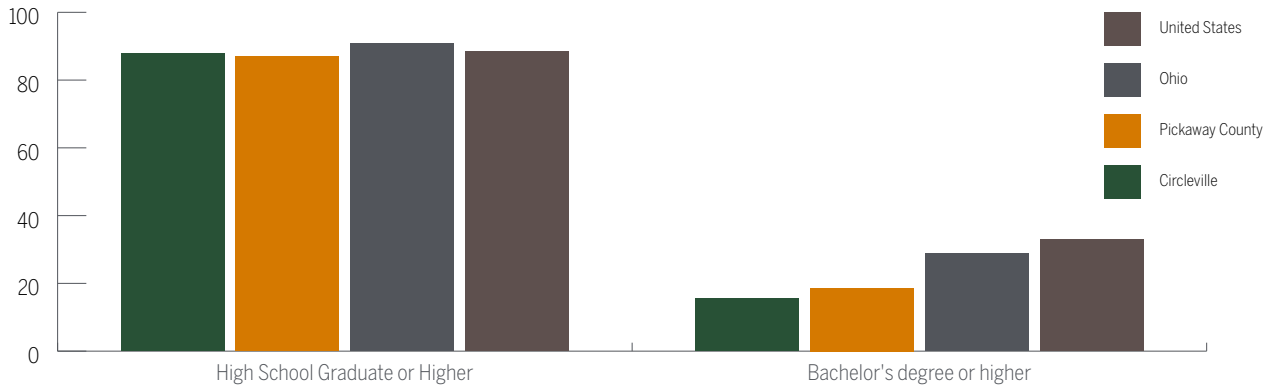
Circleville Population by Age



Source: U.S. Census Bureau

The educational attainment of a region is highly important as it relates to the availability of a skilled workforce. Those regions with a high concentration of college-educated workers are primed to retain and attract high-wage, white-collar jobs in financial services, information technology, health care, and professional service firms that drive many successful economies. Circleville has a significant number of its population with a high school degree or higher. These 12,385 people represent 87.8% of the total people living in the city of Circleville, which is slightly above the county average of 87.0%. Due to the significant presence of advanced manufacturing, education, and a growing distribution/fulfillment sector in Pickaway County and the need for existing and future workers to have a minimum high school degree, this bodes well for both the city of Circleville and Pickaway County to keep and attract companies to the area. The percentage of individuals having attained post-secondary education of a bachelor's degree or higher in Circleville is 15.5%. This representation of attainment is much lower than the state average of 28.9%, suggesting Circleville is not generating a workforce with advanced education that is important to attracting high-wage, advanced jobs. The city of Circleville is at a particular advantage from a higher education vantage point, with Ohio Christian University located in the city and colleges, such as Ohio State University, Columbus State Community College, Ohio University at Lancaster, and Capital University are all within near proximity to the community. Circleville's ability to attract higher-wage jobs that require a bachelor's degree or higher, and its ability to fill management jobs at manufacturing, transportation, and engineering companies, was hampered by this low baccalaureate rate.

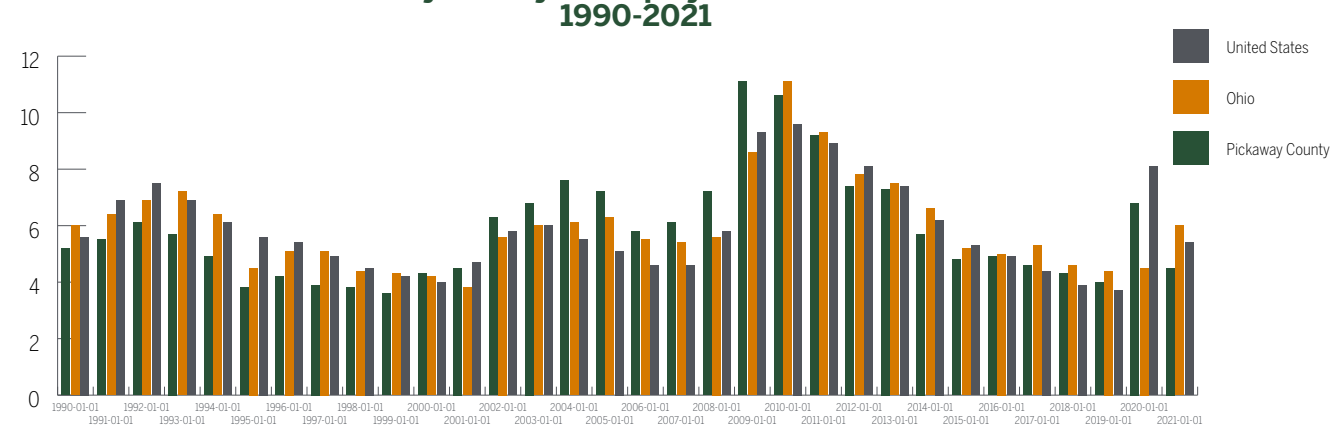
City of Circleville, OH Educational Attainment



Source: U.S. Census Bureau

A region's unemployment rate is an important measure of its economic success. Looking at recent unemployment rate data, the County has maintained strong engagement in the workforce and employment opportunities for job seekers since 2012. Equally important, Pickaway County rebounded from the 2009 recession when the average unemployment rate hit double-digits. The unemployment rate in January 2021 was 6.0% and stands at 3.8% as of July 2022. The state of Ohio's unemployment rate as of January 2010 was 11.1%, and as of July 2022 had decreased to 4.4%, with overall unemployment rates below the national averages throughout the COVID-19 pandemic. As Pickaway County's unemployment rate is slightly less than one percentage point lower than Ohio's, the County mirrors the unemployment rate of surrounding counties. Pickaway County has a higher rate than its neighbors in Madison County at 3.4% but fares better than other surrounding counties, with Franklin County at 3.8%, Fairfield County and Ross County at 3.9% respectively, Fayette County at 4.0%, and Hocking County at 4.2%.

Pickaway County Unemployment Rate Trends 1990-2021

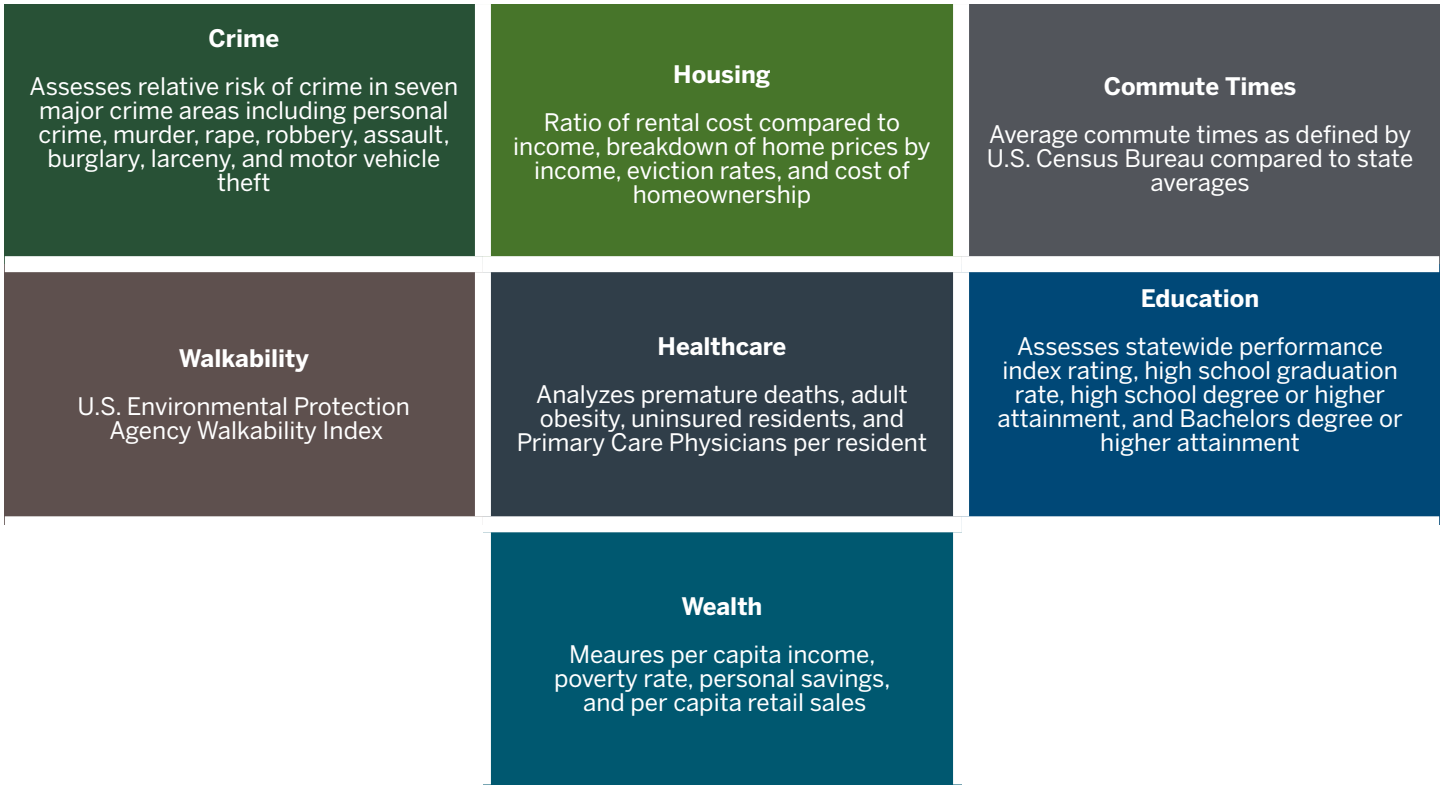


Source: U.S. Census Bureau

QUALITY OF LIFE INDEX

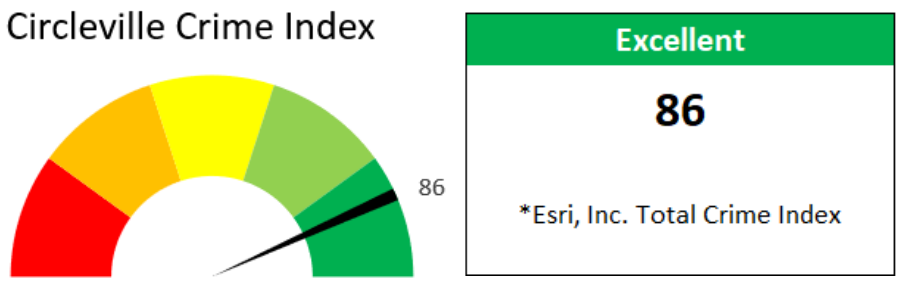
Montrose Group's quality of life index (QLI) relies less on the traditional cost of doing business measures such as occupational wage rates, construction, and real estate costs and other traditional costs of doing business measures that drive larger manufacturing, logistics, and industrial or technology-based corporate site location projects. Instead, Montrose focuses on aspects regarding social well-being, access to healthcare, educational attainment, and more to display the status of a community. These aspects play an important role in creating a healthy community which in turn produces an impact on the economic status of an area. Many companies are more focused on the long-term prospects for a region to succeed and be attractive to their workers.

Quality of Life Index Analysis



The Montrose Group Quality of Life Index is a multidimensional analysis that scores key aspects of a community. It can be considered an analysis of a range of objectively measurable community and social wellbeing conditions in seven key areas that are measured nationally and at the statewide level. Federal, state, and proprietary data sources are used to collect and analyze Quality of Life data which are weighted to generate a community Quality of Life score that is then compared to a baseline score of 100. Communities with a baseline score of 100 or higher have a ranking that meets or exceeds federal and state statistics, a score between 60-80 indicates a good ranking, and so on. Much like the national location quotient statistic, communities with a higher QLI score have an exceptional competitive advantage over other areas. The QLI analysis should be used to understand strengths and weaknesses and identify opportunities to drive change via community development strategies, private sector engagement, and multi-jurisdictional cooperation. This wide scope makes QLI research a powerful, practical, and effective measure of socioeconomic development policies and actions.

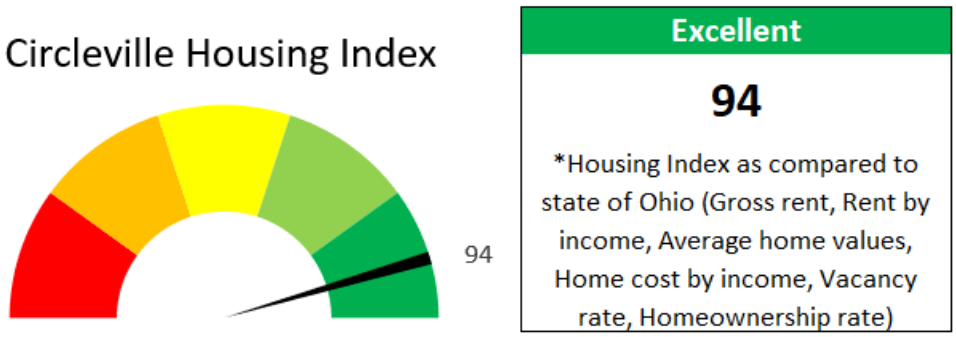
Circleville Crime Index.



A *Crime Index* provides a view of the relative risk of crime in a community as compared to the rest of the nation using data from resources such as the Federal Bureau of Investigation's Uniform Crime Reporting system. According to economic theory, crime should decrease as economic growth and opportunity improve. Communities with lower crime indexes suggest higher labor force participation rates, stable wage rates, and lower risk for business operations. The Crime Index is an indication of the relative risk of a crime occurring and is measured against the overall risk at a national level. Values above 100 indicate the area has an above-average risk of occurring compared to the US. Values below 100 indicate the area has a below-average risk of occurring compared to the U.S.

CrimeRisk is intended to provide an assessment of the relative risk of seven major crime types and their summarization to the block group scale. Relative crime rates are very important in real estate applications, insurance underwriting, shopping center, and stand-alone retail facilities. CrimeRisk is a block group and higher-level geographic database consisting of a series of standardized indexes for a range of serious crimes against both persons and property. It is derived from an extensive analysis of several years of crime reports from the vast majority of law enforcement jurisdictions nationwide. The crimes included in the database are the "Part 1" crimes and include murder, rape, robbery, assault, burglary, theft, and motor vehicle theft. These categories are the primary reporting categories used by the FBI in its Uniform Crime Report (UCR), with the exception of Arson, for which data is very inconsistently reported at the jurisdictional level.
Crime Indexes provide a view of the relative risk of specific crime types. It is not a database of actual crimes but rather the relative risk in an area compared to the United States in its entirety. Updated semiannually, the database includes indexes for several categories of personal and property crime. The city of Circleville has a Crime Index of 86, which registers as an Excellent index rating and demonstrates the low relative risk of crime and the overall safety and well-being of the community. An Excellent Crime Index score will be important to the attraction of residential housing investments, the attraction of residents to the community, and the attraction of private sector investment into the city of Circleville.

Circleville Housing Index.

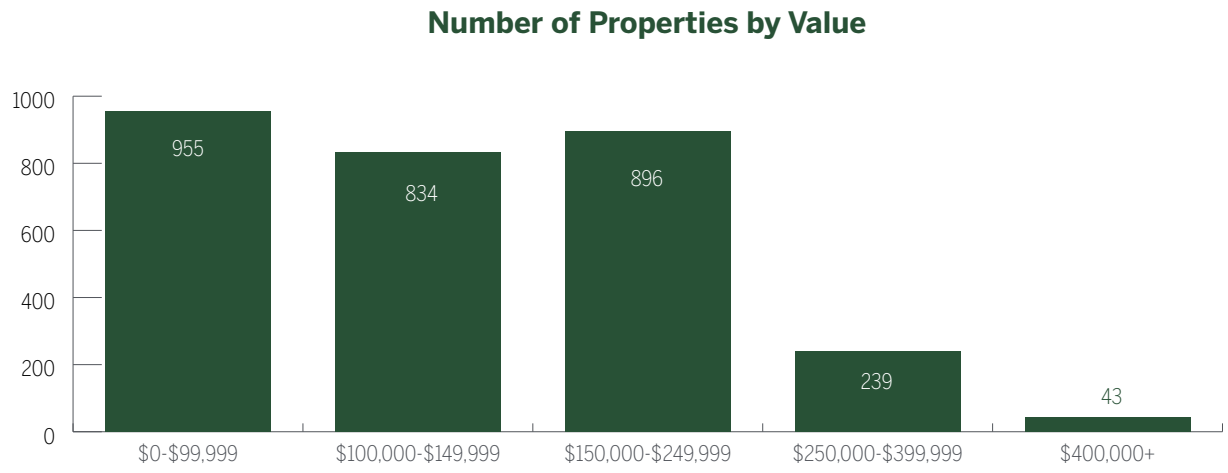


Housing is an essential sector of the economy and makes up the largest component of an individual's wealth at almost a third of the total assets.[vi] Quality housing must not only be reflected in the structural aspects of a home, but also in average prices. For individuals, the lower the price, the better. For communities, the higher

the price the better as property values translate into tax base. However, adequate housing can also facilitate labor mobility within an economy and as communities grow, corresponding growth of residential housing options must also keep pace. When looking at building a better community, housing affordability and availability is key to ensuring mobile talent considers your community as a viable community to live and there is adequate housing stock to choose from. Circleville residents spend a larger portion of their income on rent (21.92%); however, the median gross rent in Circleville ($612) is lower than the statewide average. Circleville's average home value of $134,395 is more than $17,000 below the state average of $151,400. Home cost, as a percentage of income, is 4 percent higher (30.23%) than the state. Circleville's vacancy rate of 9.8 percent is slightly higher than the statewide average of 8.27 percent, and the homeownership rate (54.2%) is more than 12 percentage points below the state of Ohio. Overall, it is cheaper to rent and own a home in Circleville. However, a larger share of resident income is going to pay for housing expenses. Homeownership rates are significantly lower than the statewide average, and efforts to attract new residential housing projects should consider affordability and a diverse mix of housing options to appeal to new residents and young workers looking to set roots down in Circleville.

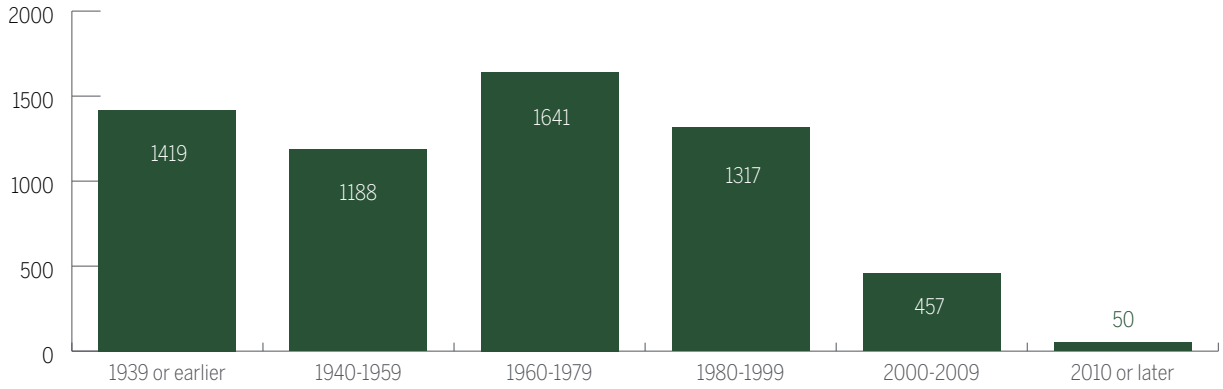
Housing Comparison		
Area of Study	Circleville	Ohio
Median Gross Rent	$612	$825
Rent as Percentage of Income	21.91%	17.03%
Average Home Value	$134,395	$151,400
Home Cost as Percentage of Income	30.32%	26.55%
Vacancy Rate	9.80%	8.27%
Vacancy Rate	9.80%	8.27%
Homeownership Percentage	54.20%	66.3%

Source: U.S. Census Bureau, Esri, Inc. ArcGIS Business Analyst



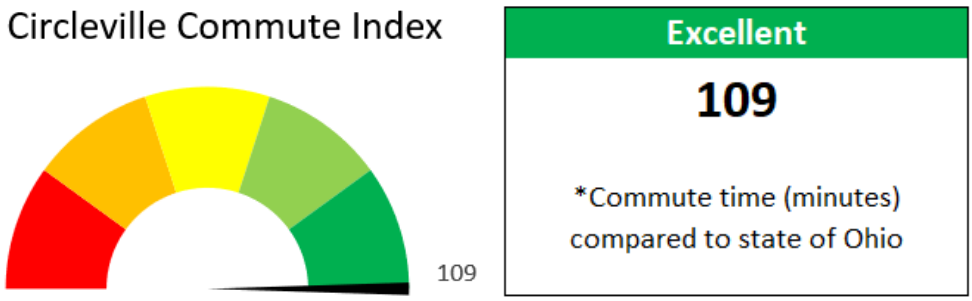
Source: Esri, Inc. ArcGIS Business Analyst

Average Age of Housing Stock



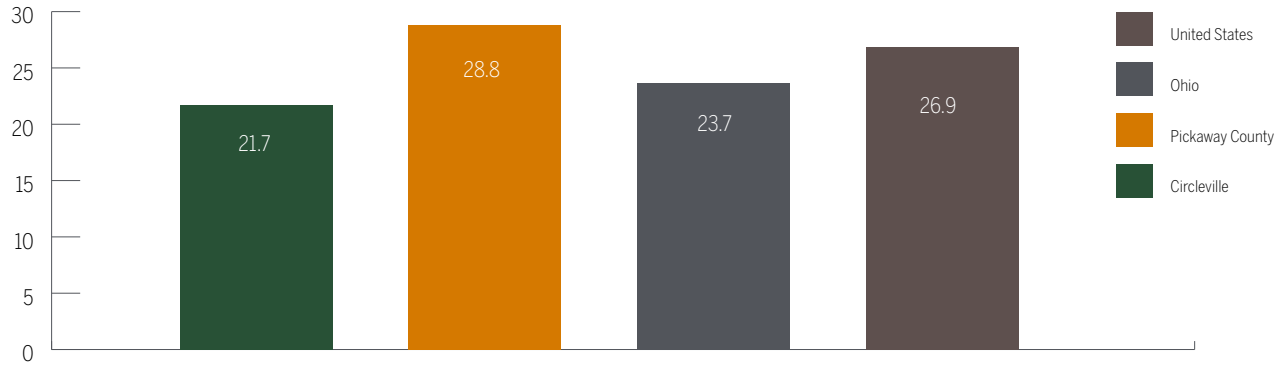
Source: Esri, Inc. ArcGIS Business Analyst

Circleville Commute Time Index.



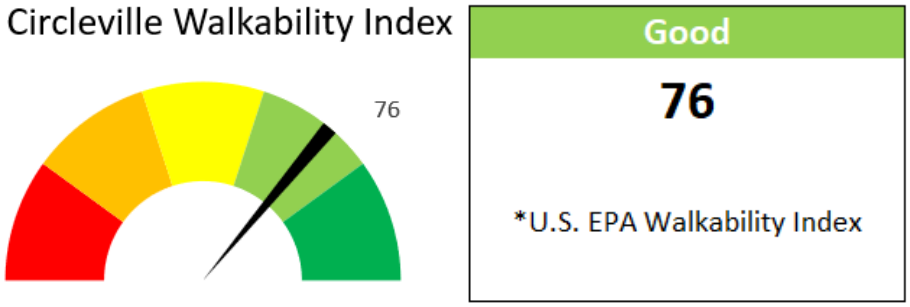
Commute Times vary depending on the geographic locations and access to multiple modes of transportation. A diverse transportation network shortens commute times, increases company productivity and competitiveness, and increases access to a broader talent pool. Arduous commutes may deter talent from considering jobs in a given location.[vii] As businesses look to communities with strong quality-of-life features, convenient locations, and ease of travel to work by car, bike, or foot should be considered. Circleville has an average commute time of 21.7 minutes. Circleville's average commute time is lower when compared to the state of Ohio and the United States and is indicative of its close proximity to major employment centers throughout central Ohio and along the U.S. Route 23 corridor. Ohio has a slightly higher average commute time of 23.9 minutes. As mentioned previously, the presence of U.S. Route 23, which traverses the western edge of the city, provides easy access for residents to travel to an employer in the region, and people may be willing to travel further distances for work. Due to changing working conditions within our rapidly evolving economy, commute times are becoming an increasingly important aspect of life. With a shift in employees working from home due to the impacts of COVID-19 in the workplace, the value of low commute times is increasing.

Commute Times Comparison



Source: U.S. Census Bureau

Circleville Walkability Index.



A *Walkability Index* is a nationwide geographic ranking system led by the U.S. Environmental Protection Agency. The Walkability Index uses selected variables on density, diversity of land uses, and proximity to transit to calculate the ease of walking around. Walkable communities vary depending on population and land mass (urban, suburban, rural) and take into account access to public transit.[viii] The EPA's Walkability Index covers every census block group in the nation, providing a basis for comparing walkability from community to community. Selected variables incorporated into this index include:

Intersection density - higher intersection density is correlated with more walk trips

Proximity to transit stops – distance from a population center to the nearest transit stop in meters, where shorter distances correlate with more walk trips

Diversity of land uses:

Employment mix – the mix of employment types in a block group (such as retail, office, or industrial) where higher values correlate with more walk trips

Employment and household mix – the mix of employment types and occupied housing such that a block group with a diverse set of employment types (such as office, retail, and service) plus many occupied housing units will have a relatively high value and higher values correlate with more walk trips.[ix]



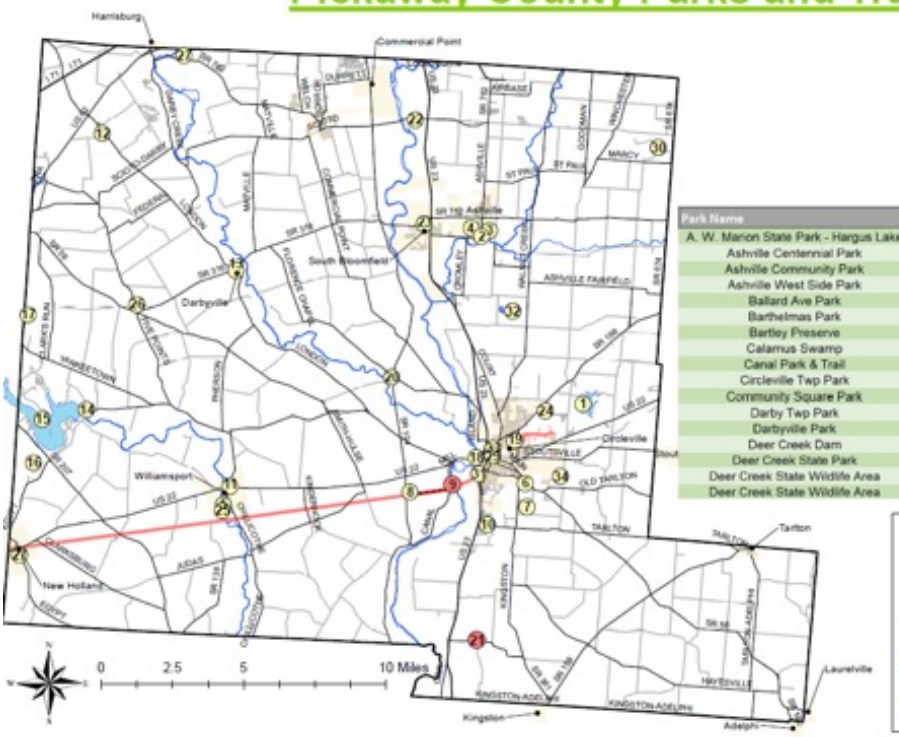
The city of Circleville has an above-average walkability score with multiple walking alternative transportation infrastructure within the city limits that act as a connector route to a dense population center like the city.

Name	Walk Score	Bike Score
City of Circleville	71	50

Source: Walkscore

Developing alternative transportation infrastructure can provide benefits in a multitude of different forms. The development of bike paths promotes healthy lifestyles, provides access to local parks, work, and provides youth with alternate modes of transportation to school. The city is home to the Roundtown Trail to the east, and Pickaway Trails are planned to extend along the western edge of the city limits. Pickaway County has the Pickaway County Park District, which is charged with creating, preserving, and managing a system of parks, trails, and natural areas for outdoor recreation. Currently, the Park District manages three parks and five multi-use trails within the county, as well as provides financial assistance to local communities for the development and improvement of their parks and trails. Ohio Park Districts are organized under Ohio Revised Code Chapter 1545, and park districts have numerous powers related to preserving and protecting unique natural habitats and historical landmarks and can acquire land, easements, and secure leases. A Park District works with local governments, park districts, private organizations, and the Ohio Department of Natural Resources to ensure the best assets of a natural environment are protected for future generations. Together with Pickaway County and the Pickaway County Park District, the city of Circleville should determine ways to fund an extension of the Pickaway Trails, which would create additional mobility throughout the county via alternative transportation routes such as bike paths and walking trails. Programs such as ODOT's Transportation Alternatives Program (TAP) provide funding for projects defined as transportation alternatives, including on- and off-road pedestrian and bicycle facilities, infrastructure projects for improving non-driver access to public transportation and enhanced mobility, community improvement activities, and environmental mitigation; recreational trail program projects; and safe routes to school projects.[x]

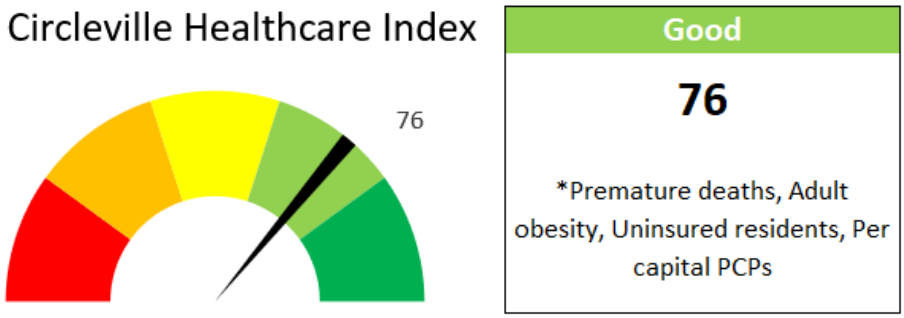
Pickaway County Parks and Trails



Park Name	Number	Park Name	Number
A. W. Marion State Park - Hargus Lake	1	Elmon Richards Scioto River Fishing	18
Ashville Centennial Park	2	Garden City Park	19
Ashville Community Park	3	Jackson Twp Park	20
Ashville West Side Park	4	Logan Elm State Memorial	21
Ballard Ave Park	5	Mackey Ford State Wildlife Area	22
Barthelmas Park	6	Marvin Webster Park	23
Bartley Preserve	7	Mary Virginia Crites Hannan Park	24
Calamus Swamp	8	Metzger Preserve	25
Canal Park & Trail	9	Monroe Twp Park	26
Circleville Twp Park	10	New Holland Park	27
Community Square Park	11	Orient – Bragg Memorial Park	27
Darby Twp Park	12	Pumpkin Show Park	29
Darbyville Park	13	Slate Run Metro Park	30
Deer Creek Dam	14	Smith Memorial Park	31
Deer Creek State Park	15	Stages Pond State Nature Preserve	32
Deer Creek State Wildlife Area	16	Ted Lewis Park	33
Deer Creek State Wildlife Area	17	Washington Twp - Martha Hitler Park	34

Source: Pickaway County Park District

Circleville Healthcare Index.

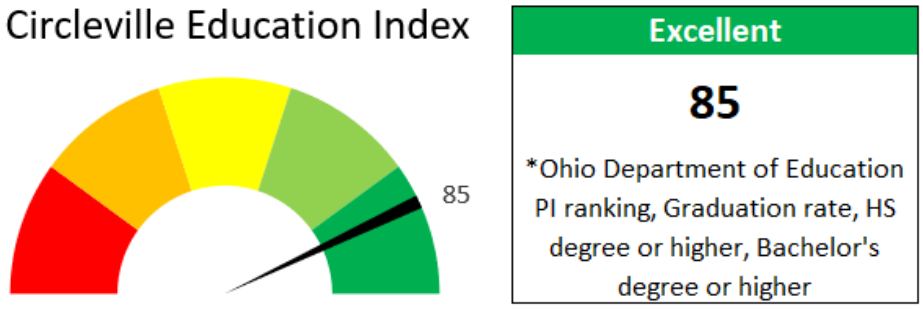


Access to health care and services and improving health outcomes can demonstrate the health and wellbeing of a community. A Healthcare Index considers access to health care services and helps identify underperforming markets where barriers to health care, such as social, racial, economic, and physical factors may exist where there are markets that have the services needed to support healthy living.[xi] The city of Circleville is home to OhioHealth Berger Hospital, which is a tremendous asset to the community from access to quality care, and access to Primary Care Physicians and specialists, such as the Bradley Cancer Center, in Circleville since 1930. Residents of Circleville can also access healthcare resources in the surrounding central Ohio region. Circleville's Healthcare Index is represented through a countywide analysis of Pickaway County using the state of Ohio 2022 County Health Rankings. Pickaway County has a ratio of one primary care physician for every 2,250 residents and overall, the county has a higher ratio of population to primary care physicians when compared to Ohio and the nation. Pickaway County has a higher rate of premature deaths than the state of Ohio and is above the state average with regard to adult obesity and uninsured residents. The health of a community is important not only to the individual but to the economy of a community as well. As the population ages, workers begin to leave the work force and move into retirement. If a community features an overall negative healthcare system, a community's workforce will be directly impacted. Workers will leave the labor force at a younger age and be required to spend more disposable income on healthcare needs. Community health assessments, typically led by the local health department, can help identify voids in healthcare services and prioritize enhancing services and specialized care.

Health Comparison			
Area of Study	County	Ohio	Percent
Premature Death	9,500	8,700	8.79%
Adult Obesity	40.0%	35.0%	13.33%
Uninsured Residents	10.0%	8.0%	19.21%
Primary Care Physicians Per Person	2,250:1	1,290:1	54.24%

Source: Ohio County Health Rankings, U.S. Census Bureau

Circleville Education Index.



The strategy for communities looking to attract talent and grow population should include an analysis of *Education*. Educational attainment has long been a cornerstone for business retention, expansion, new business attraction, and entrepreneurship. The level of education and occupational skills found in communities traditionally correlates to demonstrated economic growth and stability. Approximately half (51.4%) of all entrepreneurs hold at least a bachelor's degree.[xii] From an individual's perspective, higher educational attainment is generally linked to better employment prospects, higher income, and a better quality of life. And from a Placemaking and QLI standpoint, communities should maximize opportunities to attract a skilled workforce that will not only fill existing jobs but will attract new employers and generate entrepreneurial activity that will draw in new entrepreneurs and business start-ups.

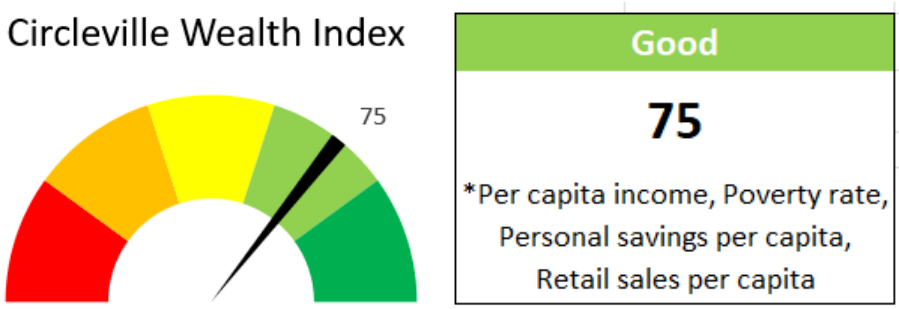
The Performance Index is a calculation that measures student performance on the Ohio Achievement Assessments/Ohio Graduate Tests at the 3rd, 4th, 5th, 6th, 7th, and 8th-grade levels and English I, English II, Algebra I, Geometry, Integrated Math I, and Integrated Math II.[xiii] The average performance index school score for Ohio schools in 2022 was 77.05. Circleville City Schools were awarded a performance index score slightly below the state average, scoring 73.81. In 2021 the statewide graduation rate for Ohio was 87.2%, and Circleville City Schools were significantly higher (95.5%) than the statewide average. Circleville does have a slightly lower percentage of residents with advanced degrees compared to the state; however, the city's proximity to a large workforce base will aid in business attraction efforts to target sites in the city. The Circleville City School district invests roughly 15 percent less in per-pupil expenditures compared to the state. Overall, Circleville City Schools is performing on par or slightly below par with state averages with a strong high school graduation rate. As the city looks to attract new residents, young families, and new businesses, city leadership, and school district leadership should continue working together to develop training programs that meet the existing and future workforce needs of local businesses, which will position the city as a desirable location for future residents and creates an opportunity to attract a pipeline of future workforce for the city and surrounding labor shed.

The city of Circleville is also home to Ohio Christian University, a private institution founded in 1948. As of fall 2021, the total undergraduate enrollment at the university was 1,819 students. The university offers a broad range of campus and online programs, including business administration and management, criminal justice/law enforcement administration, divinity/ministry, education, emergency management, English language and literature, psychology, and social science studies. In addition to providing accredited degree programs for undergraduate, graduate, adult, and online students, Ohio Christian University also offers the Trailblazer Academy, which allows high school students to complete college classes.[xiv] The diversity of programming and student populations served makes Ohio Christian University a key asset to Circleville and the broader region's workforce development and talent attraction priorities.

Education Comparison		
	City	State
PI Ranking	73.81	77.1
Graduation Rate	95.5	87.2
HS or Higher	87.8%	90.8%
Bachelor's Degree	15.5%	29.0%
Per Pupil Expenditure	$8,853.63	$10,289.32

Source: Ohio Department of Education, U.S. Census Bureau

Circleville Wealth Index.



Wealth in a QLI analysis considers education and income; however, it also looks at the wealth of a community. Is a community's tax base growing? Are property values increasing? Are homeownership rates strong? Are residents actively engaged in the workforce? While these factors are analyzed individually, collectively they paint a strong picture of the future of a community. Circleville is comparatively lower than Ohio and the nation in terms of population in poverty, owner-occupied housing units, and civilian labor force. These factors show that Circleville has a moderately healthy ecosystem for economic and social growth. Circleville should be intentional in the new business attraction efforts it promotes, encouraging high-wage jobs that bring new employment opportunities and generate wealth in the community. Low poverty rates and high per capita incomes are two of the main foundations for maintaining a healthful community. These aspects have impacts on a community that help promote small business growth, attract large private investment, and create healthy social interactions. Circleville is lower than the state averages in per capita income and retail sales per capita, but has a higher average in FDIC deposits per person. The poverty rate in Circleville is 11.9% above the state average. Overall, Circleville is moderate in standing and should work to generate high-wage jobs and generate wealth in the community through economic development and talent attraction strategies.

Wealth Comparison		
Area of Study	Circleville	Ohio
Per Capita Income	$23,135	$32,465
Poverty Rate	25.30%	13.40%
Assets	$123,368	$171,362
Earnings (interest, dividends, trust income, etc.)	$1,168	$1,591
Liabilities	$18,276	$26,057

Source: U.S. Census Bureau, Federal Deposit Insurance Corporation

Quality of life is a dynamic concept that ranges over evolving objective and subjective measures. Determining the quality of life is crucial to understand a community's overall contentment. Increasing quality of life measures impacts both the social and financial standings of residents. Overall, the city of Circleville can be considered average when taking all these factors into account. Circleville scores Excellent in commute times; Excellent/Good in education; Good in healthcare, housing walkability, and wealth; and Fair in crime.

CITY OF CIRCLEVILLE, OHIO LAND USE ANALYSIS

The composition of Circleville's land uses has a substantial bearing on the ability to attract new residents and employers to the city. Equally important is the impact existing neighborhood prosperity and new development have on the city's financial future. This section examines the configuration of Circleville's existing land uses and summarizes where land uses are expected to increase based on the current comprehensive plan's Planned Land Use map from 2008.

Historic Development Trends

Original Development Pattern

Circleville has a unique history as it relates to its physical development. The city was established in 1810 due to its proximity to the Scioto River and became the county seat of Pickaway County later that same year. The original town layout was a circular pattern of roads radiating out from a central square. However, residents' displeasure with the irregular circular street pattern translated into the Ohio legislature authorizing the Circleville Squaring Company to modify and change the city's streets into a traditional grid pattern.



Image Source: https://ohiohistorycentral.org/w/Circleville,_Ohio

Mid-19th Century

Building off its location and proximity to the Scioto River and canal systems, Circleville became a prosperous community in the mid-1800s. Business activities and residential development focused in the areas now known as downtown, with industrial uses taking advantage of the river access west of town. Individual home and business lots followed a denser pattern during this period in the city's development, with the location of industrial businesses still developing closer to the river.

20th Century

Circleville continued to grow steadily throughout the 1900s. Circleville's development patterns shifted towards a more auto-oriented layout, as did most U.S. cities in these decades. Separated residential subdivisions began to develop north and south of the original city, taking advantage of the connection to the region provided by routes U.S. 23 and 22. Commercial development followed this similar separated development, with most stores located along U.S. 23 to take advantage of high-traffic counts.[xv]

Circleville's Land Use Today

Circleville's development has slowed in the last ten years as most of the region's development concentrated on the land around the I-270 beltway and the Columbus suburbs. Circleville's population steadily increased from 13,314 in 2010 to 13,940 in 2020. The aerial photos below that compared Circleville from 2010 to 2020 demonstrate that the city's growth areas and land use patterns have remained substantially the same.

2010



2020

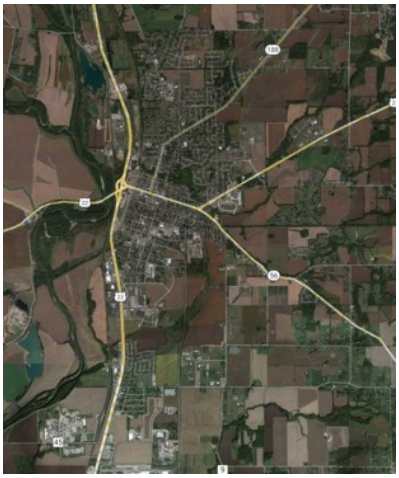


Image Source: Google Images

Zoning

Analyzing the most recent zoning district map is an indicator of a community's existing land use pattern. While preparing this report, the city of Circleville adopted a new zoning ordinance and zoning district map. This update represented an opportunity to compare the previous zoning ordinance's district configuration to the recently adopted regulations. This review helps to understand how the city's officials expect Circleville to develop over the next 10 years.

Pre-2022 Zoning Districts

Before the 2022 zoning update, Circleville's ordinance had 17 individual districts. The largest single district was the Special Use district at 20.9 percent. At first glance, the amount of the city with the designation of special use seemed high. However, after a closer examination of the individual properties, it was determined that most of these parcels were used for public and quasi-public purposes, such as the county fairgrounds, parks, cemeteries, etc. Given the unique nature of these land uses, reviewing them as special uses ensured that they met the city's standards. The second largest zoning district was the R2 – Single Family district (20.3 percent), followed by the R1 Single Family District (10.5 percent).

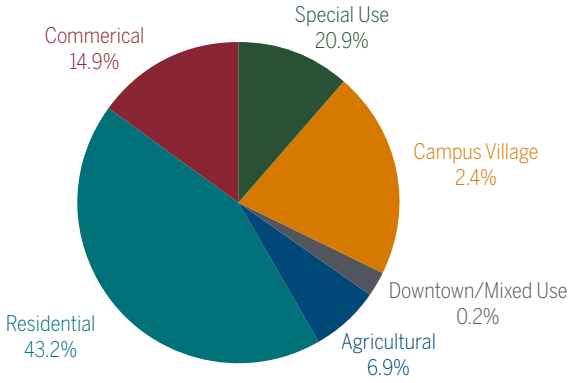
Pre-2022 Update Zoning District Summary Table

Zoning District	Percent of Total Zoned Area	Number of Parcels in Each District
AG – Agricultural	6.9	3
AR – Apartment Residential	3.6	273
CV – Campus Village	2.4	4
DB – Downtown Business	0.1	273
DBHD – Downtown Business w/ Historic Overlay	0.1	157
GB – General Business	8.4	222
GE – General Employment	6.4	148
LB – Limited Business	0.9	54
LI – Limited Industrial	10.5	98
R1 – Single Family	13.0	32
R2 – Single Family	20.3	887
R3 – Single Family	1.8	1151
R4 – Single Family	0.6	1359
R5 – Two Family	2.0	1056
RMH – Manufactured Home Residential	1.9	7
RO – Residential Office	0.2	117
SU – Special Use	20.9	136

Source: Pickaway County GIS and American Structurepoint

The most prominent individual districts before 2022 did not tell Circleville's entire land use story. Several of the districts were residential and permitted similar use. The pie chart below provides a general summary of Circleville's land use type distribution. In this consolidated analysis, the combined residential use types comprised the city's largest share of the land area at 43.2 percent. Special use is the second most common zoning district at 20.9 percent, and commercial uses (not including downtown) were third at 14.9 percent.

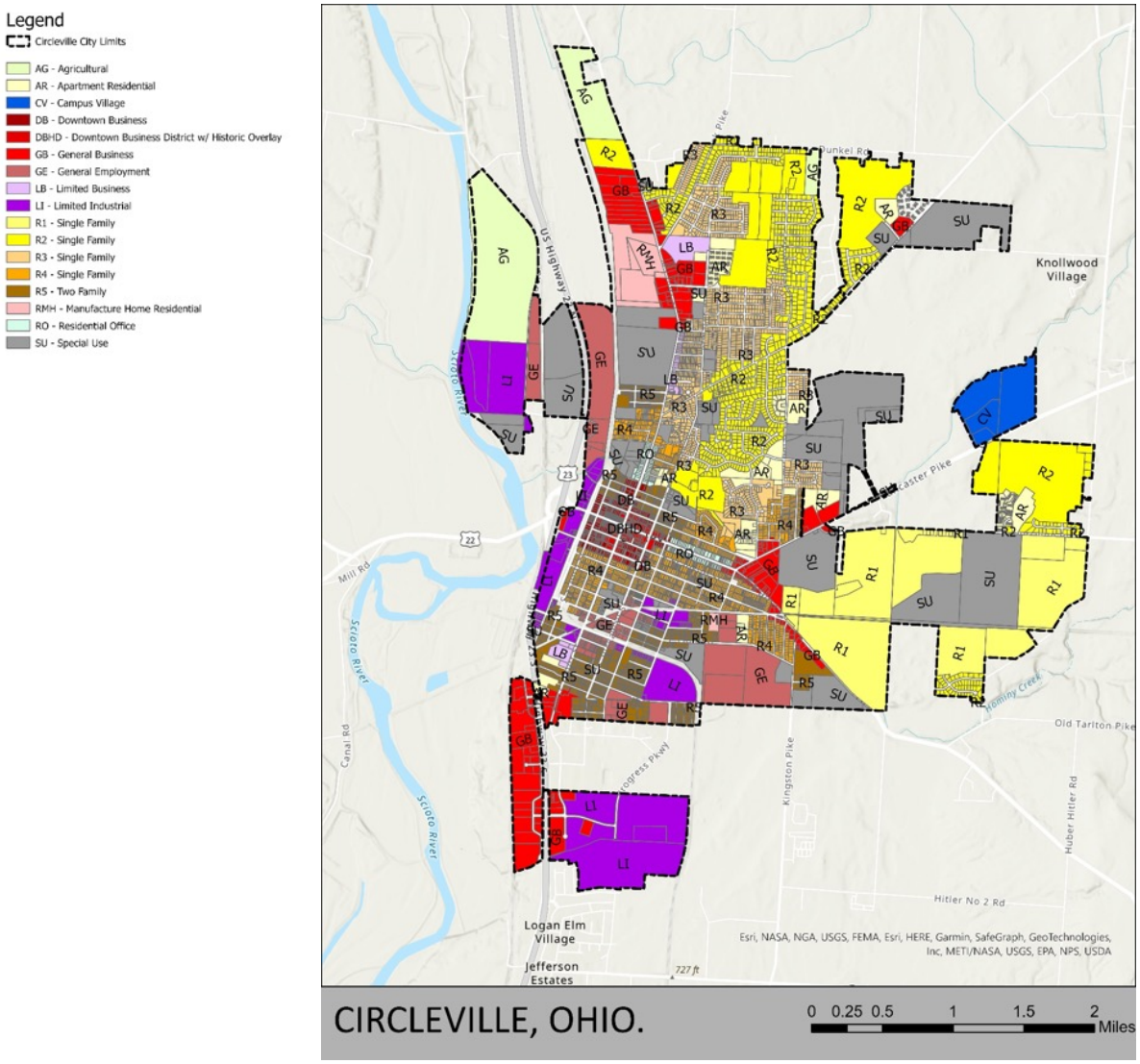
Pre-2022 Zoning Code Update Land Use Distribution



Source: Pickaway County GIS and American Structurepoint

The pre-2022 zoning map on the following page illustrates the location of the old zoning districts within Circleville's city limits. The geographic location of those districts revealed the same development pattern described in the historical development trends section. The denser mixed and residential uses were located closer to the original core of Circleville, with industrial uses near the river. As building and use types shifted towards the automobile, larger single-family subdivisions were constructed further from the original town center. Larger-format commercial uses also congregated near the arterial road with heavier traffic counts. Newly zoned industrial property followed the development trend south, with more recent users looking for large tracts of land near arterial roadways.

Pre-2022 Update Zoning Map



2022 Updated Zoning Districts

Circleville updated its zoning ordinance and zoning district map in 2022. While this update did not impact the general location of uses within the city, the update modified the structure of the code and naming conventions of the ordinance's districts. Most importantly, the update consolidated the single family districts into the Low Density Residential zone. This new singular district is now the largest at 31.2 percent of all Circleville's zoned area. The second largest district is the Community Service district (21.3 percent) which replaced the Special Use district from the previous code. This district also grew a little with the inclusion of the old code's Campus Village district. The third largest district (16.6 percent) is now the Innovation and Employment district, consolidating the city's previous office and industrial districts.

2022 Update Zoning District Summary Table

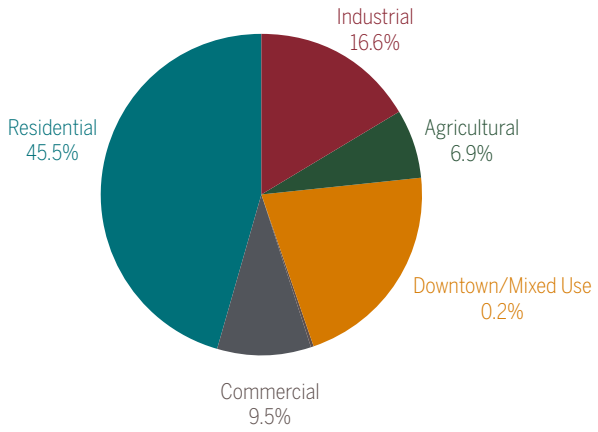
Zoning District	Percent of Total Zoned Area	Number of Parcels in Each District
AG - Agricultural	6.9	3
CS – Community Service	21.3	74
DB – Downtown Business	0.1	274
DBHD – Downtown Business w/ Historic Overlay	0.1	156
GB – General Business	8.8	222
HSU – Historic Single Unit	1.0	1512

Zoning District	Percent of Total Zoned Area	Number of Parcels in Each District
IE – Innovation and Employment	16.6	274
LDR – Low Density Residential	31.2	911
MDR – Medium Density Residential	4.2	1169
MHR – Manufactured Home	2.1	10
MUR – Multi-Unit Residential	4.1	340
NB – Neighborhood Business	0.7	53
TUR – Twin-Unit Residential	2.9	979

Source: Pickaway County GIS and American Structurepoint

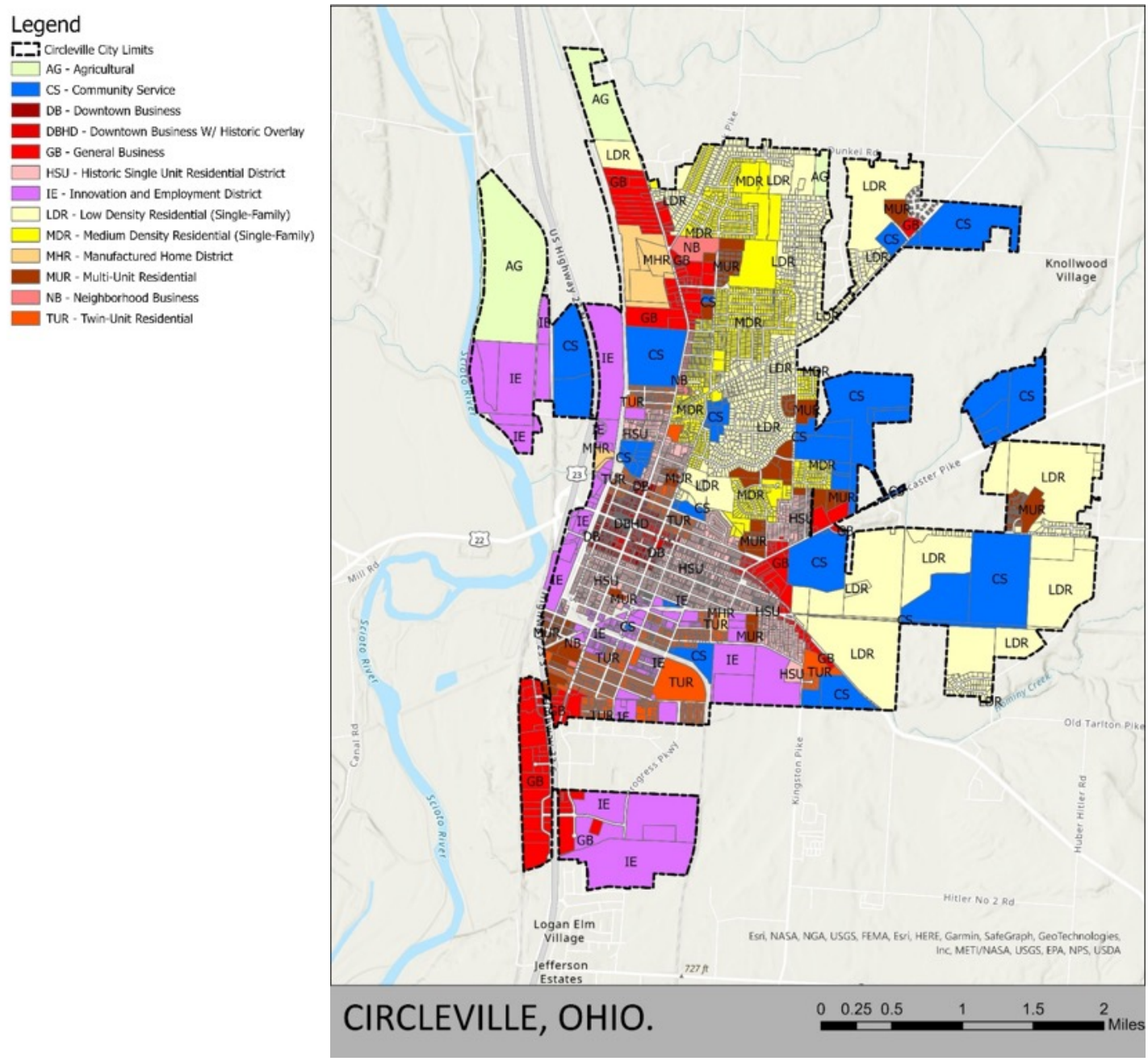
Consolidating the new districts into more general land use categories revealed a similar property distribution that was noted in the pre-2022 code. Residential still had the highest percentage at 45.5 percent. Community service was the second largest at 21.3 percent. The reclassification of zoning districts did move industrial/ business properties into the third most prevalent district (16.6 percent) over commercial properties (9.5 percent). As mentioned in the previous section, this was caused by reclassifying office zoned properties into the Innovation and Employment district.

Figure X, 2022 Zoning Code Update Land Use Distribution



The 2022 Zoning Map on the next page displays the geographic location of the new zoning districts and how they were distributed throughout the city's limits. While the names of the districts were reworked, the overall development pattern described in the previous section was unchanged. Namely, the older development tended to locate near the city's original core, and new development spread out from that core as the automobile became more widely utilized.

2022 New Zoning Map



Zoning District Descriptions and Character

In addition to knowing how much property is zoned to permit various uses within the city, understanding the development patterns that Circleville desires for the future is equally important. The table below describes the intent of each zoning district from the 2022 zoning code. A character image is also included to illustrate the building form and density desired in each district. The table also served as a guide to help determine what future development patterns should look like and to help inform financial decisions, as denser land use patterns tend to reduce the overall cost of installing and maintaining infrastructure.

2022 District Descriptions and Character Table[xvi]

Zoning District	Description	Character Image
AG – Agricultural	The Agriculture district protects and sustains agriculture within the appropriate areas of the city to help promote and maintain the economic viability of the agricultural industry. This district is typically found on the city's outskirts, with more extensive tracts of land.	
CS – Community Service	The CS district means to create a well-planned comprehensive setting for large-scale community service uses such as government operations and service facilities (middle, high, technical, and post-secondary schools), more prominent places of assembly, healthcare-related services, and other similar institutional uses. This district includes flexible design standards to ensure creativity in design while protecting and enhancing the adjacent neighborhoods.	
DB – Downtown Business	The purpose of the DB district is to promote and foster the economic and physical revitalization of downtown Circleville while recognizing the unique physical characteristics of the area and preserving the historic mixed-use, character, and pedestrian focus of the downtown.	
DBHD – Downtown Business w/ Historic Overlay	Same as above with the historic designation on the specific property.	See Above
GB – General Business	This district accommodates uses that generate a high degree of vehicular traffic. This district was intended to be located along high-growth corridors such as U.S. 23 that can accommodate the vehicles needed to support these business types. The design standards for this district include increased setbacks and building heights to accommodate more intense business uses. This district is not appropriate when adjacent to single family residential uses or the downtown business area, where this is more of a pedestrian focus.	
HSU – Historic Single Unit District	The purpose of this district is to encourage reinvestment into existing single family residential neighborhoods to maintain the traditional development patterns established with the formation of the city. It is further the purpose of this district to protect and enhance the existing housing stock. These areas are typically denser and near the downtown area, where residents can walk to nearby commercial service areas.	
IE – Innovation and Employment	The IE district intends to provide areas that can broaden the economic development opportunities for the city by creating development standards that will promote innovation.	
LDR – Low Density Residential	This district maintains and promotes neighborhoods with larger size lots where single-unit homes are the primary land use. This district allows for some compatible nonresidential services, such as schools and parks, provided such uses maintain the overall residential character of the neighborhood.	
MDR – Medium Density Residential	Medium-density residential is intended to create neighborhoods that transition between the peripheral low-density residential areas and the denser, centrally located neighborhoods.	
MHR – Manufactured Home	The MHR district provides residential options and opportunities, especially costs, which are unavailable for traditional site-built housing. The MHR district was established to provide a desirable residential environment for manufactured homes with adequate vehicular traffic and circulation access. These residential communities shall be developed and located in an attractive manner similar to traditional forms of residential development.	
MUR – Multi-Unit Residential	This district allows for more extensive, denser multi-unit housing developments, including apartment complexes, condominiums, and townhomes. This district allows for a broad spectrum of housing choices, including senior housing options to accommodate the city's aging population; workforce housing to serve the employees of industries within and adjacent to the city; and traditional multi-unit development properties with clubhouses and common areas.	
NB – Neighborhood Business	The NB district promotes small-scaled commercial, and office uses that serve the daily needs of the adjacent and nearby residential areas. Such uses should be within walking distance of existing or proposed residential uses and should be designed to accommodate vehicular and pedestrian access with proper connections to adjoining neighborhoods.	
TUR – Twin-Unit Residential	The Twin-Unit Residential District is to complement single family development by introducing additional housing options. This district includes residential neighborhoods with a mixture of single and twin single-unit homes intertwined with existing commercial and office uses. These areas are typically denser and near the downtown area, where residents can walk to nearby commercial service areas.	

Planned Land Use Expansion

Examination of the 2022 distribution of zoned property and land use patterns established how Circleville's built environment developed. To understand Circleville's plans for expansion, this report examined the land use designations contemplated in the 2008 Comprehensive Plan's Proposed Land Use Maps. The maps were digitized, and a composite map of all three areas is included in this report.

Proposed Land Uses

The land uses proposed outside the city limits are planned for an additional 4,695 acres. Of that total acreage, the most significant percentage (24.5 percent) was agricultural or vacant space preservation. The second most extensive planned land use was single family residential (23.4 percent), and industrial was third (13.1 percent). The future land use maps showed no planned expansion of downtown or mixed-use districts.

Land Use	Proposed Acres	Percent of New Proposed New Land Uses
Agricultural/Vacant	1,150	24.5
Cemetery	27	0.6
Commercial	583	12.4
Education/Public Building	106	2.3
Industrial	613	13.1
Multi-Family Residential	204	4.3
Office	33	0.7
Office/Commercial/Utility	127	2.7
Office/Research	82	1.7
Park/Recreation/Open Space	456	9.7
Quasi-Public/Religious	85	1.8
Residential Estates	105	2.2
Single Family Residential	1,100	23.4
Two Family Residential	24	0.5
Total	4,695	-

Source: Pickaway County GIS and American Structurepoint

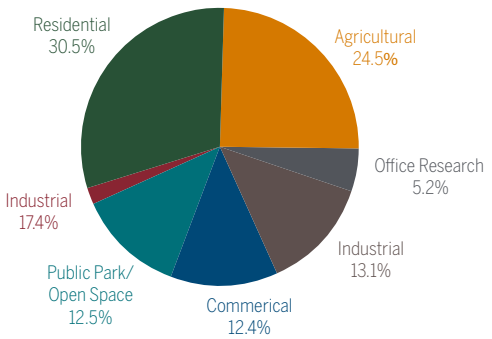
Future Land Use and Existing Zoning District Comparison

The planned future land uses were consolidated into the same general categories utilized in the current zoning/land use analysis above. When combined, residential becomes the most extensive land use at 30.5 percent of the total planned area. Agricultural becomes second at 24.5 percent. Industrial 13.1 percent and commercial 12.4 percent were the next largest planned land use areas.

Future Land Use Consolidated Percentages Table

Land Use	Percent
Agricultural	24.5
Office/Research	5.2
Industrial	13.1
Commercial	12.4
Public/Park/Open Space	12.5
Quasi-Public	1.8
Residential	30.5

Future Land Use Visual Comparison



Consolidated Existing and Future Land Uses

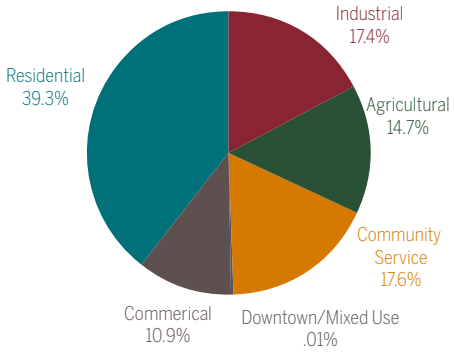
To understand the total composition of Circleville's existing and planned land uses, we combined the city's existing zoned property with the designations from the 2008 Proposed Land Use Map. Combining both data sets created a total mixture of the city's existing and future land uses. When compiled, residential remained the primary land use at 39.3 percent of the city and expanded area. Community service (17.6 percent) remains the second largest planned area, and Industrial is a close third (17.4 percent).

When the planned land use areas were included, the most significant change from Circleville's current land use mix was the amount of space designated for Agricultural. This use increased from 6.9 percent to 14.7 percent of the city's planned land area.

Consolidated Existing and Future Land Uses Table

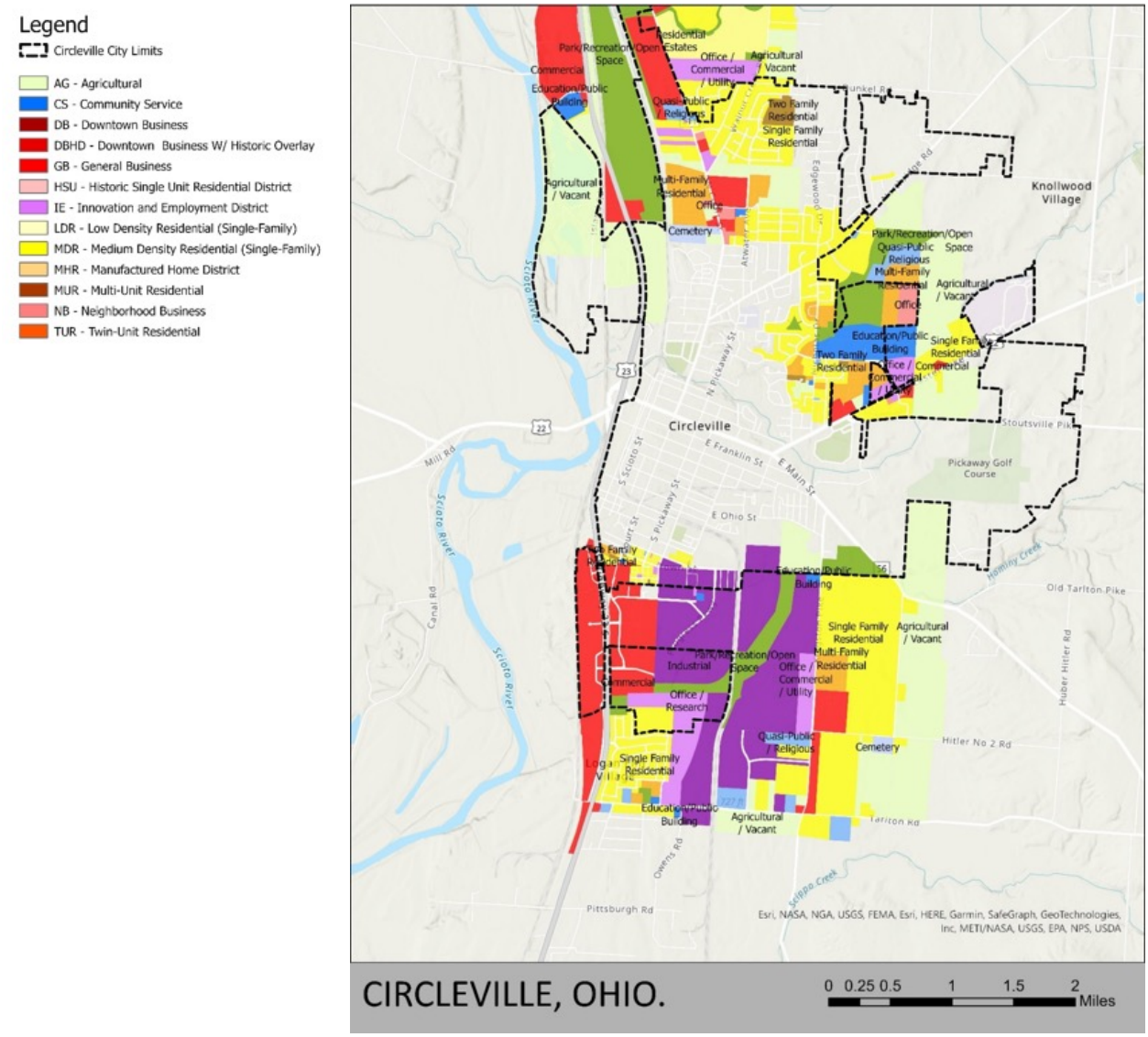
Land Use	Percent
Agricultural	14.7
Community Service	17.6
Downtown/Mixed Use	0.1
Commercial	10.9
Residential	39.3
Industrial	17.4

Figure X, Future Land Use and Existing Properties Combined



The Planned Land Use Designation map also showed that Circleville's planned growth would essentially follow historical development patterns, with new development shown along major arterial roads to the north and south. The city should also expect to concentrate on expanded facilities and utility services in these locations.

Circleville 2008 Proposed Land Use Designations



CITY OF CIRCLEVILLE, OHIO EXISTING ASSETS ANALYSIS

Quality of life amenities (parks, trails, and entertainment venues) are essential to cities because they provide community relaxation opportunities, enhance economic development, create safer neighborhoods, grow green infrastructure, and promote public health.

American Structurepoint completed an analysis of existing assets which documents the current availability of parks, recreation, and entertainment venues for the enjoyment of Circleville residents and visitors. The inventory mainly focuses on City-owned and maintained parks (since the city has the most direct control of these assets) but also highlights facilities, programs, and events that encompass the entire quality of life spectrum. This inventory aims to help determine Circleville's current and future needs to help identify how City leaders may want to prioritize investment in these systems to enhance the community and economic development efforts. This analysis will also establish a foundation for providing these services to meet the community's short and long-term needs.

Circleville Park Inventory. The goal of this section is to inventory existing publicly-owned parks, infrastructure, and private amenities to identify the type and amount of existing assets provided by the city and partner agencies that form the basis of recommendations for future park offerings.
Parks Evaluation and Parks Classifications

- Overview – This includes a brief description of the facility, features, and history.
- Summary of Facts – Identifies the address, acreage, park classification, and any known programs offered.
- Inventory of Amenities – Provides a list of available assets ranging from pedestrian paths, playgrounds, and picnic shelters to sports fields and concession structures.
- Americans with Disability Act (ADA) Compliance – Identifies whether the existing infrastructure may need to be updated to comply with ADA standards.

Park Classification Details

Neighborhood Parks	Neighborhood parks serve a neighborhood's population and are generally accessible by bicycle or pedestrian ways. The size of these parks varies based on nearby population and density but is typically one to five acres.
Community Parks	Community Parks serve all city residents and typically include athletic facilities, such as softball, baseball, football, and soccer fields. The desirable size varies based on nearby population and density but is typically five to 25 acres.
Regional Parks	Regional Parks serve two or more communities. These parks accommodate many visitors from across the city and the broader region. Regional parks are suitable for providing amenities for fishing, boating, camping, etc. The desirable size varies based on the community and regional population but is typically 100 plus acres.

Area and Facility Inventory

The following list of parks and public facilities comprised all the assets under the Circleville Department of Parks and Recreation purview. The city maintains 126 acres of formal parkland in five parks throughout the community. That area does not include the A.W. Marion State Park, located right outside the city's limits. A.W. Marion State Park has 310 acres, which would increase the combined parkland area to 436 acres. According to the City of Circleville Park Rules and Regulations, all parks are open from dawn to dark year around. Ted Lewis Park and Barthelmas Park are lighted and offer recreational activities until 11:00 p.m. All outdoor smaller area shelters in Circleville parks can be rented for $70 per day. However, the larger Starkey Pavilion in Mary Virginia Crites Hannah Park facilities charge $220 for 5 hours or $440 for an entire day.

Smith Memorial Park



Overview

Smith Memorial Park is located southwest of the city at the southern end of Maplewood Avenue and is primarily utilized by nearby residents. Amenities found in this park include playground equipment, one small basketball court, and one small shelter house. Currently, this park does not offer any programming activities.[xvii]

Summary of Facts	
Address	Maplewood Avenue Circleville, Ohio 43113
Park Type	Neighborhood Park
Acres	1
Programs	N/A

Amenities	Concerns	ADA Accessible
Playground Area Half Basketball Court Small Shelter House	• Lack of defined boundaries. • No walking paths. • Lack of signage informing accessibility of the park. • Not enough amenities. • Lacks shade areas and vegetation. • No dedicated parking area.	• Entryways • Parking (marked) • Paved Walkways • Playground Surfacing • Open Air Facilities • Accessibility to Sport Facilities

Garden City Park



Overview

Garden City Park is located northeast of the city. The park is in a residential neighborhood and is accessible by two sidewalks on the perimeter. Garden City Park is open to the public, and some of its amenities include open space, one playground, and one basketball court.

Per the city's website:

> "The park is located in a neighborhood, and houses surround it. Because of this, the park is not well-known by outside residents. Most of its visitors are residents of the neighborhood. Currently, the park does not offer any programming."

Summary of Facts	
Address	Garden Parkway Circleville, Ohio 43113
Park Type	Neighborhood Park
Acres	1
Programs	N/A

Amenities	Concerns	ADA Accessible
Playground Area Half Basketball Court Open Space Small Shelter	• No perimeter walking paths. • Lack of signage informing accessibility of the park from the roadways. Not visible to those outside the surrounding neighborhood. • Not enough amenities. • Lack of shade areas and vegetation away from the perimeter. • No dedicated parking area.	• Entryways • Parking (No Dedicated Parking) • Paved Walkways • Playground Surfacing • Open Air Facilities • Accessibility to Sport Facilities

Ted Lewis Park



Overview

Ted Lewis Park is one of the busiest parks in Circleville, with numerous amenities, including two softball diamonds, a splash pad, a playground area, two restrooms, and one football field (this is a shared facility made up out of the softball diamonds outfields).

This park has three shelter houses. Shelter house one has 12 picnic tables, a charcoal grill, and electric service. Shelter house two has eight picnic tables, one charcoal grill, and electric services. Shelter house three has 11 picnic tables, one charcoal grill, and electric services. The park offers several programs from April to October.

Summary of Facts	
Address	443 N. Court Street Circleville, Ohio 43113
Park Type	Community Park
Acres	20
Programs	Tigers Girls Softball, Pee Wee Football, Annual American Red Cross 3-on-3 Basketball Tournament, Annual Tour of Scioto River Valley, and Kiwanis Club Annual Egg Hunt

Amenities	Concerns	ADA Accessible
Softball Diamonds Walking Trails Splash Pad Playground Area Restrooms Football Field Shelter Houses with Picnic Tables Grills	Access to the baseball diamonds' dugouts/ seating areas is not paved.	• Entryways • Parking (marked) • Paved Walkways • Playground Surfacing • Open Air Facilities • Accessibility to Sport Facilities

Ted Lewis park is currently benefiting from the first phase (a $2.5 million renovation) to this location's facilities. Construction had already begun in 2022 and was nearing completion of the first phase, including a new splash pad, bathroom facility with outdoor seating, and walking trails. The former basketball, tennis, and volleyball courts were removed to make room for these new amenities. This marks a continued emphasis on creating quality-of-life amenities for the community.

New Bathroom Facility



New Playground Equipment



New Splash Pad Plan View



The new splash pad areas will contain a variety of play and water amenities that will be ADA-compliant.

Rendering of the New Splash Pad at Ted Lewis Park



Additional Improvements

While these new amenities are impressive, the City and Parks and Recreation Department have plans to upgrade the rest of the property once additional funding is secured for the existing outdoor playing fields, play equipment, and shelter houses.

Barthelmas Park



Overview

Barthelmas Park is located in the city's southeast corner and is one of the largest parks in Circleville. Because of its location within the city's boundary, visitors must arrive by vehicle. Although Barthelmas is not as easy for people to walk to, it is a busy park, especially during active youth sports league months. The park amenities include five baseball/softball diamonds, several soccer fields, one (full-length) basketball court, two pickleball courts, and a playground area. Other amenities include two shelter houses with picnic tables, grills, two restrooms, and concession areas.

Pickleball Court in Barthelmas Park



Barthelmas Park has been the home of the Youth Soccer group, which runs two seasons, one during the spring and one during the fall. This soccer group hosts tournaments throughout the park season, making this park very busy during these two seasons. Shelters are open to the public and can be reserved by calling the park office.

Summary of Facts	
Address	830 Kingston Pike Circleville, Ohio 43113
Park Type	Community Park
Acres	32
Programs	Circleville Youth Soccer and Circleville Youth Baseball

Amenities	Concerns	ADA Accessible
Baseball Diamonds Soccer Fields Basketball Court Playground Area Restrooms Concession Stand Shelter Houses with Picnic Tables Grills Two Pickleball courts (with a grant for two more)	• Mostly automobile entry, no pedestrian access. • No accessible paths from parking to park features and sports fields. • Park area boundaries are hard to distinguish from adjacent	• Entryways • Parking (marked) • Paved Walkways • Playground Surfacing • Open Air Facilities

New Facilities on the Horizon

The city has recently been provided access to the approximately 20-acre property south of the existing Barthelmas Park site. While the layout for new facilities has not been finalized, the city plans to utilize this property to extend the number of softball fields available for youth sports and provide some additional passive/relaxation amenities for all residents and visitors. Two pickleball courts have been constructed, and two additional pickleball courts will be built with the leveraged grant money.

Rendering of Potential Barthelmas Park Improvements



Mary Virginia Crites Hannan Park



Overview

Mary Virginia Crites Hannan Park is located northeast of Circleville, Ohio. This park is one of the newest parks and offers a variety of amenities that help create a natural park experience. This park's amenities include Jeanine Leist McDowell Dog Park, a walking/biking trail, and a hiking trail through a wooded area. The park also contains a splash pad, an accessible playground area, a butterfly garden, and a bird watching station. Other amenities include restrooms and two shelter houses.

The Starkey Pavilion is in this park and is the only enclosed four-season rental in the city's park system. Some of the amenities for this place include ten cafeteria tables with attached benches, a kitchenette with counter space, a sink, and two dorm-size refrigerators.

Seating Area at Mary Virginia Crites Hannan Park



The park offers several public programs, 5-K events, and educational events.

Summary of Facts	
Address	1230 Pontius Road Circleville, Ohio 43113
Park Type	Community Park
Acres	72
Programs	5-K run/walk events, educational events, and splash pad.

Amenities	Concerns	ADA Accessible
Bike Trail Walking/Biking Trail Hiking Trail Splash Pad Accessible Playground Restrooms Shelter Houses Bird Watching Station Information Boxes Dog Park Picnic Tables Butterfly Garden	• The boundaries between nearby residences and the park property are not well defined, particularly adjacent homes west of the perimeter walking trail. • The parking lot along Northridge Road is not paved/does not provide an ADA or well-defined path to the perimeter walking trail.	• Entryways • Parking (marked) • Paved Walkways (connections to the workout area and wetland observation platform specifically) • Playground Surfacing • Open Air Facilities • Accessibility to Sport Facilities

A.W. Marion State Park



Overview

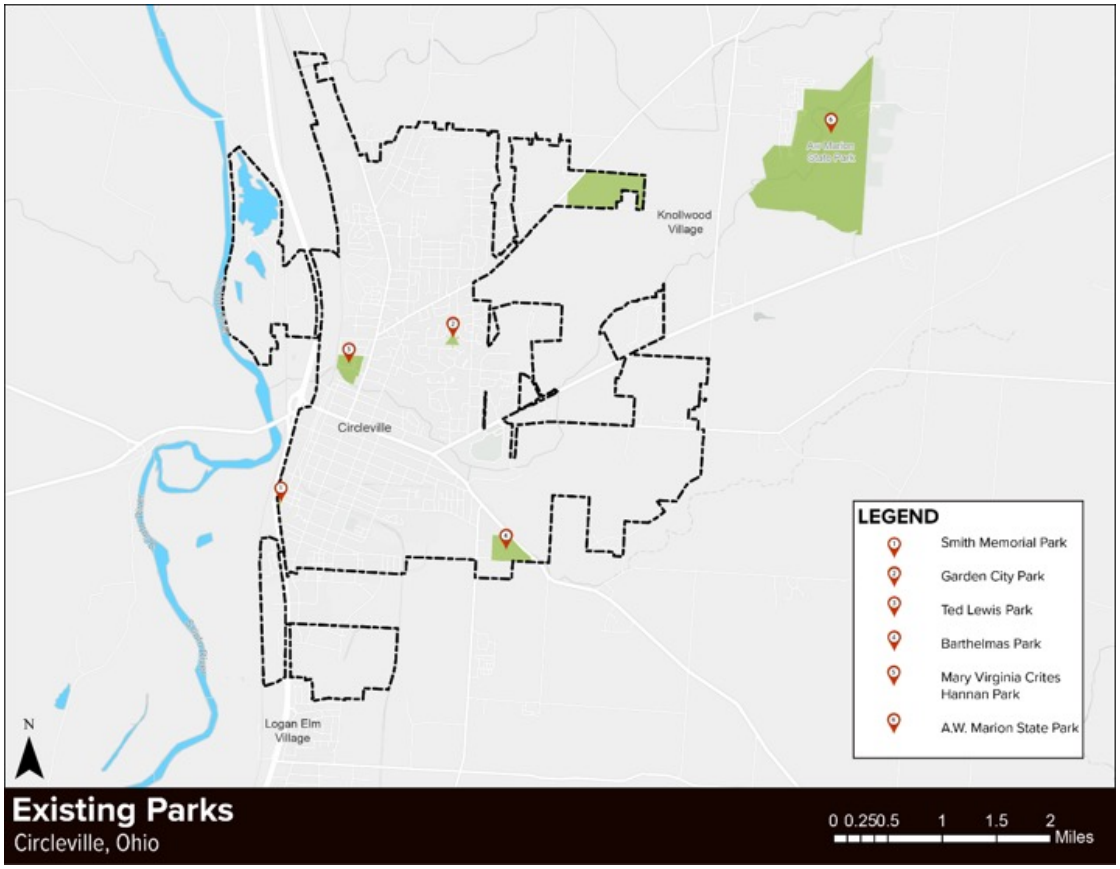
A.W. Marion State Park is located northeast of Circleville. This park is the setting for quiet waters and rolling woodlands that offer various recreational activities. Some amenities and activities include fishing, hunting, hiking trails, boating, camping, etc. Visitors can go ice skating, fishing, and sledding during the winter.

Summary of Facts	
Address	7519 Warner-Huffer Road Circleville, OH 43113
Park Type	Regional Park
Acres	310
Programs	N/A

Amenities	Concerns	ADA Accessible
Boating Camping Dog Swim Area Fishing Hunting Picnicking Swimming Trails Winter Recreation Playground	None noted.	• Entryways • Parking (marked) • Paved Walkways (connections to the workout area and wetland observation platform specifically) • Playground Surfacing • Open Air Facilities • Accessibility to Sport Facilities

The general location of the city and A.W. Marion State Park are shown on the map below. While park space is located throughout the city, there was a noted lack of dedicated park space near the northern boundary of the city limits.

Circleville Public Park Location Map



Total Park Inventory and Features Summary

The Parks Inventory and Features Summary Table below details the number of park amenities and features available throughout Circleville's publicly-owned and maintained recreation system. This summary reveals that Circleville's parks host several passive and active recreation features that help create an active outdoor quality of life for residents.

Park Amenities and Features Summary Table

Park Names and Category	Smith Memorial Park	Garden City Park	Ted Lewis Park	Barthelmas Park	Mary Virginia Crites Hannan Park	Totals
Amenities						
Playground	1	1	1	1	1	5
Shelters	1		3	2	2	8
Concession stands				2		2
Restrooms			2	2	2	6
Swimming pool						0
Splash pad			1		1	2
Bird watching station					1	1
Butterfly garden					1	1
Dog park					1	1
Diamond fields: baseball - youth				5		5
Diamond fields: softball - youth			2			2
Basketball full court				1		1
Basketball half court	1	1				2
Pickleball court				2		2
Rectangular fields: multi-purpose			1			1
Rectangular fields: soccer - youth				3		3
Rectangular fields: football - youth			1			1
Skate park						0

While not an official Circleville park, the A.W. Marion State Park adds several recreation amenities within close proximity to Circleville's constituents. The table below summarizes the features offered at this facility.

A.W. Marion State Park Facilities and Activities Overview

Summary of Facts	Summary
Water Acres	145 acres
Day-Use	
Fishing	Yes
Hunting	Yes
Hiking Trails	6
Picnicking	
Picnic Shelters	2
Nature Programs	Yes
Boating	
Boat Rental	Yes
Seasonal Dock Rental	14
Launch Ramps	1
Camping	
Primitive	29
Electric Sites	29
Pets Permitted	Yes
Dump Station	Yes
Youth Group Camp	Yes
Winter Sports	
Sledding	Yes
Ice Skating	Yes
Ice Fishing	Yes

Other Community Facilities

This section lists other public recreation facilities available for Circleville's residents and visitors. These additional amenities include public schools, private open spaces, and event centers/spaces.

Pumpkin Show Park

Overview

Pumpkin Shown Park is owned by Circleville Pumpkin Shown Inc. and is located at 121. N. Court Street. While technically not a public facility, this is a smaller urban park located downtown and provides residents and visitors a place to relax just north of Main Street. The space is approximately 0.38 acres and is open for public events, such as concerts. The space possesses a few permanent tables and seating under a covered shelter.



Pumpkin Show Park – Circleville, Ohio.

Education Facilities

Circleville High School, Middle School, and Elementary School Campus. Circleville's High, Middle, and Elementary Schools are located at 100 Tiger Drive. Sports facilities are shared between the three campuses, including the Tiger's football field and track, five tennis courts, six baseball diamonds, four half-court basketball courts, and two soccer fields. The facilities are available not only for students but also for Circleville's residents. Some of the programs that these educational facilities offer summer, spring, and winter sports programming.

Trinity Lutheran Pre-School/Trinity Lutheran Church. Trinity Lutheran Pre-School, located on E. Mound Street, is a Christian preschool with playground equipment designed for young children to motivate them to exercise their motor skills and play cooperatively. These facilities do not have public events.

YMCA. The YMCA is located at 440 Nicholas Drive and offers additional amenities not available through Circleville's public park system, such as an indoor pool, sauna, steam room, hot tub, indoor basketball courts, and fitness rooms. Some of the programs that this facility offers are swimming lessons, water fitness, kids' daycare, and lifeguard training. The YMCA is a non-profit organization available to residents at a membership cost.

Entertainment

Ted Lewis Museum. The Ted Lewis Museum is located at 113 West Main Street. This museum was founded in 1970 and is dedicated to preserving the legacy of Theodore Leopold Friedman. The museum is open Saturdays from 10:00 a.m. to 4:00 p.m. Admission to the museum is free and annually hosts thousands of visitors worldwide.

Pumpkin Show Mural. The Pumpkin Show Mural in Circleville depicts townspeople getting ready for the city's annual Pumpkin Show, a large festival held every October. The mural was painted ten years ago and is still in excellent condition.



Roundtown Players Community Theater. Roundtown Players Community Theater is located at 165 E. Main Street in the city's downtown area. The community theatre presents four to six productions per year, hosts local events, and provides educational opportunities through workshops and performance classes. Roundtown Players is a non-profit organization seeking to educate and entertain the community through the performance arts.

Pickaway Creative Arts Center. Pickaway Creative Arts Center is located at Memorial Hall, 165 E. Main Street, supporting human, athletic, and artistic development maximization. They provide physical and recreational opportunities for creative, social, and emotional development. Some of the programs offer dance, art, and theatre classes.

Historic Sites

William Marshal Anderson House. This house is located at 131 W. Union St. The house was built in 1865 as the house of William Marshall Anderson. This structure was a leading example of Gothic Revival architecture and was also known as the Liggett House.

Pickaway Agricultural and Event Canter. The Pickaway Agriculture and Event Center is located at 415 Lancaster Pike. This facility is available for meetings, weddings, concerts, birthday parties, livestock shows, and more, and is the host of the Pickaway County Fair every year.

Non-Park Department Amenities. While not provided by the Circleville Parks and Recreation Department, the facilities described above comprise an essential part of the city's quality of life assets. The table below summarizes the number of non-park department amenities available to residents and visitors.

Summary of Non-Park Department Amenities in Circleville Table

Private Amenity Type	Total Non-Park Department Facilities in Circleville
Tennis Courts	5
Rectangular fields: football field	1
Rectangular fields: multi-use	2
Basketball Courts (half)	4
Diamond fields: baseball - youth	2
Diamond fields: softball fields - youth	4
Playgrounds	1
Swimming Pools	2
Sauna	1
Steam Room	1
Hot Tub	1
Fitness Room	1
Performance Theaters	3
Museum	1
Senior Center	1
Teen Center	1

National Recreation and Parks Association (NRPA) Comparison

The previous section summarized the existing public and private amenities available in and around Circleville. This section examines the total number of these facilities to help define the city's current and future quality of life needs. The Existing Park Facilities and NRPA Metric Comparison table below compares the number of facilities listed in the inventory section to NRPA national metrics.

The NRPA is dedicated to building strong, vibrant, and resilient communities through the power of parks. The NRPA's mission is to advance parks, recreation, and environmental conservation efforts that enhance the quality of life for all people. One of the many roles of NRPA is to develop and publish its annual National Metrics Report. This survey was used to inform this analysis about potential needs or wants within the city's current parks system and helped to identify future needs.

Population Consideration. According to the U.S. Census Bureau, Circleville's 2020 population was 13,927. Therefore, this study used the NRPA's metrics for jurisdictions under 20,000 residents to help compare the amount of formal park space in Circleville to similar-sized communities throughout the nation. Circleville had 9 acres of parkland per 1,000 residents without the inclusion of A.W. Marion State Park and 31 acres if that facility was included. The NRPA reports that the median number of acres for communities under 20,000 was 10.4. Based on this comparison, Circleville provides an average amount of park space per 1,000 residents.[xviii] However, when considering regional assets, the amount of park space available to residents was well above communities in the upper quartile, which was observed at 18.1.

Acres of Parkland in Circleville per 1,000 Residents Table

Park Name	Park Area in Acres	Acres Per 1,000 Residents
Ted Lewis Park	20	
Barthelmas Park	32	
Mary Virginia Crites Hanna Park	72	
Garden City Park	1	
Smith Memorial Park	1	
A.W. Marion State Park	310	
Total Acres Without A.W. Marion State Park	126	9
Total Acres With A.W. Marion State Park	436	31
NRPA Reported Area of Parkland Per 1,000 Residents (Lower Quartile)	N/A	5.1
NRPA Reported Area of Parkland Per 1,000 Residents (Median)	N/A	10.4
NRPA Reported Area of Parkland Per 1,000 Residents (Upper Quartile)	N/A	18.2

Quantity of Specific Facilities. Circleville city-owned parks and private/non-profit facilities offer different amenities to its residents. The system provides multiple sports fields for youth activities, which include baseball, softball, football, and soccer fields. A comparison of the facilities in Circleville with the NRPA's metrics reveals that the city has a similar number of facilities compared to nationwide communities of a similar size. Based on this analysis, Circleville may want to add more multi-purpose fields for various activities, such as field hockey and lacrosse, as these sports expand their popularity. Circleville may also consider adding more passive recreation opportunities similar to the walking trails being added to Ted Lewis Park. As detailed in the table Existing Park Facility and NRPA Metrics Comparison, Circleville did not have the same number of these amenities as found in similar-sized cities.

Existing Park Facility and NRPA Metrics Comparison Table

Facility Type	Number of Facilities Based on NRPA Metrics	Number of Facilities Located in Circleville
Playground	7	6
Diamond fields: baseball - youth	5	7
Rectangular fields: soccer - youth	4	6
Basketball court (full)	4	1
Basketball court (half)	N/A	6
Rectangular fields: multi-purpose	3	2
Diamond fields: softball - youth	3	4
Rectangular fields: soccer field - adult	2	3
Diamond fields: softball fields - adult	2	0
Overlay field	2	0
Ice rink (outdoor only)	2	0
Multi-use courts -basketball, volleyball	3	0
Diamond fields: baseball - adult	2	0
Driving range station	3	0
Rectangular fields: field hockey field	1	0
Rectangular fields: football field	2	2
Rectangular fields: lacrosse field	2	0
Community garden	2	0
Multi-purpose synthetic field	1	0
Dog park	1	1
Rectangular fields: cricket field	0	0

Potential Sites to Provide Amenities

Circleville's schools were consolidated into a campus setting in 2014. While providing new schools and upgraded educational opportunities for school-aged children, there were former school sites that no longer serve that purpose. While these may no longer be school sites, the properties may still be able to serve as quality-of-life assets for the community. The two properties are the former elementary school on Atwater Avenue and the athletic fields behind the former Everts School campus. The city recently purchased the former athletic fields behind the Everts School campus and was evaluating plans to transform this site into a neighborhood park. This same process can be followed on the Atwater Avenue property to add another new neighborhood park facility for all Circleville residents.

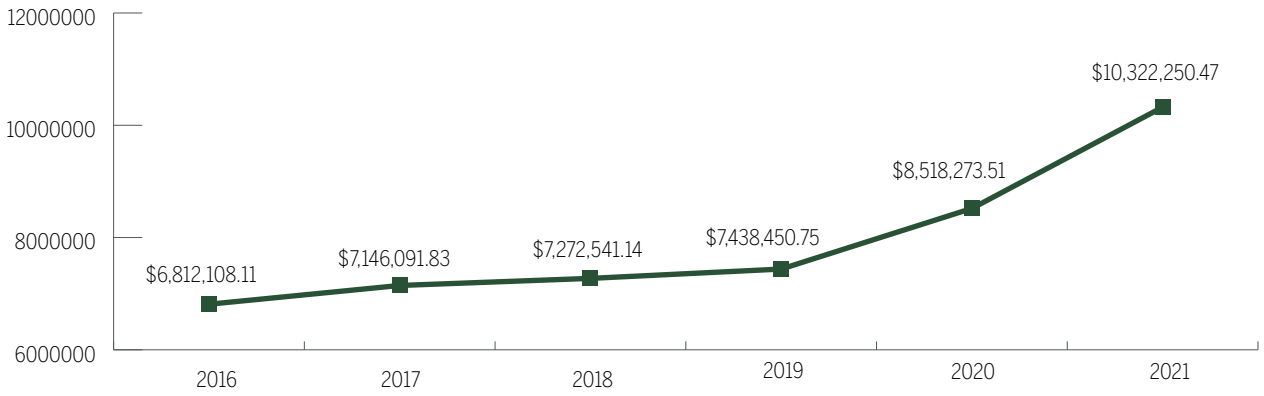
CIRCLEVILLE FISCAL ANALYSIS

The city of Circleville, like most cities in Ohio, receives its funding from a variety of sources: income tax, permits, fees, real estate property taxes, and grants. The largest source of funding comes from the collection of income tax. For the calendar year 2021, the city of Circleville collected $10,322,250.47 from income tax which was 40% of the total revenue collected by the city. The city's income tax rate is 2.5%. The city gives a 100% credit of the 2.5% income tax rate for any city resident that works outside of the city and pays tax in another municipality. Those residents that live and work in the city pay the 2.5% income tax. Individuals that work in the city but do not live in the city pay income tax to the city but the income tax rate that they pay is dependent upon the municipality they live in, and the credit their resident municipality gives, or if they live in a township with no income tax.

The 100% income tax credit has been a double-edged sword for Circleville; from the 1950s through 2005, the city experienced steady population growth because it is a great place to live and work. Those people that wanted to work in Circleville had opportunities with Thomson Consumer Electronics, Smurfit Stone Container Corporation, and General Electric which provided 2,000+ employees at their heights, and those employees paid income tax to the city. Those people that wanted to work outside of Circleville could experience all the great amenities of living in Circleville with only having to pay income tax where they worked and not where they lived. As Thomson Consumer Electronics, Smurfit-Stone Container Corporation, and General Electric shuttered manufacturing facilities in the city, it caused the city to lose millions of dollars in income tax revenues that have never entirely been replaced.

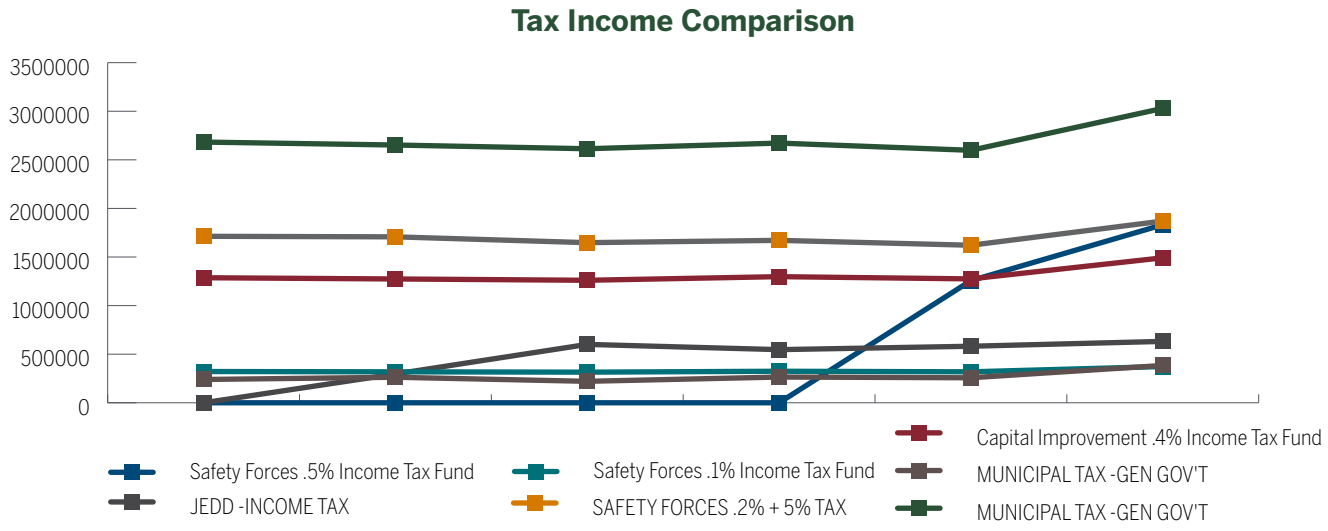
As the chart below shows, city income tax revenue has increased over the last 5 years, from $6,812,108 in 2016 to $10,322,250, an increase of 52%. Income tax revenue increased by 15% from 1999 to 2020, and increased 21% from 2020 to 2021. In the preceding 4 years, from 2016-2019 income tax increased an average of 3% year-over-year. Like many cities in Ohio, this increase in 2020 and 2021 was largely due to the COVID-19 pandemic causing more people to work from home rather than traveling to another municipality to work. Circleville, in particular, with its 100% tax credit for those working outside of the city but living in the city was able to benefit from those people that no longer traveled to another municipality to work.

Circleville Tax Income Revenue



Looking at income tax by category, the largest income tax collection categories, Municipal Tax-Gen Gov't, Capital Improvement .4%, and Safety Forces .2% + 5% Tax, experienced very little upward movement from 2016 to 2020, except for a bump in 2021 collections due to the COVID-19 pandemic. The largest increase, outside of the pandemic years, has been the JEDD income tax collected in Pickaway Township from the workers at Sofidel, which went from $308,663 in 2017 to $631,677 in 2021. The JEDD income tax does not directly impact the city's budget however as the income tax that is collected goes directly to pay debt service on a natural gas line for the Sofidel project. As the JEDD revenues grow and the loan is paid off, a portion of this income tax will benefit Circleville.

Income Tax Revenue by Category						
	2016	**2017**	**2018**	**2019**	**2020**	**2021**
MUNICIPAL TAX -GEN GOV'T	$2,682,815.45	$2,652,424.93	$2,614,230.05	$2,672,449.03	$2,598,099.13	$3,029,442.91
MUNICIPAL TAX -GEN GOV'T	$239,793.95	$262,664.78	$220,926.77	$264,805.13	257,387.11	$384,109.62
Capital Improvement .4% Income Tax Fund	$1,286,807.85	$1,274,086.59	$1,260,571.93	$1,297,918.48	$1,274,874.35	$1,491,717.68
SAFETY FORCES .2% + 5% TAX	$1,713,206.91	$1,707,557.09	$1,647,708.06	$1,671,520.77	$1,621,146.01	$1,870,026.59
Safety Forces .1% Income Tax Fund	$321,701.94	$318,521.66	$315,143.01	$324,479.61	$318,718.63	$372,929.42
JEDD -INCOME TAX	$-	$296,699.61	$600,790.63	$546,869.20	$581,775.68	$631,677.01
Safety Forces .5% Income Tax Fund	$-	$-	$-	$-	$1,256,841.96	$1,831,737.14



Circleville has several opportunities for new residential development. This presents a great opportunity to increase the income tax revenues that the city collects. The residential projects are DR Horton, Whaley, Coughlin, and the redevelopment of the Carnival Store. At full build out, by the year 2030, these projects could bring an additional 1,370 new housing units into the city of Circleville with a mix of multi-family units and single-family units. These projects have the potential to increase the population by 3,228 people. This is based on a real estate industry standard of 2.4 people living in each unit. Assuming that 50% of the people residing in the units would work in the city of Circleville and pay the 2.5% income tax rate, there would be an increase in income tax revenue of $2,486,709 at full buildout.

City of Circleville New Housing Fiscal Analysis						
Construction Completion Year	**Market Value**	**People in Residence**	**Working in Circleville**	**Per Capita Income**	**Payroll**	**Income Tax**
2023	$78,161,750	636	318	$55,860	$17,763,480	$444,087
2024	$144,525,500	1,176	588	$56,759	$33,374,495	$834,362
2025	$210,889,250	1,716	1,104	$57,673	$49,483,581	$1,237,090
2026	$271,354,000	2,208	1,284	$58,602	$64,696,287	$1,617,407
2027	$315,596,500	2,568	1,644	$59,545	$76,456,033	$1,911,401
2028	$336,243,000	3,288	1,644	$60,504	$99,468,370	$2,486,709
2029	$365,738,000	3,288	1,644	$61,475	$101,069,811	$2,486,709
2030	$395,233,000	3,288	1,644	$62,468	$102,697,035	$2,567,426
2031	$395,233,000	3,288	1,644	$63,474	$104,350,457	$2,608,761
2032	$395,233,000	3,288	1,644	$64,495	$106,030,499	$2,608,761
2033	$395,233,000	3,288	1,644	$65,534	$107,737,590	$2,693,440
2034	$395,233,000	3,288	1,644	$66,589	$109,472,166	$2,736,804
2035	$395,233,000	3,288	1,644	$67,661	$111,234,667	$2,780,867
2036	$395,233,000	3,288	1,644	$68,750	$113,025,546	$2,825,639
2037	$395,233,000	3,288	1,644	$69,857	$114,845,257	$2,871,131
2038	$395,233,000	3,288	1,644	$70,982	$116,694,266	$2,917,357
2039	$395,233,000	3,288	1,644	$72,125	$118,573,043	$2,964,326
2040	$395,233,000	3,288	1,644	$73,286	$120,482,069	$3,012,052
2041	$395,233,000	3,288	1,644	$74,466	$122,421,831	$3,060,546
2042	$395,233,000	3,288	1,644	$75,665	$124,392,822	$3,109,821
2043	$395,233,000	3,288	1,644	$76,883	$126,395,546	$3,159,889
2044	$395,233,000	3,288	1,644	$78,121	$128,430,515	$3,210,763
2045	$395,233,000	3,288	1,644	$79,378	$130,498,246	$3,262,456

Based on the analysis compiled by the Regional Income Tax Agency (RITA), the City of Circleville could increase tax revenues by keeping its tax rate and credit limit at 2.5% and dropping the commuter credit limit below 100%. If the credit was reduced to 0%, the City would gain $1,620,800 in new revenues on an annual basis. If the credit was reduced to 75%, the City would gain $405,200, at 50% credit the City would gain $810,400, and at 25% the City would gain $1,215,600 in new revenue. More than half (51.4%) of the wages of the residents of Circleville would be impacted on the reduction in the commuter credit percentage since they work outside the City in municipalities that have a municipal income tax.

Scenario 1 – Tax Rate of 2.5% with a Credit Rate Limit of 2.5% under various credit percentages

	Credit Percentage			
ACCOUNT TYPE	75%	50%	25%	0%
Individual	$405,200	$810,400	$1,215,600	$1,620,800
Withholding	$0	$0	$0	$0
Net Profit	$0	$0	$0	$0
TOTAL	$405,200	$810,400	$1,215,600	$1,620,800

Source: Ohio Regional Income Tax Authority

Conversely, if the City was to reduce the tax rate and the credit limit to 2%, it would gain revenues by reducing the commuter credit, but as the chart below shows those gains would not be enough to offset the losses from withholding taxes and net profit taxes of reducing the tax rate and the credit limit to 2%.

Scenario 2 – Tax Rate of 2.0% with a Credit Rate Limit of 2.0% under various credit percentages

	Credit Percentage				
ACCOUNT TYPE	100%	75%	50%	25%	0%
Individual	($225,200)	$125,800	$476,800	$827,900	$1,178,900
Withholding	($1,472,500)	($1,472,500)	($1,472,500)	($1,472,500)	($1,472,500)
Net Profit	($160,500)	($160,500)	($160,500)	($160,500)	($160,500)
TOTAL	($1,858,200)	($1,507,200)	($1,156,200)	($805,100)	($454,100)

Source: Ohio Regional Income Tax Authority

Moving forward, the city of Circleville needs to attract new industrial development, attract new residential development, and reduce the commuter credit percentage to those people living in the city that work outside of the city while maintaining its current income tax rate of 2.5% if it is going to increase revenue and pay for more services and amenities such as roadways, parks, police, fire, and trails.

ECONOMIC CONCLUSIONS

The city of Circleville faces a quickly evolving future with the shifting landscape of the areas surrounding the township. With the robust growth of industrial and warehousing, and distribution operations in northern Pickaway County combined with the supply chain impacts of Intel in Licking County and Honda and LG in Fayette County, the landscape of Circleville and the surrounding region will look significantly different in the coming years than it does now. The city of Circleville is in a position to capitalize on the changing economic landscape through positive, intentional development of the area. As new private investment begins to show interest in the areas within a proximate location to Intel and Honda, Circleville stands to attract new companies within the commercial and advanced manufacturing sectors and should be ready to attract new residential housing developments that attract talent and build the future workforce of Circleville. To obtain the highest and best use of the available land in the city of Circleville, the community and its leaders will need to make strategic decisions on what the city's landscape will look like in the future. One of the beginning tasks of this process is to evaluate the current strengths, weaknesses, opportunities, and threats to the city of Circleville.

City of Circleville SWOT Analysis

Strengths	Weaknesses
• Circleville's location along U.S. Route 23 and proximity to the Rickenbacker area create numerous business attraction opportunities. • Proximity to Columbus region's strong base of economic activity provides multiple benefits to existing residents. • Circleville has a growing downtown district with a diverse small business base. • Circleville has exemplary educational institutions for youth and young adults in close proximity. • Circleville has experienced positive population and job growth over the past decade. • Significant water capacity and infrastructure is available for new business attraction opportunities, including aquifer natural assets.	• Circleville's existing infrastructure is not suitable for handling rapid growth opportunities. • Circleville has a low inventory of residential housing stock and residential housing mix suitable for attracting new residents. • The northern portion of Circleville is not as interconnected to the downtown as other parts of the city. • Need and desire for younger residents to engage in leadership activities. • Developing an understanding of the types of activities and entertainment options for youth in the city.
Opportunities	**Threats**
• Announcements by Intel and Honda/L.G. in close proximity to Circleville will lead to business attraction opportunities. • Investors acquiring properties for redevelopment in downtown will be part of revitalizing the community and attracting new businesses. • Former G.E. and RCA sites are ideal sites for future advanced manufacturing businesses. • Targeted use of economic development tools, including zoning and codes, provides an opportunity to bring a variety of new, high wage jobs to the city. • Evaluating current fiscal structures could generate new revenues for the city to reinvest into community priorities. • Opportunity to create a point person for economic development.	• Lack of entry level, workforce housing that younger residents and families can afford. • Higher taxes in the city, compared to like communities, could be a detriment to future growth. • Without infrastructure upgrades, the city may not be able to accommodate and attract future growth.

LISTEN SESSIONS REPORT

In the fall of 2022, Montrose and the city of Circleville conducted six listen sessions with representatives and leaders in the community. The six groups represented stakeholders from education, government, community members, business leaders, Circleville Council of the Whole, and a community open house. The listen sessions were conducted via one-on-one discussions and stakeholder group discussions. They included individuals from various sectors, including business, utilities, development, education, real estate, government, elected office, not-for-profit organizations, and local residents. Each participant was given a questionnaire ahead of time, included as Appendix A, and asked to provide feedback on each of the questions. The listen sessions were instructive and provided the city of Circleville and Montrose with the opportunity to understand the strengths and weaknesses that exist in the area and what the community wants to see by way of economic development. The challenges and opportunities identified in the listen sessions fit into several different categories outlined in the chart below.

Circleville Listen Session Challenges & Opportunities
• Position the city to capitalize on robust regional economic development investments by Intel and Honda/LG • Support ongoing downtown development activity to support downtown vitality • Redevelop former industrial sites into new advanced manufacturing sites • Support residential housing investments to attract new residents and build future workforce • Capitalizing on US 23 commerce corridor • Investing in necessary infrastructure and community services to enhance Circleville's attractiveness

Each listen session provided its own perspectives on the current state of economic development efforts in Circleville and the future opportunities that exist to realize economic development successes in the community. Participants in the listen sessions were upfront, honest, optimistic, and forward-thinking. Common elements emerged in each session that can help guide the leaders of Circleville in their decision-making process about targeted economic development initiatives and partnerships. Taking the responses to the questionnaire and categorizing and summarizing the input from the listen sessions includes:
City of Circleville Stakeholder Interviews Interview Responses

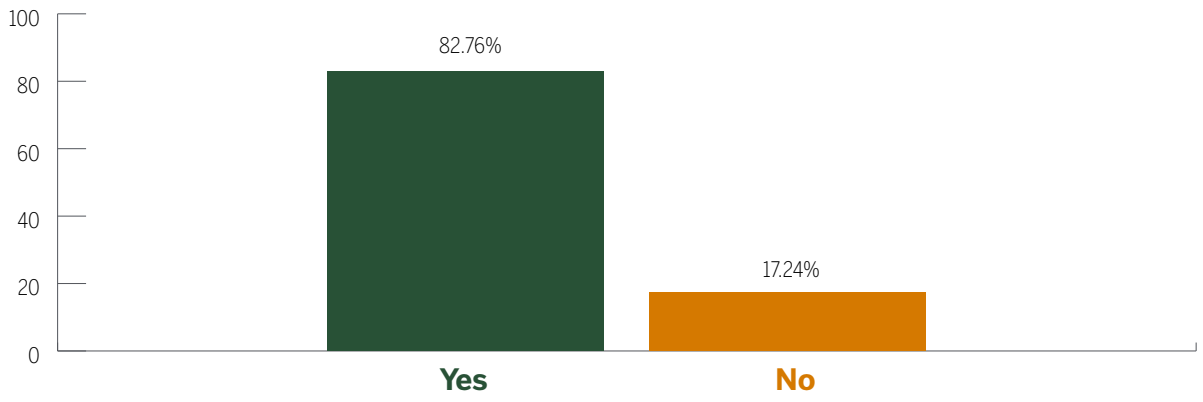
City of Circleville Stakeholder Interviews	Interview Responses
1. What is your understanding/ impression of the economic development successes and efforts of Circleville? How would you rate its effectiveness?	• Circleville could see significant development opportunities arise due to the growing advanced manufacturing, logistics, and semiconductor industry sectors in central Ohio. • Pickaway County has experienced an abundance of growth over the previous decade and is an attractive location for residential, commercial, and industrial development. Circleville is a part of this development and should look to capitalize on past and future opportunities. • Development should be focused on specific areas of the city that are properly zoned for various development, including industrial, commercial/retail, and residential. • Circleville should focus on assisting businesses that currently operate in the community.
2. What are the priority hurdles or challenges which currently impact Circleville from attracting new investment?	• The city will need the ensure it can accommodate existing community needs and future growth: • How will the city's infrastructure support growth? • Are healthcare system and emergency services able to handle future growth? • Does the city have a variety of retail businesses to attract new residents? • Engagement of business leaders and future leaders is important for future community success. • Availability of housing options to attract new residents and talent into the community. • Offering residential housing options that are affordable to young talent and young families. • City economic development priorities should help generate new wealth and new revenue streams for Circleville.
3. What industry sectors, either existing or new, should be a focus for economic development to encourage economic growth?	• Circleville needs to identify the types of businesses it wants to attract. • Circleville is in an advantageous position when developing future businesses. • Downtown business district is an asset, but enhancing access to parking would help support downtown commerce. • Advanced manufacturing, semiconductor supply chain, and automotive component manufacturing are growing industry sectors in central Ohio. • Complimentary small businesses in the downtown would be an asset (e.g., microbrewery) • How does Circleville create more connectivity to the northern portion of the city as this area is prime for growth? • Continue work with P3 and OneColumbus/JobsOhio to promote economic development in Circleville.
4. What makes living, working, or owning a business in Circleville attractive?	• Exemplary school systems and access to higher education assets. • Strong sense of community and community feel. • Community organizations work well together in promoting Circleville. • Easy access to Columbus and central Ohio.

City of Circleville Stakeholder Interviews	Interview Responses
5. Diamond fields: baseball - youth	• Pickaway Progress Partnership (P3) is an asset to the community for business retention, expansion, and attraction. • Could P3 and the city consider staff time dedicated to supporting small business needs? • Growing interest from residential developers looking to the city. • Cleanup of former GE industrial site creates a good potential for future, sizeable business attraction investment. • Development sites to the south and west of Circleville are opportunities that should be explored, and infrastructure capacity confirmed to serve these areas. • Rapid growth on the horizon needs to be planned for and adequate and attractive community and business services need to be planned for.
6. Diamond fields: softball fields - youth	• Due to Intel and Honda announcements, Circleville should develop an incentives policy that defines when incentives would be offered. • Economic development tools can provide a financial solution to necessary infrastructure upgrades. • If tax incentives are provided, they should be carefully considered and offered to companies creating high-wage jobs.

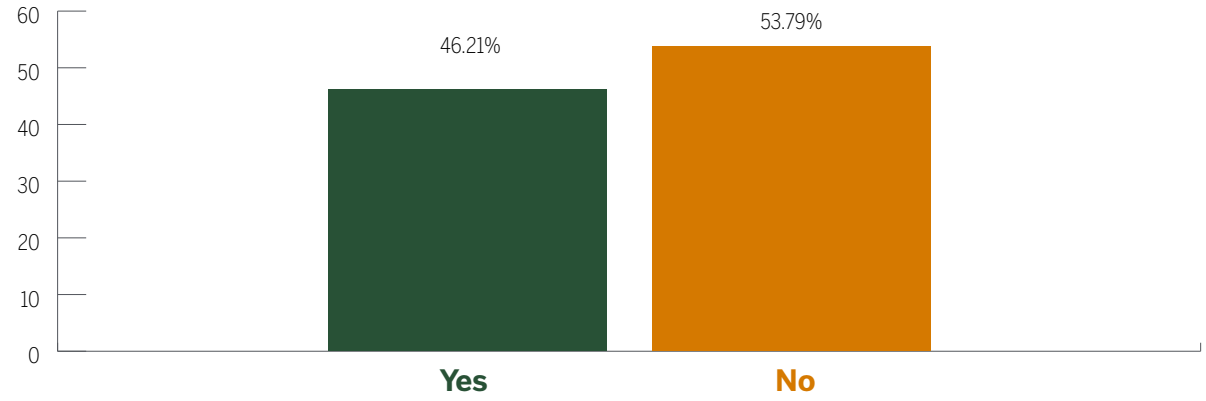
CITY OF CIRCLEVILLE COMMUNITY SURVEY

In addition to Listen Sessions, the city of Circleville created an online survey to solicit input from the broader community. The survey was promoted via social media, community websites, press releases in local newspapers, and announced at city council meetings. The survey was designed to allow one respondent submission per unique IP address to avoid multiple survey submissions. It included eight questions similar to the Listen Session questions to ensure consistency of input and perspective. Two hundred ninety-two (292) unique respondents submitted a survey that included individuals currently living in the city and individuals that work in the city and live outside Circleville. A summary of online survey responses includes:

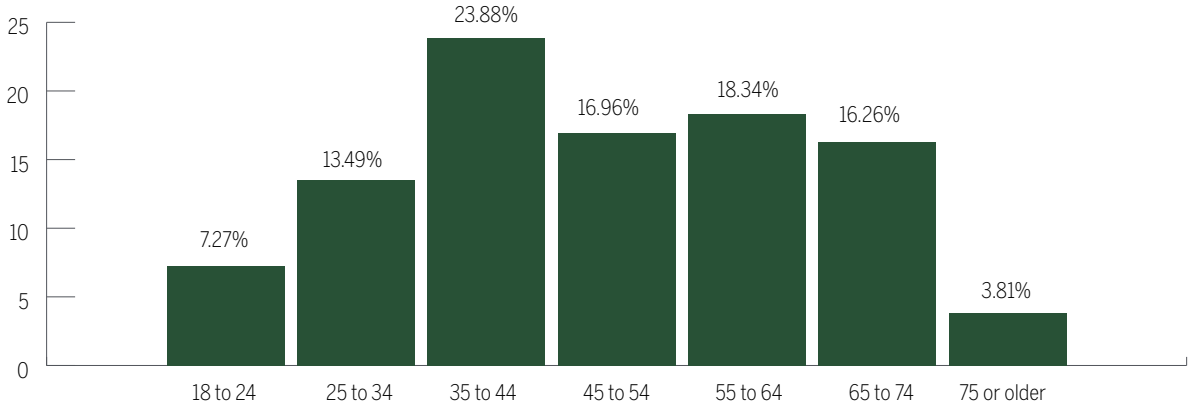
Do you live in the City of Circleville?



Do you work in the City of Circleville



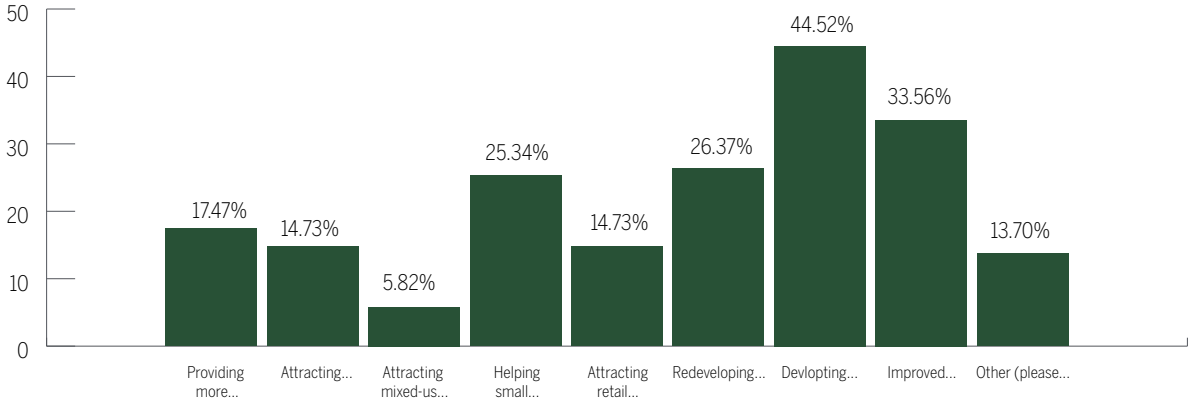
What is your age?



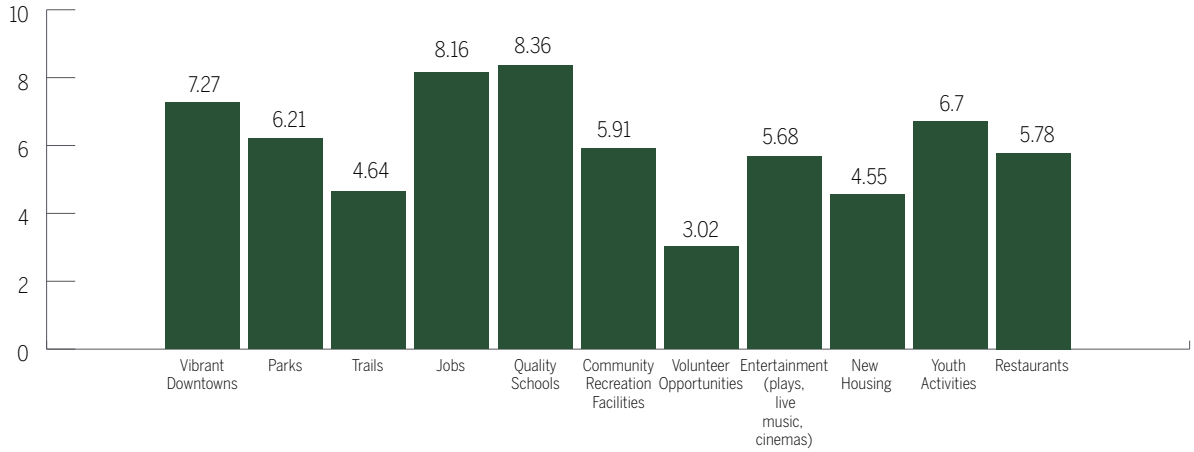
Q4 What makes the City of Circleville a great place to live and work?



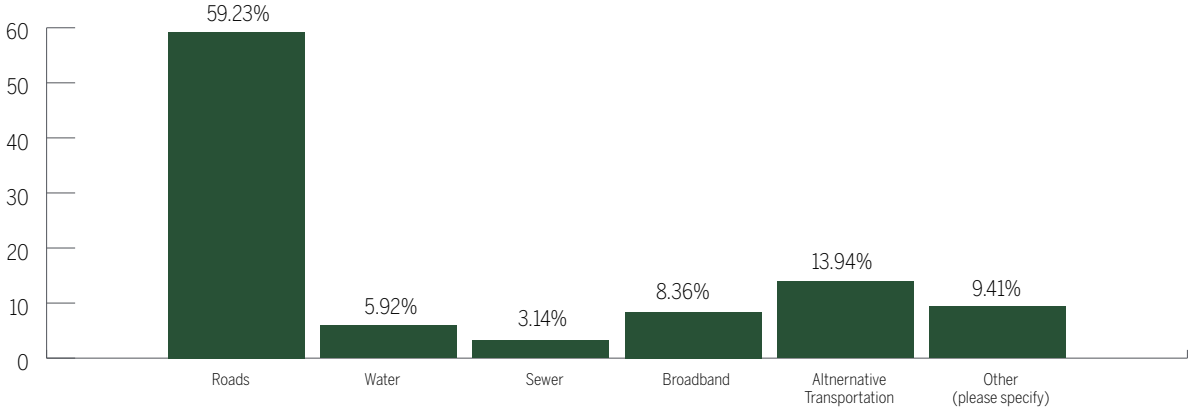
What should be the top two economic development priorities for the City of Circleville? Select a Maximum of Two Only



Rank the most important items to keep and attract residents to the City of Circleville



What infrastructure is most critical to the growth of the City of Circleville?



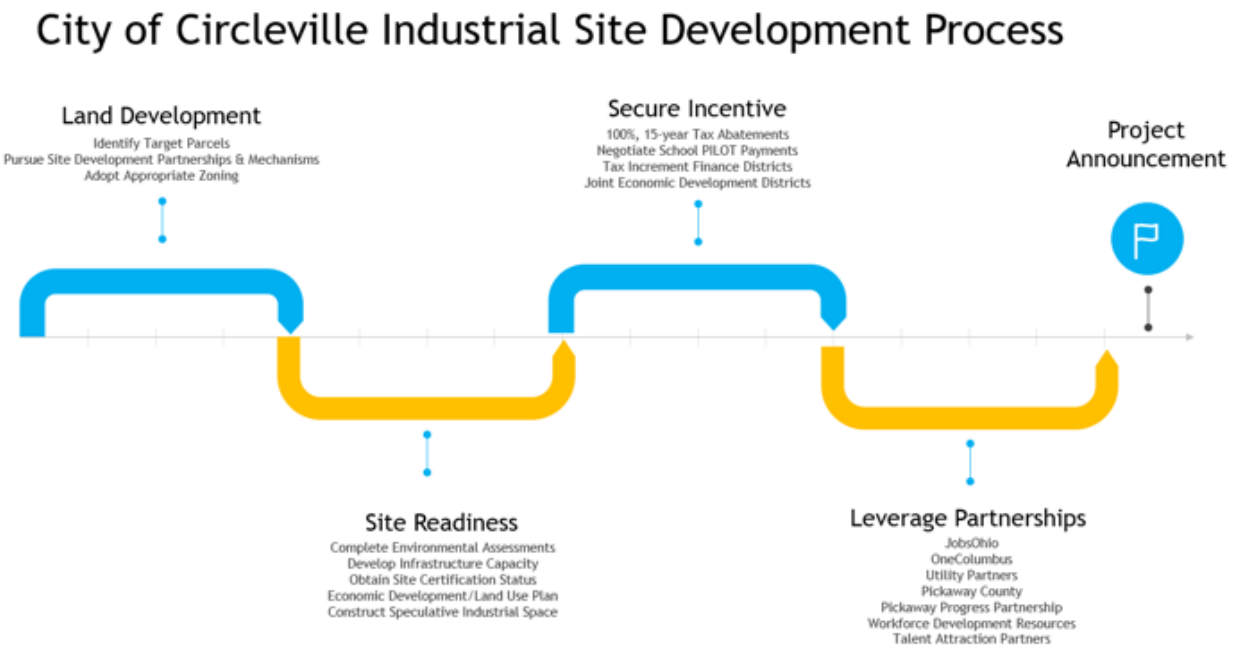
CITY OF CIRCLEVILLE ACTION PLAN TACTICS

In order to achieve continued prosperity over the next five years, build on the successes around manufacturing and transportation and warehousing sector investments, capitalize on emerging industry sectors such as the semiconductor supply chain and electric vehicle industry sector, and diversify the Circleville economy, the city of Circleville needs to enact the following action plan tactics.

1. Implement City of Circleville Industrial Site Development Marketing Strategy around key greenfield sites and redevelopment sites along the U.S. 23 corridor in leading and emerging industry sectors which include Advanced Manufacturing, Automotive Electric Vehicle Component Manufacturing, Semiconductor Supply Chain, and Logistics and Distribution and develop an incentives policy to attract new investment to key sites.
2. Implement a City of Circleville Residential Site Development Strategy around key greenfield sites adjacent to the city, expand tax incentives designations to these areas, and target regional and national residential developers to construct new residential housing at various price points to support existing and future housing needs in the city.
3. Support downtown redevelopment strategies that aim to redevelop historic properties and vacant sites in the downtown business district, fill retail gaps in the Circleville market, and attract new businesses and visitors to Circleville.
4. Continue to enhance the overall "quality of place" in the city by fostering programs and efforts that build on existing assets, such as the City's park system, trails, downtown assets, and events and shows.

City of Circleville Economic Development Action Plan Tactic #1 –Implement City of Circleville Industrial Site Development Marketing Strategy around key greenfield sites and redevelopment sites along the U.S. 23 corridor in leading and emerging industry sectors which include Advanced Manufacturing, Automotive Component Manufacturing, Semiconductor Supply Chain, and Logistics & Distribution and develop an incentives policy to attract new investment to key sites.

The city of Circleville is Pickaway County's largest population center and is located near robust economic development activity that has transformed the northern portion of the county around the Rickenbacker Intermodal Facility. Additionally, U.S. Route 23 traverses the western edge of Circleville and is a major north-south corridor in the central Ohio region. U.S. Route 22 runs east-west through the City and connects the City to major commerce centers extending from Cincinnati to New Jersey. An interchange at U.S. Route 22 and U.S. Route 23 is located in the southwestern portion of the city where development opportunities exist. This area is also surrounded by an abundance of land available for development and public infrastructure assets such as water, wastewater, and roads that can accommodate industries that would likely find Circleville an attractive location for new facilities.



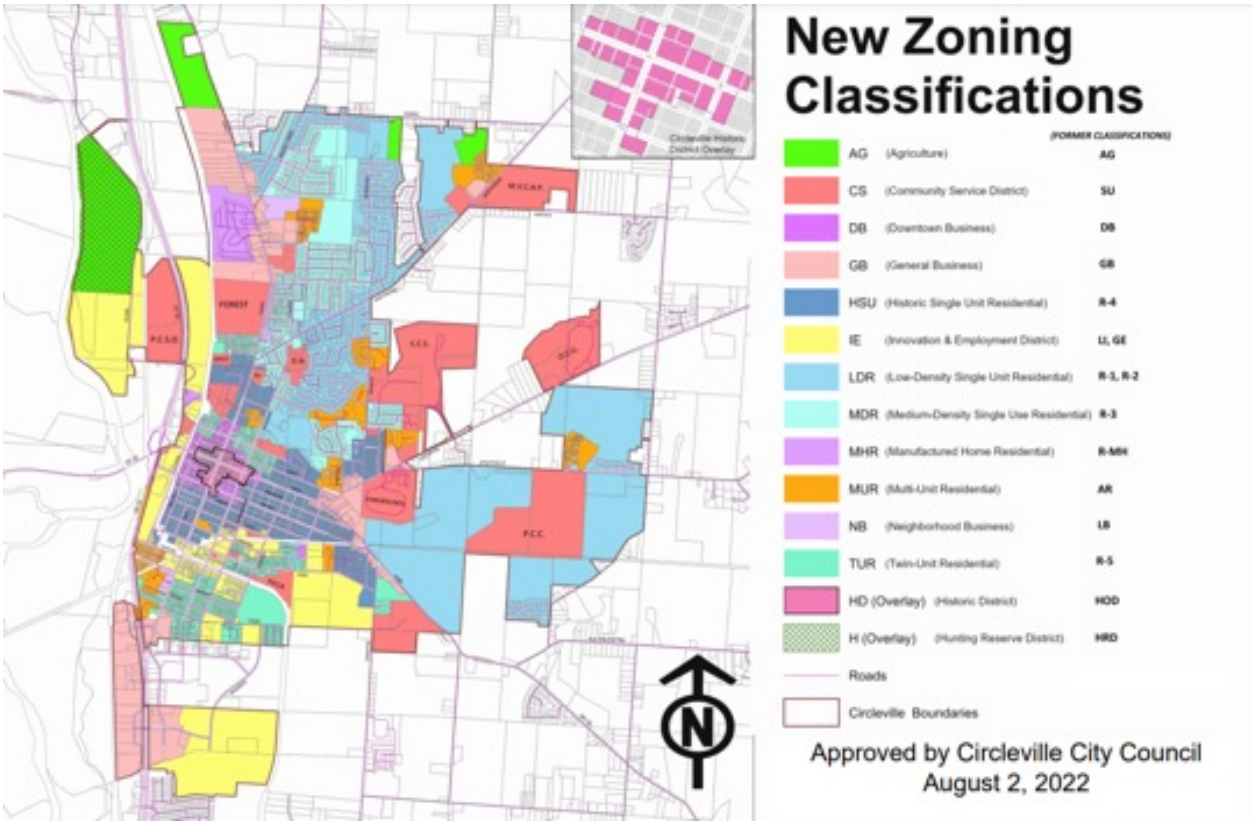
Industrial site development action plan tactics are specific steps that provide a roadmap for a community to develop competitive sites and lay out strategies to fund those sites and encourage economic growth. Companies looking to locate or expand prefer locations that are "site ready," meaning they have the infrastructure in place, are properly zoned, have environmental studies complete, and have tax incentive agreements in place. Action plan tactics should be developed, and key sites prioritized, which will serve as a guide to prepare sites for future development.

1. Work with public and private sector partners on the development of land for economic development purposes in targeted industry sectors by adopting appropriate zoning, identifying target parcels, and negotiating site control with property owners.
2. Prioritize and prepare sites for the attraction of companies in the leading industry sectors of advanced manufacturing, electric vehicle component manufacturing, semiconductor supply chain operations, and transportation and distribution facilities by working with state, county, utility, and infrastructure partners to develop infrastructure capacity and obtain site certification status.
3. Utilize Circleville tax incentive policies that include 100%, 15-year tax abatements, negotiated local school donation agreements through PILOT payments, establish Tax Increment Finance and Joint Economic Development Districts that support necessary public infrastructure improvements and spur private sector capital investment.

4. Leverage partnerships with local, regional, and statewide economic development partners, including utilities, to incentivize and invest in economic development projects through a targeted business attraction strategy.

Successful implementation of a City of Circleville Industrial Site Development Roadmap will lead to new economic development investments creating new, high-wage jobs, and generating wealth in the Circleville community.

The industrial site development study area in the Circleville Economic Development Strategic Plan included sites within the city limits and properties adjacent to the city where new development opportunities could exist. Several large tracts of agricultural land exist southwest of the city of Circleville at the State Route 56 and U.S. Route 22 interchange west of U.S. Route 23, that is in a prime location and should be pursued for large-scale industrial and fulfillment center development. An infrastructure analysis was performed in this area to identify infrastructure serving the areas and determine existing and future infrastructure capacity needed to attract new business to Circleville. Prioritized sites are aligned with and account for new zoning classifications approved by Circleville City Council in August 2022.



Source: City of Circleville, Ohio

Land Development. Partnerships to develop land are critical to site development successes. Legal control of land, through options or purchase, is the typical first step to developing a site. Public or private parties may take the lead in this real estate transaction, as third parties are often engaged to collect real estate for larger developments. The term "site control" simply means gaining some form of right to acquire or lease a property or parcel(s). The type of site control that can be achieved depends on many factors, including the owner's interests and the timing and stage of financing commitments.

Zoning. Once control is established, sites need to be properly zoned for the intended use by the relevant local government. No development can happen without proper local land use approval. Whether the site is located

in a city or township (unincorporated area of a county), land use regulation occurs in Ohio. Ohio's zoning laws identify the types of economic activity permitted at a site, has operated for nearly one hundred years, and is authorized by state law empowering local governments to develop and implement local zoning codes and create methods to enforce these codes that provide needed flexibility.

Land Use/Economic Development Plan. A land use and economic development plan is then essential to ensure critical infrastructure, incentives, and construction costs are understood, and a target list of industries and, ultimately, companies are created based upon an economic cluster analysis of the region. Tax incentives should be considered for each site in question to reduce the cost of land and construction and/or to address the necessary infrastructure costs at each priority site. Key infrastructure ranges from water, sanitary sewer, roads, highway access, rail, and power access needed for company development. The industry focus of these sites should center around advanced manufacturing operations, supply chain firms related to Honda and LG's electric vehicle investment in neighboring Fayette County, the Intel semiconductor supply chain, and distribution and fulfillment operations. Circleville is fortunate to have one U.S. 23 interchange along the U.S. 22 corridor with large-scale agricultural properties that are in a prime position to attract major industrial developments to the region.

CITY OF CIRCLEVILLE REGIONAL COMPARATIVE MARKET ANALYSIS

Comparables refer to data on properties that have recently sold or are currently on the market that are similar to and in the same geographic area as the property or properties of interest. Access to reliable comparable property information is important to determine the market value of a property. While traditional residential comparative market analyses often refer to the Multiple Listing Service (MLS), for the city of Circleville Cost Competitive Analysis, JobsOhio's SiteOhio database was used to collect and analyze data. Parameters for comparables that were used for the Cost Competitive Analysis included examining properties currently listed for sale or lease for industrial end uses within like communities in the Circleville labor shed, which include: Fairfield, Fayette, Hocking, Madison, Pickaway, and Ross counties; are a minimum of 10 acres in size; includes properties that have access to rail service; and properties that are not rail served.

Number of Sites Examined	Average Acreage	Smallest Site	Largest Site	Rail Served Sites	Average Price per Acre	Price per Acre – Low	Price per Acre - High
66	128.6	10.0 acres	1,200 acres	6	$54,974	$20,000	$100,000

Source: JobsOhio SiteOhio

The comparative market analysis of site-ready properties within the Circleville/Pickaway County region demonstrates an average site of 128.6 acres with an average price per acre of $54,974, meaning Circleville properties should be listed for a price per acre similar to the average price per acre in order to be competitive for economic development capital investment projects. Currently, the city of Circleville has 2 active vacant land sites listed on JobsOhio's SiteOhio database. Approximately 34.5 acres of land on the northern end of the city east of Atwater Avenue is available and is prime for residential and/or commercial/retail development. A 26.1-acre site in the southern edge of the city, near Sofidel, is listed and is prime for commercial/retail development. There are 6 active vacant land sites listed in areas within and immediately adjacent to the city, including sites such as Circleville Industrial Park (80.2 acres), Coloment North (72 acres), Goodchild Property (38.6 acres), and Progress Parkway (79 acres) located in Pickaway Progress Park. Additionally, work is currently underway at the former General Electric industrial site in the eastern area of Circleville to return this former industrial property into a shovel-ready, infrastructure-ready site with attractive industrial development opportunities.

Infrastructure Funding. Next, funding from public and private sources is identified and gained to develop a site certified or site ready property that has the infrastructure in place ready for a company to locate. The high demand for site-certified properties positions well communities that actually build out the infrastructure in anticipation of development occurring. The infrastructure funding comes through the local government with Tax Increment Financing, Capital Improvement Program funds, and Transportation Improvement Districts. State resources are provided through the Ohio Department of Transportation, JobsOhio, Ohio Department of

Development, Ohio Public Works Commission, Public Utilities Commission of Ohio, and the Ohio Rail Development Commission. Federal infrastructure sources are found at the Economic Development Administration within the U.S. Department of Commerce, Department of Housing and Urban Development and targeted grants from the U.S. Department of Transportation.

The City of Circleville U.S. 23/U.S. 22 targeted site will need some degree of site planning that addresses the infrastructure needed to include service for roads, water, sewer, broadband, and power. The City is currently investing in substantial wastewater infrastructure projects that will improve the current system infrastructure.

The city of Circleville should ensure its new zoning ordinance is consistently reviewed and modified as needed to maintain that quality aesthetics and land use standards that are required for development do not create unintended consequences.

Zoning Review/Recommendations for the IE District. The IE district permits various job-creating uses, from data centers and advanced manufacturing facilities to self-storage facilities. Based on a review of the zoning district's allowed uses, City Officials may consider moving a few of these business models from Permitted with a Site Plan approval (PS) to Conditional (C). These uses are Kennel and self-storage. Changing these used to C would permit more control over the IE district and ensure that new developments achieve the City's economic development goals.

Potential Modifications to the Circleville Zoning Ordinance.

Building Height - Given the changing needs of employment-based businesses, the City should consider modifying the maximum height of the IE district above 60 feet. Automation and land costs for logistics and data-related uses have these businesses looking to increase building heights.

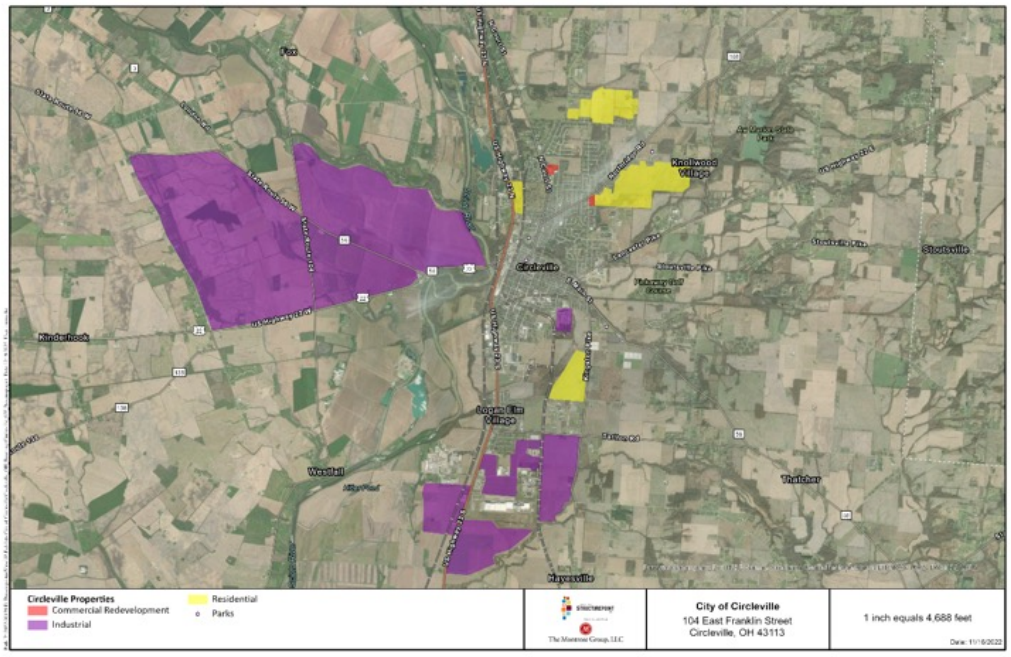
Street Trees - Section 1145.02.D requires four trees per every 100 linear feet of road frontage along an arterial or collector road. Street trees are important, but currently, one tree is required for every 25 feet. As these new trees mature, they would only have 12.5 feet of canopy growth on either side of each tree. Most trees used for streets have an average canopy width of 25 feet. These trees will likely grow together and cause site visibility and tree health issues. We recommend changing this requirement to one tree every 40 or 50 linear feet of street frontage.

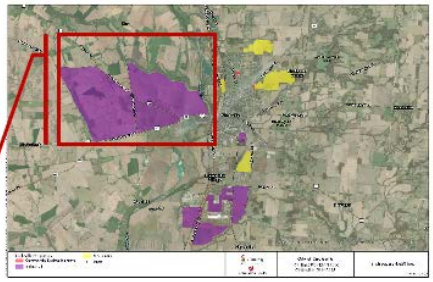
Parking Standards - Table 6 lists the minimum required off-street parking spaces for Flex/Advanced Manufacturing as 2.0 per 1,000 square feet. Large manufacturing facilities are automating their processes and reducing the need for onsite workers. At two spaces per 1,000 square feet, a 1,000,000 square foot building would be required to construct 2,000 spaces. While some facilities may need this much off-street parking, modern facilities may not. We recommend developing a staff-level or the Planning and Zoning Commission approval process to allow industrial facilities to submit an alternative parking plan. This process would permit large facilities to demonstrate that they do not need as much parking as required. This process should also require the applicant to prove that they can construct the parking necessary if required by the city due to observed parking deficiencies after construction.

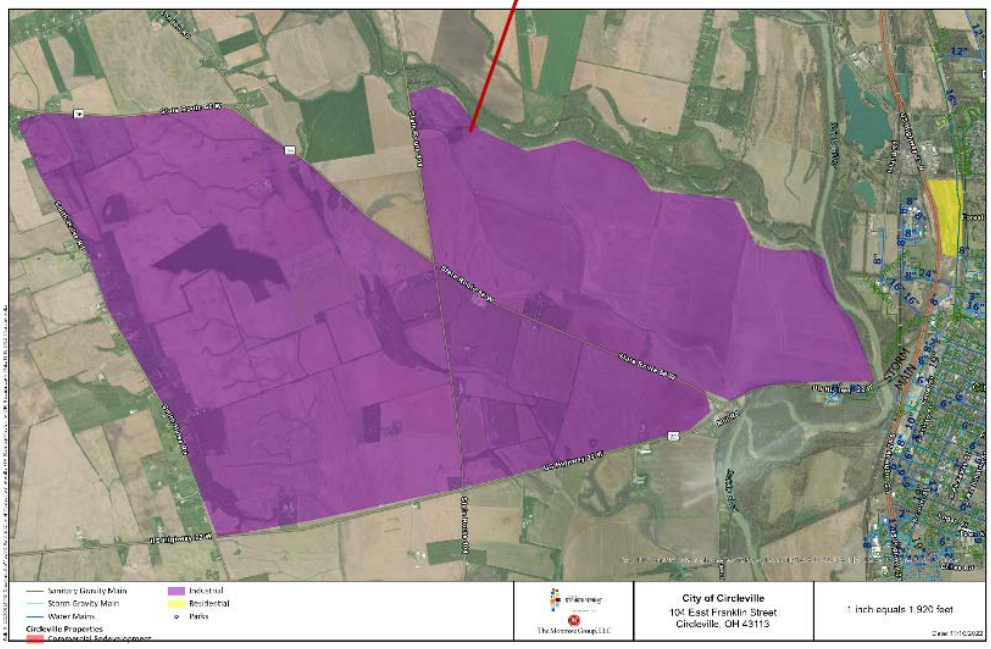
Light Fixture Height - Section 1145.06, Lighting, requires that all lighting fixtures not exceed 20 feet. A pole height of 20 feet is the general standard; however, a taller one should be considered for large parking lots associated with industrial facilities. The 20-foot maximum may require many more poles to light a large surface and increase the costs for new development. Permitting a height of 25' in the IE district would allow a smaller number of poles and help reduce these development costs.

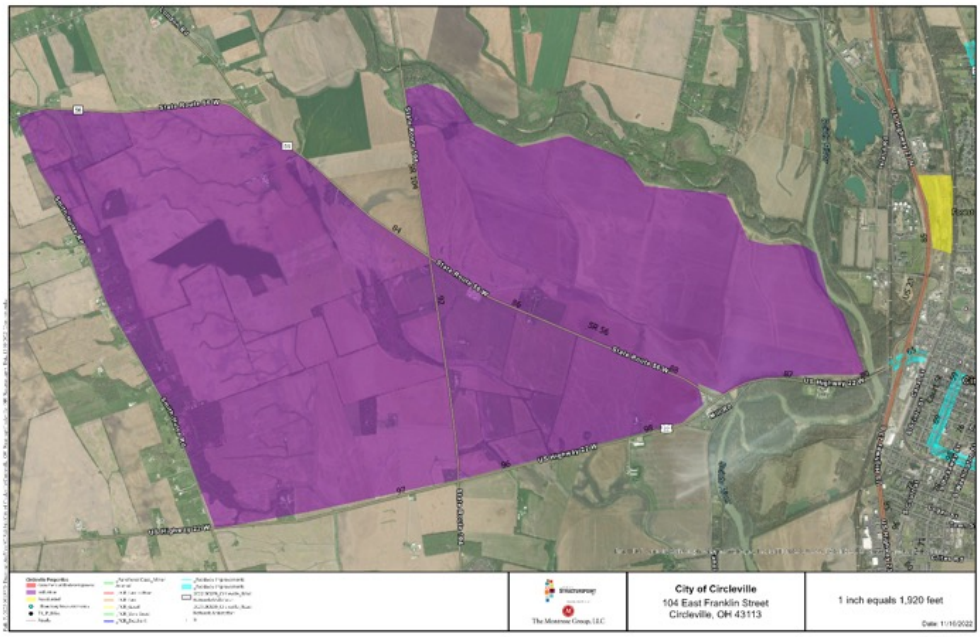
CITY OF CIRCLEVILLE TARGET DEVELOPMENT AREAS

State Route 56 & U.S. 22 Intersection – Circleville









Jackson and Wayne Townships in the southwest area adjacent to the city of Circleville are currently comprised of large agricultural tracts of land. Land use along the southwestern portion of the U.S. 23 corridor at U.S. 22 and State Route 104 is a prime area to pursue industrial development due to the significant availability of flat land, proximity to U.S. 23, and availability of public infrastructure assets such as water and sanitary sewer from the city of Circleville at the southeast corner of the site. As utilities move further west, an extension of these utilities may have additional infrastructure costs, such as pumps and/or lift stations. The map of street conditions above shows that U.S. 23, U.S. 22, and S.R. 56 are in very good condition, both adjacent to the site and heading east into Circleville. These roads should accommodate new traffic and development within the proposed development area.

Zoning Review/Recommendation

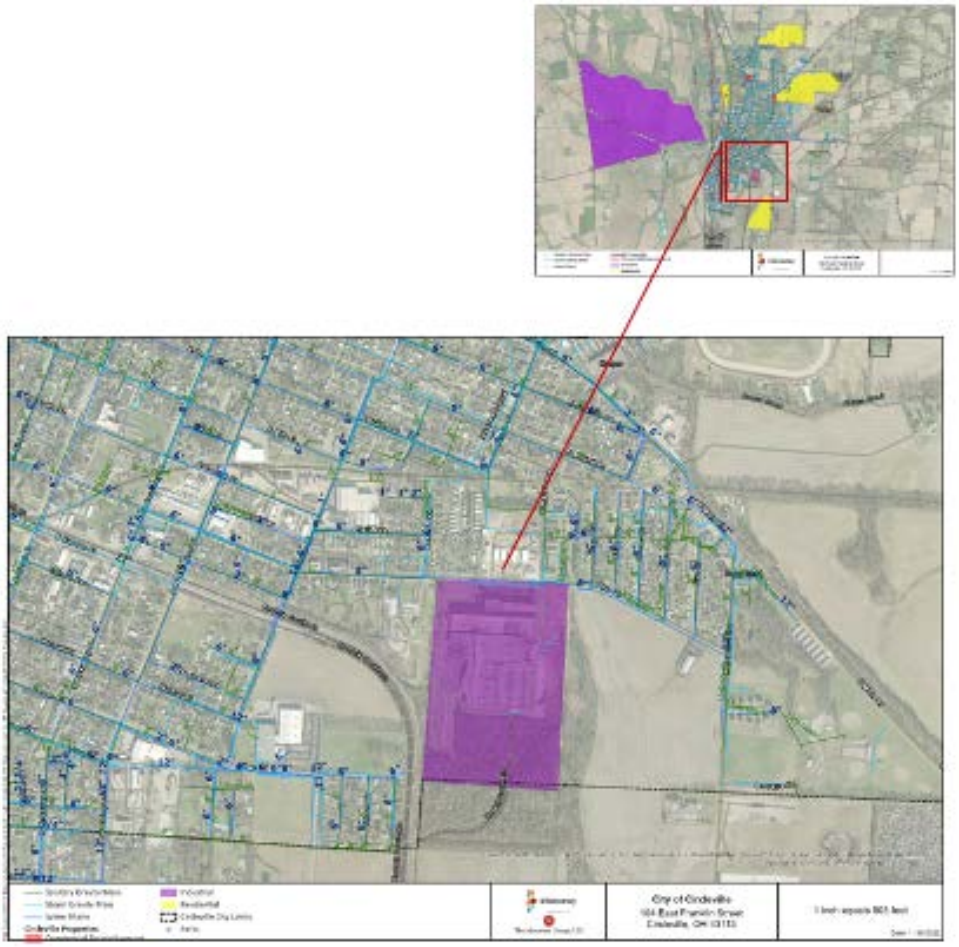
Projected uses for this property would fit into the Innovation and Employment District. Working in partnership with township representatives to position this area for growth, township and Circleville leadership should consider zoning this property to the IE district to reduce the time it takes for development projects to create "shovel-ready" sites.

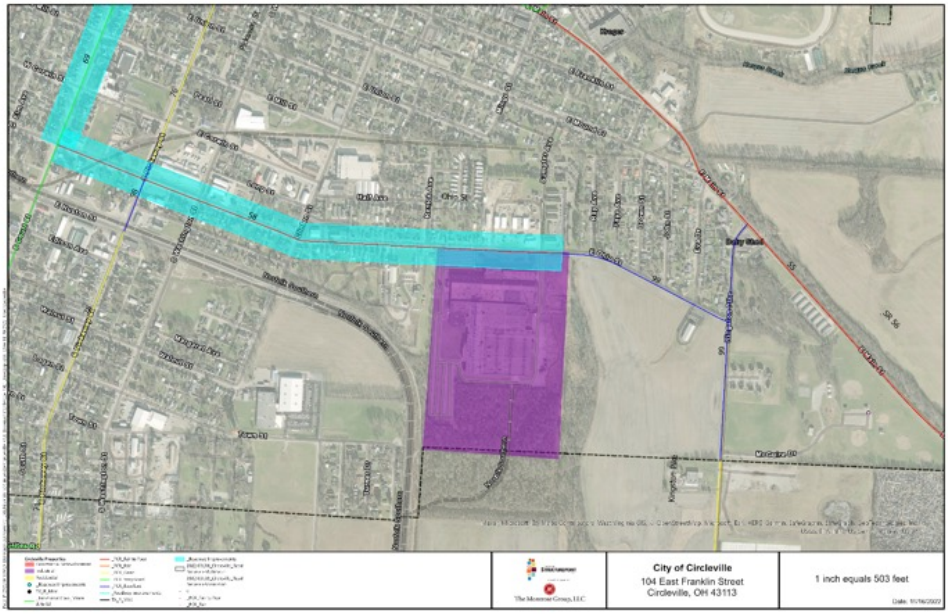
State Route 56 & U.S. 22 Industrial Site Infrastructure Overview

Utility	Provider	Description
Water	City of Circleville	8" line running south along U.S. 22
Sanitary Sewer	City of Circleville	48" line running south along U.S. 22
U.S. Route 22	U.S. Department of Transportation	Average Daily Traffic Counts (north of U.S. 22) – 24,588 Average Daily Traffic Counts (south of U.S. 22) – 25,620

Primary development around the southwestern area of U.S. 23 at the U.S. 22 interchange should be a priority for the city of Circleville to gain site control and enter into cooperative development agreements, such as a Joint Economic Development District and Tax Increment Finance District, with Jackson and Wayne Townships to facilitate the extension of public infrastructure to the site and attract economic development investments to this site. Currently, water and sanitary sewer infrastructure is available to service this area; however, further engineering should be undertaken to determine the infrastructure's average demand, maximum capacity, and growth potential so the site can be aggressively marketed to prospects.

As new business development activities within the central Ohio region continue to emerge within the advanced manufacturing, automotive electric vehicle component manufacturing, semiconductor supply chain, and distribution/warehouse sectors, Circleville should promote the State Route 56 & U.S. 22 interchange for its accessibility, availability of large tracts of land, and public infrastructure assets.


City of Circleville
104 East Franklin Street
Circleville, OH 43113


City of Circleville
104 East Franklin Street
Circleville, OH 43113
1 inch equals 503 feet

Ohio Avenue is rated as fair to poor for the section of the road west of the former GE site and excellent for the area east of this property. However, the light blue box shown on Ohio Avenue indicates that a repair project is planned on this street section. Providing convenient and useable access to the site will be essential to help foster the redevelopment of the property.

Zoning Review/Recommendation

This property is already zoned IE, the appropriate district for the proposed uses. No changes would be necessary to facilitate the desired redevelopment of this site.

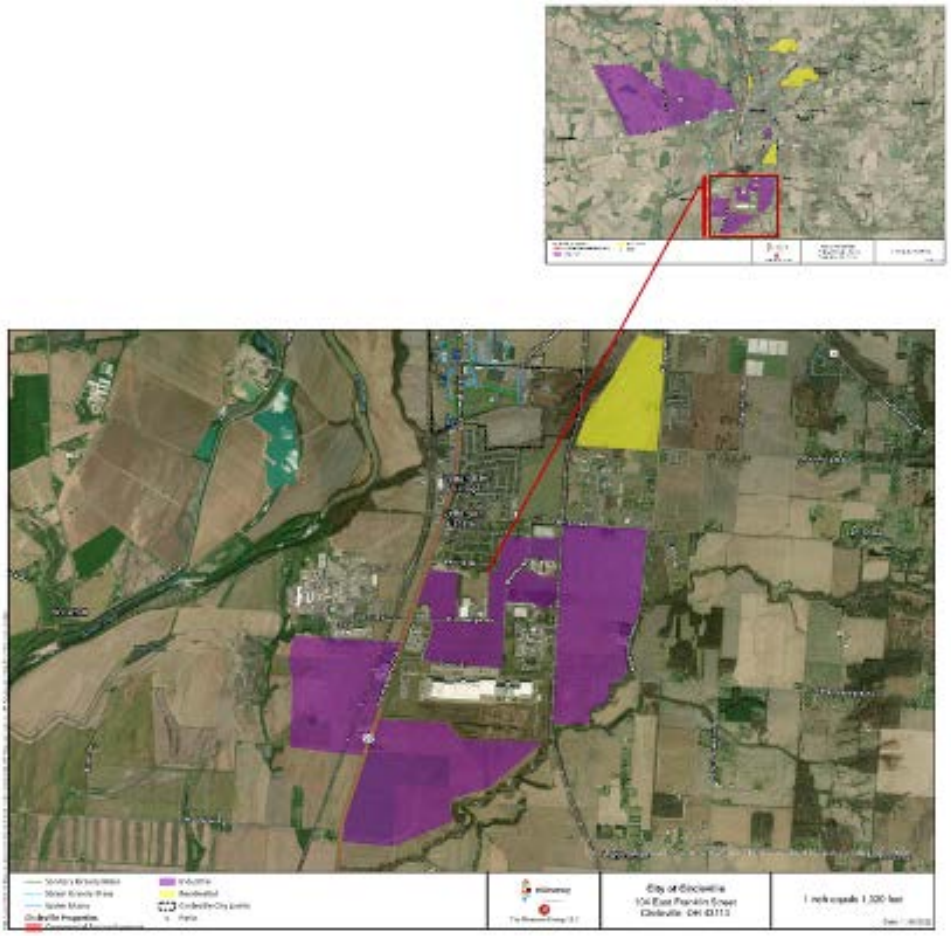
Former GE Industrial Site Infrastructure Overview

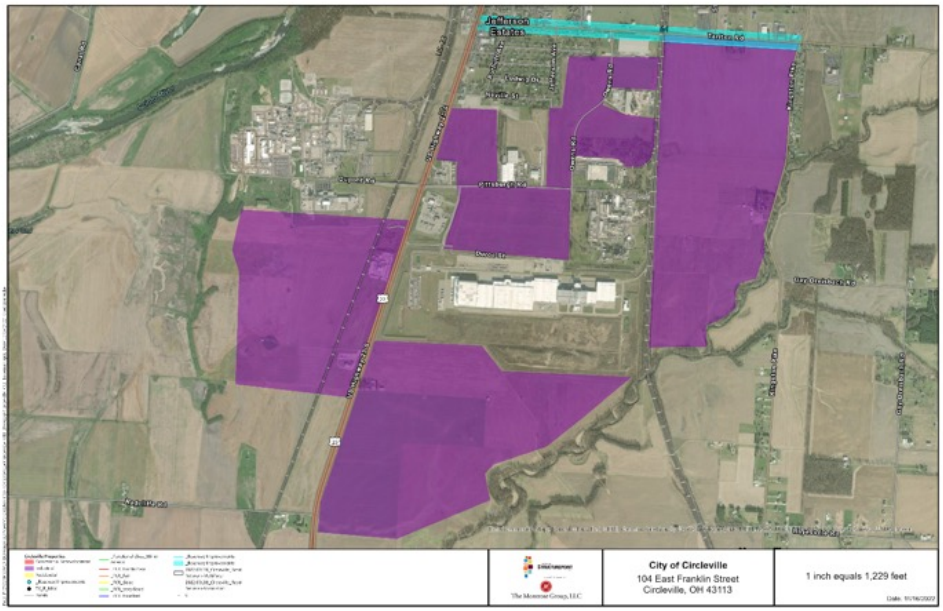
Utility	Provider	Description
Water	City of Circleville	8" line running on the south side of Ohio Avenue
Sanitary Sewer	City of Circleville	8" line running on the south side of Ohio Avenue
On U.S. 23 Closest to Ohio Avenue	U.S. Department of Transportation	Average Daily Traffic Counts on U.S. 23 (south of U.S. Main Street) – 30,120

In August 2022, it was announced that the owners of the former General Electric lighting plant would begin removing portions of the existing structures to begin cleaning up activities on the former industrial site located on East Ohio Street and make the site marketable for future use.

As new business development activities within the central Ohio region continue to emerge within the advanced manufacturing, automotive electric vehicle component manufacturing, semiconductor supply chain, and distribution/warehouse sectors, Circleville should support the continued clean-up, demolition, and marketing of the former GE Industrial Site to supply chain manufacturing operations that support emerging industry sectors expanding into central Ohio.

South Sites Surrounding Sofidel





The already developed properties along this section of U.S. 23, such as Sofidel, utilize the Earnhardt Hill Regional Water and Sewer District (EHRWSD) for water and sanitary sewer needs. Given their proximity to these development sites, this utility district would likely serve any future development. The nearest city of Circleville utility lines are approximately 1.6 miles to the north. EHRWSD utilities would be easier and cheaper to extend, provided they have adequate capacity. Therefore, it is unlikely these properties would be annexed to Circleville upon development solely for the extension of utility service. However, the development of the sites would still positively impact the city in terms of new demand for workforce housing and continued growth of supplemental uses/services, such as restaurants.

U.S. 23 is rated very good for the section of the road south of the city's corporate boundary. The light blue box shown on Tarlton Road also indicates that a repair project on this road may service development from the north.

Zoning Review/Recommendation

Given that these properties are not likely to be served by Circleville utilities, the chances of them annexing to the city are lower than the other development sites. However, if one of these properties should choose to annex, it should be zoned into the IE district.

CIRCLEVILLE SOUTH SITES OVERVIEW

Utility	Provider	Description
Water	City of Circleville	Provided by Earnhardt Hill Regional Water and Sewer District
Sanitary Sewer	City of Circleville	Provided by Earnhardt Hill Regional Water and Sewer District
Tarlton Road	U.S. Department of Transportation	Average Daily Traffic Counts on Tarlton Road – 7,020

The city of Circleville should develop a competitive economic development incentives policy that supports the city's goal of attracting capital investment opportunities and generating wealth that takes into consideration surrounding jurisdiction incentives programs.

The state of Ohio has several tax incentives available to communities to encourage economic growth, retain and create jobs, encourage private sector capital investment, and increase a community's tax base. The laws and rules for these economic development incentives are spelled out in the Ohio Revised Code, but their use is at the direction and approval of local entities such as counties, municipalities, and townships. Tax incentives have been used as a policy tool for local communities looking to spur economic development and attract and retain quality jobs. While tax incentives can influence economic growth and opportunity in communities, intentionally administering incentives that support targeted industry sectors, the creation of high-value jobs, and supporting business behaviors supportive of the local community are important.

Economic development incentives remain a core aspect of local and state economic development policy as direct financial benefits are integrated into a firm's site location decision-making process. What distinguishes incentives from broader economic development efforts is that governments selectively provide these incentives to individual businesses, arguing their investment or expansion would not occur "but for" the incentive.[xix] In an effort to drive high-value economic development investment in Circleville, the city should develop an economic development incentives policy that encourages private sector investment in existing industries and key industry sectors that generate wealth creation for both Circleville and its residents; includes a rigorous evaluation of incentives offered to ensure incentives are being offered as part of a competitive location analysis; and aligns with the broader intentional economic objectives of the city of Circleville.

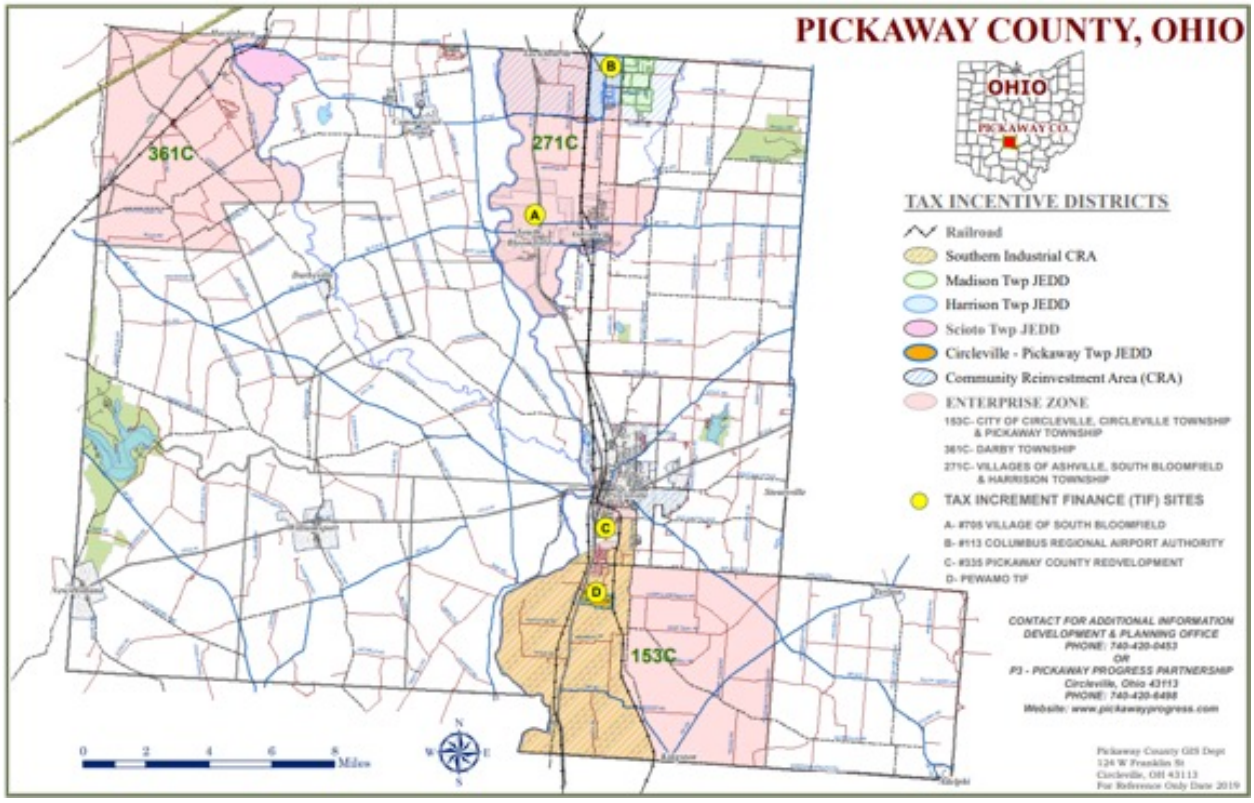
An effective incentive strategy is a thoroughly researched game plan that identifies and targets incentives that will most benefit the project by reducing capital expenditures and operating costs, improving site readiness and reducing risks associated with project implementation. Specific to Circleville, building an incentive strategy around tax abatement programs will help guide the city's recommendations to Pickaway County.

Community Reinvestment Area (CRA). The CRA program allows counties and municipalities to designate areas of their community for real property tax abatement for the remodeling of existing structures and the construction of new structures. The program is regulated by the Ohio Revised Code, sections 3735.65 to 3735.70. The tax abatement provided under the CRA program exempts from taxation the assessed value of a new structure or the increase in the assessed value of a structure that has been remodeled. The program does not provide an exemption from taxation of the increase in the value of the land underneath the new structure or remodeled structure, nor does it allow for the exemption from taxation of existing taxes on the tax duplicate. The CRA program allows for an exemption of up to one hundred percent (100%) of real property taxes for a period not to exceed fifteen (15) years. The county or municipality offering the CRA tax abatement must seek the approval of the board of education to offer the tax abatement for an exemption greater than fifty percent (50%). The CRA tax abatement can be offered to commercial and industrial remodeling with a minimum $5,000 investment for up to twelve (12) years, up to fifteen (15) years for commercial and industrial new structures, up to ten (10) years for residential properties with less than two units with at least a $2,500 investment, up to twelve (12) years for residential remodeling of more than two (2) units with at least a $5,000 investment, and up to fifteen (15) years for residential new construction.

Enterprise Zone (EZ). The city of Circleville is included in an existing Enterprise Zone designation as delineated below. The EZ program allows counties, municipalities, and townships to designate an area of its community for real property tax abatement for businesses that are looking to renovate existing commercial and industrial structures or construct new commercial or industrial structures. Retail projects are not eligible for tax exemption under the EZ program unless they are located in an impacted city. Residential projects are also not eligible for a tax exemption under the EZ program. The program is regulated by the Ohio Revised Code, sections 5709.61 to 5709.69. The tax abatement provided under the EZ program exempts from taxation the assessed value of a new structure or the increase in the assessed value of a structure that has been remodeled and the assessed value of the land underneath the new structure or remodeled structure. The EZ program allows for an exemption of seventy-five percent (75%) of real property taxes for a municipality and an exemption of sixty percent (60%) for a county for a period not to exceed fifteen (15) years. The county, municipality, or township offering the EZ tax abatement may offer tax abatement up to one hundred percent (100%) with the approval of the impacted school district. If the EZ tax abatement is being offered to a company that, as a result of the project, is relocating jobs from one Ohio location to the new location, the community must seek a waiver from the Ohio Department of Development (ODOD) for the tax abatement.

Tax Increment Financing District (TIF). The TIF programs allow counties, municipalities, and townships to use real property taxes created from the increase in the assessed value of land, new structures, and remodeled structures to pay for the provision of public improvements. Public infrastructure improvement includes, but is not limited to, public roads and highways; water and sewer lines; the continued maintenance of those public roads and highways and water and sewer lines; environmental remediation; land acquisition, including acquisition in aid of industry, commerce, distribution, or research; demolition, including demolition on private property when determined to be necessary for economic development purposes; stormwater and flood remediation projects, including such projects on private property when determined to be necessary for public health, safety, and welfare; the provision of gas, electric, and communications service facilities, including the provision of gas or electric service facilities owned by nongovernmental entities when such improvements are determined to be necessary for economic development purposes; and the enhancement of public waterways through improvements that allow for greater public access. Counties, municipalities, and townships may establish a TIF district for a period not to exceed ten (10) years and for exemption of not more than seventy-five percent (75%). The TIF district may be established for up to thirty (30) years and for an exemption of one hundred percent (100%) with the approval of the impacted school district.

Pickaway County, Ohio Tax Incentive Districts



TAX INCENTIVE BENCHMARKING

The city of Circleville has used incentive programs like the Community Reinvestment Area (CRA) program and Enterprise Zone (EZ) program to incentivize job creation, job retention, payroll growth, growth of the local tax base, and new capital investment. Circleville has used the Enterprise Zone tax abatement program on projects that have included DuPont Specialty Products, Inc., Florida Production Engineering, Suburban Metal Products, Inc., and Thomson Consumer Electronics, Inc. The most recent Enterprise Zone tax abatement incentive was awarded to DuPont Specialty Products, Inc. in 2019 when the company announced a $220 million investment that was set to create 46 new jobs. As a result of this investment, Circleville and Pickaway County approved a 60% for 10-year Enterprise Zone tax abatement with the company.[xx]

The city of Circleville also has a citywide CRA designation that was approved by the state of Ohio in 2011. The city has used the CRA program on projects that have included Circleville Health Partners, LLC, Circleville Hospitality Holdings, LLC, and Sharpe HCL, Ltd. The most recent CRA tax abatement incentive was awarded to Circleville Health Partners, LLC in 2015 when the company invested $8.6 million in the city, creating 35 new full-time and 10 new part-time employees. As of the last reporting period, the company had created 39 jobs, $1.15 million in new payroll and $11.8 million in real and personal property improvements.[xxi]

The city's use of tax incentives will play an important part in ensuring new companies strongly consider investing in Circleville compared to other Pickaway County sites. While the city does have tax incentive districts in place that support economic development investments, it will likely compete against communities throughout central Ohio that use different approaches for tax abatements to make them competitive and compensate school districts for some abated property tax revenue. In order to be competitive in Pickaway County and in the central Ohio marketplace, Circleville should work with Pickaway County to consider offering 100%, 15-year tax abatement to companies in the growing industry sectors of advanced manufacturing, automotive electric vehicle component manufacturing, transportation and distribution facilities, and the Semiconductor supply chain. The table below shows that 100%, 15-year tax abatement incentives are being offered throughout the region to attract high-wage jobs and capital investment. The city should work with Pickaway Progress Partnership and the Pickaway County Commissioners to develop an economic development incentive policy to make the city competitive for industrial development.

Central Ohio Benchmarking Overview

Central Ohio Benchmarking Overview Community Reinvestment Area Tax Abatement					
Community	**Type**	**Rate**	**Term**	**PILOTs**	**Companies**
Pickaway County, Rickenbacker	CRA, post-94	100%	15 years	School PILOT payment based on $28/ PSF building value 30% of non-tax abatement value to school; JEDD income tax pays for infrastructure	NorthPoint Development, Duke Realty, BASF, Goodyear, Amazon, Hyperlogistics
Licking County, Etna Township	CRA, post-94	100%	15 years	Income tax sharing with schools; 50% of all new income tax generated through JEDD	Kohl's Distribution, ProLogis Development, Amazon, Coty, Inc.
Delaware County	CRA, post-94, TIF	50%	15 years	Income tax sharing with schools; 50% of all new income tax in JEDD; 50% CRA in years 1-10, TIF for remaining 20 years	Mixed-use development, Ohio Health, OSU Medical Center, Evans Farms, Kerbler Farms
New Albany	CRA, post-94	100%	15 years	Income tax sharing: 30% to infrastructure; 26% to Columbus; 22% to Licking Heights Schools: 22% to New Albany	Google, VanTrust Development, Facebook, Amazon, Accel, Inc.
Whitehall	CRA, post-94	100%	15 years	Income tax sharing agreement with schools; 33% of new income tax	Heartland Bank, Wasserstrom, Rite Rug
Groveport	CRA, post-94 and pre-94	100%	15 years	Income tax sharing agreement with schools – 50% of new income tax	AEP, Gap, Wal-Mart Distribution, Opus Distribution, VanTrust Development

Source: Ohio Department of Development, Business Services Division

The city of Circleville should look to extend its boundaries to incorporate land along U.S. Route 22 west of the current city limits using economic development tools such as a Joint Economic Development District or Tax Increment Finance District to create a state recognized JobsOhio megasite and position this megasite for new business attraction and high-wage job creation.

Competing on a national and global scale for large economic development projects — and winning — is a sure sign of a community's vitality. A community's ability to position large-scale, shovel-ready land tracts for investment consideration exponentially increases its ability to secure desired jobs and capital investment at the local level.[xxii] For years, there has been a traditional understanding of megasite requirements. Initially created to meet the demands of the automotive OEM and allied industries, these sites were assumed to have consistent demands. Important factors have included fully contiguous land space; multimodal transportation, including access to rail; large-scale and redundant utility capacities; and the ability to accommodate massive square footage.

Megasites have traditionally been coveted by local, state, and utility economic developers due to the sites' ability to attract industrial and complimentary end-users. The presence of employers of this magnitude often leads to subsequent investment, multiplying growth opportunities within the commercial and retail sectors at the local level.[xxiii] While some economic development organizations have undertaken many aspects of megasite development and management, history proves that the most successful endeavors involved positioning land tracts near first-rate multimodal transportation assets, including commercial airports.[xxiv] Other important features have included high-capacity utility attributes with expandability, rapid local permitting, risk-free environmental conditions, and population centers capable of supplying a robust and skilled workforce. The city of Circleville is ideally positioned to capitalize on all of these aspects of business attraction, with the implementation of a strategy to create a ready megasite location.

According to Area Development Magazine, there has recently been a noticeable shift in the size and phasing of these potential megasites, as well as the types of industries that call these sites home. Today's end-users require anywhere from 1,000 to 4,000 acres.[xxv] This is a total game-changer in how communities, economic developers, and state legislators need to plan for identifying suitable land tracts free of extensive environmental hazards and other impediments. It is no surprise that project owners looking for large tracts of land are finding it challenging. There is plenty of land available, but these sizable tracts are often too far from large population centers, which are needed to help meet the employment demands of their facilities.[xxvi]

In addition to the increase in land size, there has been a major shift in the investment threshold. Within the last year alone, end-users representing upward of $60 billion in investment and the creation of thousands of jobs have been approaching economic developers across the U.S.[xxvii] These exponentially high capital-expense projects are challenging states and communities to develop unprecedented economic incentive packages and available sites to help close these deals.[xxviii]

In order for central Ohio to be prepared to handle the ancillary growth that the region will face in the short term and mid-term, it must identify large areas of land and be proactive in planning, designing, and constructing of megasites before another multibillion-dollar project looks to the region.

The most prevalent development has predominantly consisted of high-tech manufacturers in the aerospace industry, semiconductor manufacturers, and electric vehicle-related industries.[xxix] Furthermore, as semiconductor producers are interested in expanding operations in the U.S. due to global supply chain disruptions, the opportunity to capitalize on the downstream supply chain operations means significant investments and high-wage jobs for the central Ohio region. The same can be said for the future of electric vehicles and advanced battery technologies. Circleville should be prepared to capitalize on these emerging, high-tech, and high-wage sectors to grow the city's tax base, attract new residents that live and work in Circleville, and create new wealth for the community as a whole.

Joint Economic Development District. A Joint Economic Development District (JEDD) is a special-purpose territorial district created by a contract between municipal corporations and townships for the purpose of encouraging economic development, creating jobs, and improving the economic welfare of citizens.[xxx] A JEDD agreement enables townships, cities, and villages to cooperatively address concerns associated with economic development, diminishing local revenues, growth, and annexation pressures. A JEDD provides a local-community approach to solving economic development issues by allowing local governments to enter into legal agreements that have the potential to increase revenues and create jobs. JEDDs are contractual agreements and can serve as a significant economic development tool for local communities. Typically, such objectives are accomplished by levying an income tax in the JEDD district. The tax revenue is shared by the parties to the JEDD and is used to provide additional services, new facilities or enhanced infrastructure in the JEDD, depending on the terms of the contract.[xxxi]

A JEDD is formed when a township and a municipal corporation enter into a JEDD contract and adopt legislation approving the terms of the contract. ORC 715.72 provides that the JEDD contract:

- shall specify the type of contributions to be made by each party to develop and operate the district.
- may provide for the parties to share tax revenue and costs.
- shall include an economic development plan, consisting of a schedule for the provision of new or expanded services, facilities, or improvements.
- shall designate a procedure for appointing members to the board of directors and shall enumerate their powers, duties, and functions.
- may grant the board of directors the power to levy an income tax.
- shall specify that restrictions on annexation proceedings apply to unincorporated territory in the district.
- may designate property as a community entertainment district.[xxxii]

A JEDD is governed by an independent and impartial board of directors. Board member appointment is detailed in the JEDD contract in accordance with ORC 715.72. Generally, if businesses operate within a JEDD, the JEDD is governed by a five-person board, with one person representing each of the following interests:

- all municipalities that are contracting parties
- all townships that are contracting parties
- the owners of businesses located within the JEDD

- all persons working within the JEDD; and
- the counties, if any, that are contracting parties

If no parties are counties, then the fifth member of the board shall be selected by the other board members. If no businesses operate in the JEDD when it is formed, ORC 715.72(P)(2) governs the selection and composition of the board. Members should have staggered four-year terms, and a member can be reappointed but serve no more than two consecutive terms.[xxxiii]

Generally, the board has the powers delineated in the JEDD contract, provided they do not exceed the powers granted by ORC 715.72. While the powers of JEDDs are not clearly defined by Ohio law, JEDDs generally have the following powers:

- to levy an income tax within the JEDD at a rate not higher than the highest rate being levied by a municipality that is a contracting party, with an amount being set aside for the long-term maintenance of the JEDD.
- to determine the substance and administration of zoning and other land-use regulations, building codes, permanent public improvements, and other regulatory matters for public purpose.
- to limit and control annexation of unincorporated territory within the JEDD.
- to limit the granting of property tax abatements and other tax incentives within the JEDD.
- to create a JEDD in a mixed-use area where both residents and businesses are located; and
- to create a community entertainment district within a JEDD.[xxxv]

Advantages of a JEDD. Townships, cities, and villages can benefit from the utilization of a Joint Economic Development District to facilitate economic development in areas that are currently not incorporated and do not have access to readily available public infrastructure. For townships, the advantages of a JEDD include:

- A JEDD provides increased revenues through income taxes and increased real property taxes on previously vacant or undeveloped land parcels.
- A JEDD agreement prohibits annexation by the city or village for a period of three years and creates a cooperative agreement with the city or village.
- The increased revenue enables the township to provide additional services to its residents at no additional cost.
- A JEDD enables the extension of utility services to previously unserved parcels.
- A JEDD provides a framework for cooperating with municipalities, enabling the parties to solve local economic development issues and provide new growth opportunities.

For cities and villages, the benefits of a JEDD include:

- A JEDD enables a city or village to increase its income tax revenues.
- A JEDD typically results in new utility customers, therefore generating additional revenue.
- The JEDD provides a framework for cooperating with townships, enabling the parties to solve local economic development issues and provide new growth opportunities.

The city of Circleville is currently limited in its available land for industrial development. While the city has smaller tracts of land available for industrial development, it also has infrastructure available near large parcels of vacant land located along U.S. 23 and U.S. 22 in Jackson and Wayne townships. In this case, the city and the township(s) should create a JEDD that includes the township parcels. The JEDD would enable the parties to collaborate, provide utility services and infrastructure for the parcel, and ultimately enable the land to be sold and developed. Creating a JEDD would offer Circleville access to developable land and generate revenue for infrastructure services. It would also enable the township(s) to access the infrastructure needed to make the land developable. Each party would benefit from new jobs, enhanced property, and income tax revenue for the long-term maintenance of the JEDD. The JEDD would allow the parties to meet economic development objectives without having to consider annexation. In addition, it would generate increased revenue for the city and township(s) through the collection of income taxes—a revenue source that would otherwise be unavailable to the township(s).

The Joint Economic Development District is a creative, localized tool that allows municipalities and townships to collaborate outside of municipal limits to achieve greater economic growth. It provides a mechanism for the collaborators to work cooperatively to foster development activities without annexation. The additional revenues generated by such activities are then used to provide enhanced infrastructure and public services in

the JEDD area. In this way, the JEDD improves the economic outlook of a community and provides enhanced services for its citizens.[xxxvi]

Tax Increment Financing District (TIF). The TIF program allows counties, municipalities, and townships to use real property taxes created from the increase in the assessed value of land, new structures and remodeled structures to pay for the provision of public improvements. Public infrastructure improvement includes, but is not limited to, public roads and highways; water and sewer lines; the continued maintenance of those public roads and highways and water and sewer lines; environmental remediation; land acquisition, including acquisition in aid of industry, commerce, distribution, or research; demolition, including demolition on private property when determined to be necessary for economic development purposes; stormwater and flood remediation projects, including such projects on private property when determined to be necessary for public health, safety, and welfare; the provision of gas, electric, and communications service facilities, including the provision of gas or electric service facilities owned by nongovernmental entities when such improvements are determined to be necessary for economic development purposes; and the enhancement of public waterways through improvements that allow for greater public access. Counties, municipalities, and townships may establish a TIF district for a period not to exceed ten (10) years and for exemption of not more than seventy-five percent (75%). The TIF district may be established for up to thirty (30) years and for an exemption of one hundred percent (100%) with the approval of the impacted school district.

JobsOhio Ohio Site Inventory Program. JobsOhio announced its Sites 2.0 program in October 2019. The program provides up to $50M annually for 5 years to fund construction-ready sites for companies to attract or expand in Ohio. The program is focused on providing funding for sites with lagging infrastructure or economic blight with the goal of filling gaps in Ohio's real estate inventory, mitigating developer risk, and accelerating the process of bringing in-demand projects and sites online. The JobsOhio OSIP program's key components include having a lead development entity (i.e., community, port authority, private developer, etc.) identified; providing loans to support new construction; and providing grants to support costs associated with demolition, environmental remediation, building renovations, site preparation, and infrastructure improvements.

The maximum grant award per project is $2M, with a maximum grant/loan combination of $5M per project. OSIP funding cannot represent more than 50% of the total project costs. In discussions with JobsOhio they will look at sites with all the development work completed on the site, including environmental reports, appraisals, archeological studies, geotechnical reports, appropriate zoning, and appropriate incentives. Pre-vet applications are required and are submitted through OneColumbus as JobsOhio's Network Partner for central Ohio. The city of Circleville and P3 should get necessary site development items completed to prepare for a future round of funding in the OSIP program and position the site as a Megasite project.

The city of Circleville should continue its strong partnerships with Pickaway Progress Partnership, OneColumbus, and JobsOhio to develop and deploy a business attraction strategy to promote key industrial sites in the city that creates awareness of available sites and key Circleville assets that makes locating in Circleville advantageous.

Business Attraction Strategy. Finally, the city of Circleville should develop a targeted business attraction strategy to leverage the assets around key development sites throughout the county and work in partnership with Pickaway Progress Partnership (P3) to build a business attraction strategy for key development sites within the city. Business attraction campaigns promote a community through marketing to companies likely to have an interest or link to the region. An industrial site development marketing and outreach plan defines key characteristics and assets of the sites and communities to be marketed, identifies prospective companies, and connects with these prospective companies through a variety of mediums. Using the industry sector cluster analysis and occupational and workforce strengths to identify industries that Circleville has a competitive advantage in will be a key component to the implementation of the strategy. Local companies are also a source for prospective development as they provide introductions to key suppliers and others with interest to be more closely connected with their business. The Circleville/P3 team should develop this campaign with a sound understanding of citywide assets to demonstrate how sites match the demands of future manufacturers, distributors, and industrial tenants.

Three key best practices that will help Circleville reach its target audience include:

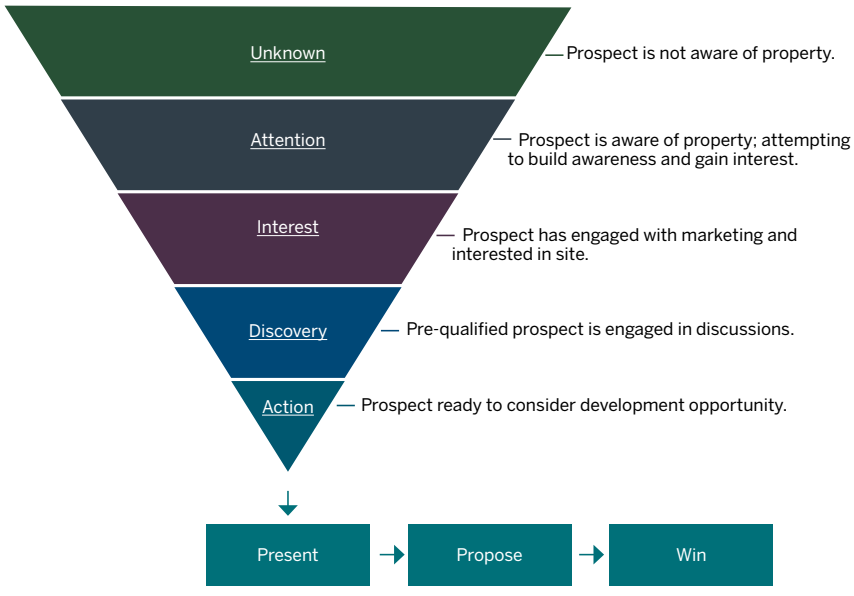
- Build out of essential content of Circleville sites to include overall lot sizes, key property features such as availability of public and private infrastructure, the location of the property and its proximity to major transportation assets such as highways and intermodal facilities, and development of current and potential configurations of the property so a prospect can see themselves at the site.
- Develop an outreach campaign to expand the reach of marketing efforts beyond the targeted industry sector companies to audiences that include brokers, site selectors, and industrial developers.
- Utilize local, regional, and state partnerships to market properties using the collateral materials created, including OneColumbus and JobsOhio.

The city of Circleville should build out the essential content of sites, so prospects clearly identify Circleville targeted site assets. Before any effective business attraction campaign can begin, Circleville needs to develop professional marketing materials that can be used in multiple formats to advertise the various sites. These materials should incorporate key aspects of the properties Circleville wants to convey clearly to the targeted audience to present the argument for the competitive nature of Circleville sites. Property cards, images, and video content should be developed and used across social media platforms, direct mail campaigns, and on the site and building databases of Pickaway Progress Partnership, OneColumbus, and JobsOhio. Public agencies and other owners of industrial real estate that rely solely on the Internet to market properties and drive interest into a community must realize that the dynamics and platforms for online marketing have changed. The Circleville team should consider identifying specific platforms to utilize and focus on a rhythm of outreach to prospects through those mediums. This can include social media platforms such as LinkedIn, Twitter, Instagram, and Facebook, as well as extensive use of email marketing campaigns and search engine optimization. Additionally, the Circleville team should consider a rhythm of outreach using more traditional means such as email, letter writing, and postcards to real estate brokers, utility partners, companies, and site selection consultants.

The Circleville team should give careful consideration to how data can be used to both measure the performance of the business attraction strategy and market to the community in a way that assists businesses in making site location decisions. The International Economic Development Council (IEDC) states that data can be a powerful differentiator in economic development. Keeping in mind that data drives a majority of site selection decisions, Circleville and P3 should leverage data access, messaging, and partnerships to present the key assets of the community and give target audiences the information necessary to make confident location decisions. The more available, robust, and up to date the data, the more likely it is for communities to see a better evaluation and higher probability for business expansions and relocations.[xxxvii]

Develop an outreach campaign to expand the reach of marketing efforts beyond existing audiences. Following a traditional sales funnel model, the goal of the Circleville Business Attraction & Marketing Strategy should be the ability to attract the attention of targeted "prospects," develop an interest in prime Circleville sites, engage the "prospect" in discovering how their project aligns with Circleville's assets and opportunities and securing commitments for capital investment.

Traditional Sales Funnel Model



Research & Build Prospect Lists. To focus on gaining prospects into the sales funnel, the Circleville team should first identify the types of prospects it wishes to pursue. Based on the existing sites and potential new sites, the primary target prospects would likely be focused on advanced manufacturing, automotive electric vehicle component manufacturing, transportation and distribution, and semiconductor supply chain sectors. The Circleville team should develop action steps to manage and deploy the strategy.

Action Steps:

- Identify geographic target markets of prospects (central Ohio, western Ohio, central Indiana, eastern Indiana, western Pennsylvania, state of Arizona, Midwest);
- Identify types of prospects to pursue (industry-specific companies, developers, site selectors, real estate brokers);
- Build target prospect lists by industry sector (advanced manufacturing, automotive electric vehicle component manufacturing, transportation and warehousing, and semiconductor supply chain) and types of prospects to pursue; and
- Engage with P3 to support the deployment of a robust and consistent business attraction marketing and outreach strategy.

The Circleville team should understand the roles and responsibilities of the prospect company's key contacts, including the key influences of the contacts. Understanding these roles and responsibilities will help frame the information shared and focus the conversation on issues that matter most to the prospect contact. Questions to consider include:

- What are the contact's responsibilities at the company?
- What decision-making authority do they hold?
- What are the company's pain points and personal pain points of the contact?
- What goals are they targeting for their company?
- What common questions do they ask around those pain points and goals where the Circleville sites could be a solution to alleviating pain and achieving goals?
- How far is the company in its decision-making process?
- What do they value most about the Circleville sites?
- What call to action can you leave the prospect with to further explore solutions Circleville offers?

Using these questions as a baseline for engaging in prospect conversations will help convert calls to action and drive the Circleville business attraction efforts further down the sales funnel. Another way to think of the sales funnel is as a conversion process that follows the following path:

The Business Attraction Strategy Conversion Process

The success of EDO's reach on Twitter (via paid advertising), or their content marketing yeild (via blogs and e-newsletters), or their search engine marketing gains (via one or moe display ads in market) may be defined by the number of website visits they're able to acquire.

A website visit can lead into a conversation with a prospect. "You recently downloaded information about the available buildings in our city. What other information are you looking for regarding our community?"

A conversation with a prospect or site selector can lead to a community visit or tour, and that can lead to a consideration of your community

Being shortlisted can lead to the eventual decision for a company or business to call your city or state home, and that leads to the creation of jobs for community members and residents of a particular area.

Jobs, employee production, logistics, exports, and community consumption all lead to capital investment announced, or the money generated by a community during its fiscal year.

This number is essentially the compilation of everything that started with that first digital marketing campaign.

Build Rhythm of Outreach to Prospects. Focusing on the targeted list of prospective developers, site selectors, and brokers, a rhythm of outreach should be established to keep the property top of mind and as a means to encourage prospect engagement in the interest, discover, and action stages of the sales funnel.

Prospect Rhythm of Outreach Cycle



Measure the Results. Having metrics to track the impact the Circleville Business Attraction Strategy is having is important to both determining the effectiveness of messaging on the targeted audience and whether the strategy needs to be realigned and provides useful data to report back to Circleville leadership on outcomes of the campaign. Methods for measuring the results should include setting baseline benchmarks to periodically compare and assess the campaign's impact. Circleville should consider measuring results that include **Awareness, Engagement, Livelihood,** and **Vitality** measures. An **Awareness** measurement looks at to what degree Circleville is recognized in the industry and answers the question of whether those you are trying to target are finding and consuming your messaging. The metric for measuring this effectiveness looks at website visits, click-thru rates, and social media interaction. An **Engagement** measurement identifies conversations

with the targeted audience as being an essential function of effective outreach. Bridging the gap for a prospect who needs more information to evaluate site competitiveness and generating meaningful conversations about doing business in Circleville communities will be key to building awareness. The metric for measuring engagement should quantify conversations generated with the target audience. **Livelihood** is another measurement that can help define the effectiveness of a business attraction strategy. Livelihood looks at economic development activities that improve the tax base, create new employment opportunities, and challenge the workforce to build skill sets needed to take in-demand jobs. The primary measurement of this activity is the number of new jobs announced. A final measure to consider is **Vitality**. Vitality accounts for revenue generated through economic development projects that support, maintain, and improve community infrastructure (roads, parks, libraries, emergency services) and increase the overall standard of living in a community. Key vitality metrics look at total capital investment announcements.

AWARENESS	ENGAGEMENT	LIVELIHOOD	VITALITY
To what degree is Morrow County recognized in the industry? Are those you are trying to target finding and consuming your messaging?	Conversations are essential – bridging the gap for a prospect who needs more information to evaluate site competitiveness and generating meaning conversations about doing business in Morrow County communities.	Economic development activities improve the tax base, create new employment opportunities, and challenge the workforce to build skill sets.	Revenue generated through economic development projects supports, maintains, and improves community infrastructure (roads, parks, libraries, emergency services) and increases the overall standard of living in a community.
The Metric: Website Visits, Click-Thru Rates, Social Media Interaction	The Metric: Conversations Generated with Target Audience	The Metric: Jobs Announced	The Metric: Capital Investment Announced

Source: The Road to Economic Development Marketing Reinvention, Atlas Advertising

Utilize local, regional, and state partnerships to market properties using the collateral materials created. City, county, regional, and state partners are key partners to a successful business attraction campaign. Prospects, brokers, and site selectors seek out information at various levels and from various reliable economic development sources. Equipping Circleville, economic development stakeholders, regional partners, and state partners with information about key sites can be advantageous. This data sharing allows more detailed and comparative modeling between locations and regions and streamlines a prospects competitiveness modeling analysis when determining where to locate a facility and make a capital investment.

PICKAWAY PROGRESS PARTNERSHIP

The city of Circleville benefits from the Pickaway Progress Partnership (P3) countywide economic development efforts and is currently an Elite Economic Development Partner of P3. P3 serves as the economic development agency for Pickaway County and its municipalities and has three main objectives: promote and market the advantages of locating a business in the County; promote a more robust business environment by facilitating retention and expansion efforts of local employers; and deliver a seamless network of economic development services and value-added programs to existing businesses, local government, and prospective companies throughout Pickaway County.[xxxviii] To capitalize on the expertise and statewide and national industrial relationships garnered by P3, the city of Circleville should work closely with P3 to develop the Circleville Business Attraction Strategy and deploy this strategy in concert with the P3 team.

City of Circleville Economic Development Action Plan Tactic #2 – Implement City of Circleville Residential Site Development Strategy around key greenfield sites adjacent to the city, expand tax incentive designations to these areas, and target regional and national residential developers to construct new residential housing at various price points to support existing and future housing needs in the city.

Residential development in growing and struggling markets has never been more important to a region's economic success. However, residential development does not simply happen with private sector investment. Local and state governments play a critical role in the development of residential projects. Central Ohio is a

growing job market attracting a young, highly educated workforce. The 11-county Central Ohio region had a net gain of 238,000 people from 2010 to 2020, with that growth prime to jump even more with the announcement of a $20 B Intel facility. Central Ohio is not meeting the demand for residential development, with the Columbus region needing 14,000 new residential units a year but is only building 8,000 annually, and home values have increased by 85% over the last five years. Central Ohio offers multiple markets primed for residential growth, and areas that succeed in the residential space will need to have economic development incentives designed to attract residential development. Ohio economic incentive programs prime the pump for residential development. Ohio cities and townships can provide real estate property tax abatements to incentivize residential property development through the Community Reinvestment Program (CRA), which includes Post-1994 CRAs that offer a range of real property tax abatements as negotiated with local political jurisdictions and school districts. Ohio cities and townships can also provide public infrastructure for residential development through Tax Increment Financing and New Community Authorities, and Ohio port authorities can provide sales tax exemptions for construction material purchases for economic development projects including potentially residential development. Ohio provides tax credits for residential development through the Ohio Historic Preservation Tax Credit Program, Ohio New Markets Tax Credit Program, Ohio Opportunity Zone Tax Credit Program, and the Ohio Transformational Mixed Used Development program offers $100 M in premium tax credits for large-scale mixed-use projects.

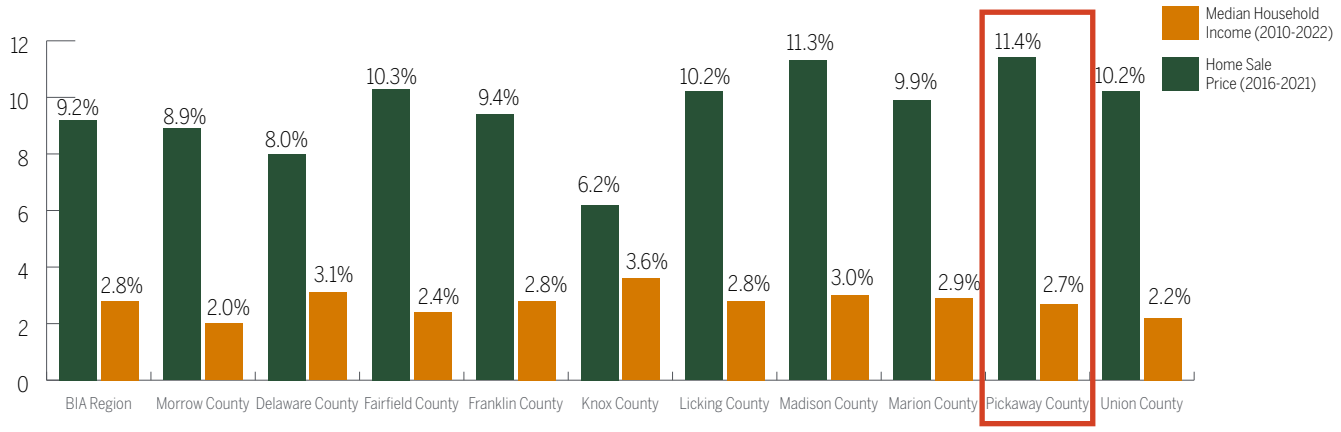
In 2022, the Building Industry of Central Ohio (BIA) commissioned a housing needs assessment for the 10-county region in central Ohio to estimate the need for new residential housing based on the projected job growth the region anticipates through the year 2032. The report concluded that the BIA's 10-county region is projected to gain approximately 145,000 to 202,000 jobs through 2032. There will be a corresponding need for additional housing units to accommodate and realize this job growth.[xxxix] Furthermore, the report concluded there are indicators that the Columbus region may not be positioned to address the housing need, and the region may face future challenges if development activity does not keep pace with job growth projections.[xl] The table below summarizes estimated housing need projections through 2032 for Pickaway County.

Pickaway County, Ohio Housing Trends Summary						
Geography	**Renter**		**Owner**		**All**	
	1990-2009 Historical Growth Trend	2010-2019 Historical Growth Trend	1990-2009 Historical Growth Trend	2010-2019 Historical Growth Trend	1990-2009 Historical Growth Trend	2010-2019 Historical Growth Trend
BIA Region	66,744	93,130	71,915	100,346	138,659	193,476
Pickaway County	478	599	1,294	1,620	1,772	2,220

Source: Vogt Strategic Insights; Department of Labor Statistics; Ohio Department of Job and Family Services, Esri, Inc.

Based on BIA's estimates, permitting activity needs to increase by approximately two-fold throughout the region based on recent trends over the past decade to meet the projected housing need over the next decade .[xli] From a price and affordability standpoint, the compounded annual growth rate in home prices is more than three times the compounded annual growth rate in the median household income.[xlii] These trends will further exacerbate affordability housing challenges in the central Ohio region and will limit the Columbus market from realizing projected job growth.

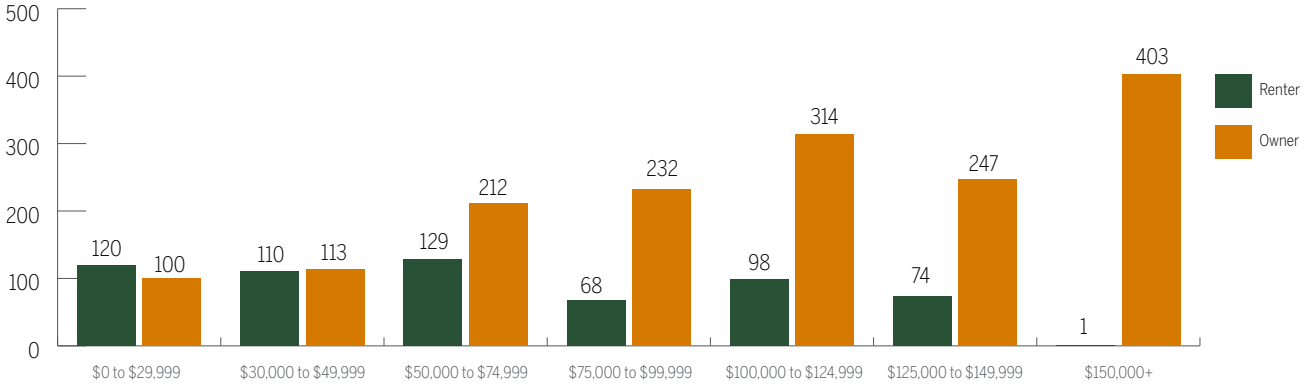
Compounded Annual Growth Rate (Home Sales and Household Incomes)



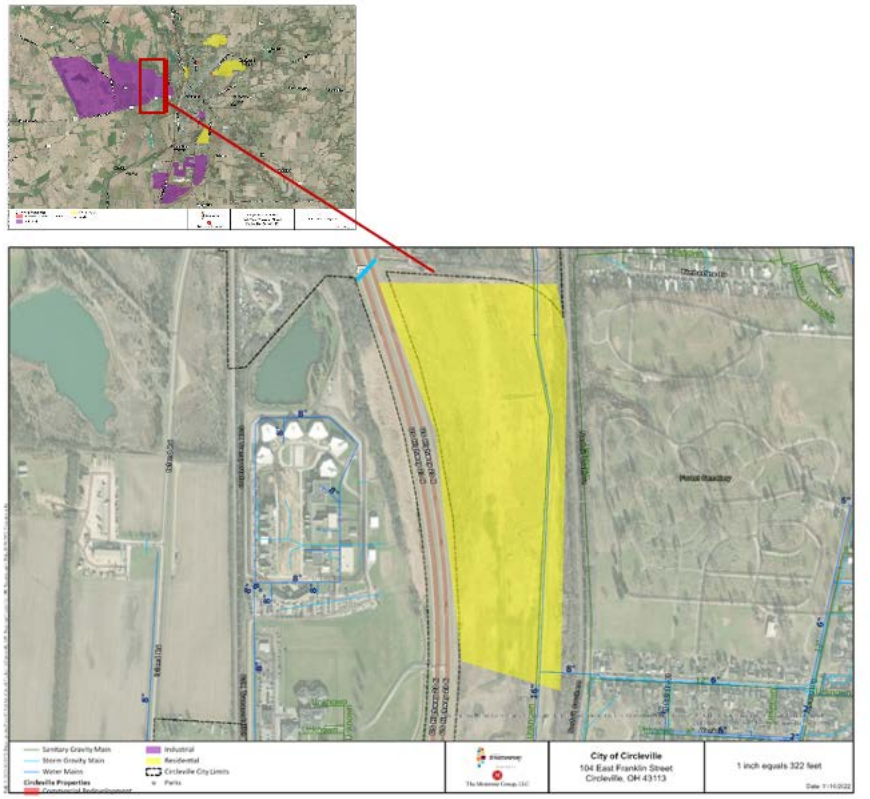
Source: U.S. Census; Vogt Strategic Insights; American Community Survey (ACS); Esri, Inc.; Urban Decision Group; Redfin

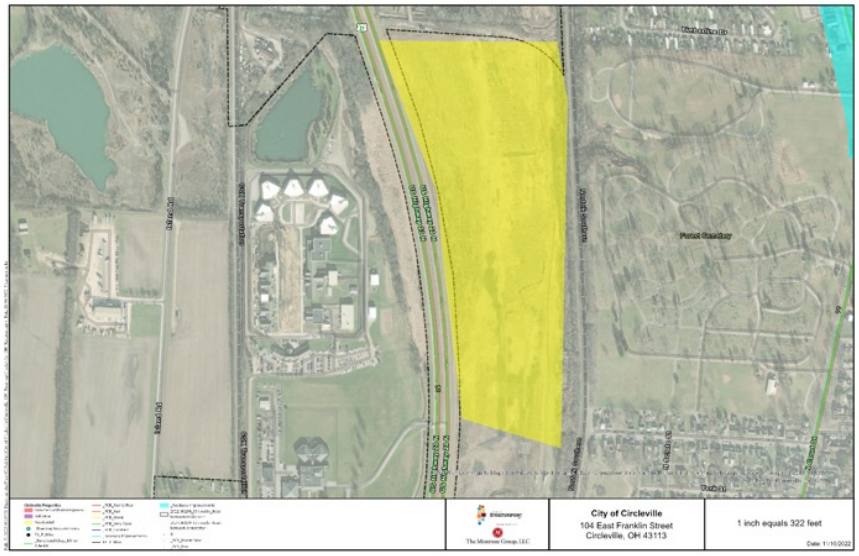
In order to meet the community's housing needs over the next decade, Circleville should focus on targeting sites in complimentary neighborhood locations throughout the city, near adequately sized public infrastructure, to attract residential developers and increase housing stock and housing stock options for existing residents and new residents. As demonstrated in the table below, Pickaway County's housing needs vary by price point. A majority of the housing stock needed in Pickaway County is found at price points below $150,000 for buyers and renters alike; however, the highest demand of a single price point for housing units is in the $150,000+ range. On average, 25% to 37% of a household's income is designated for monthly mortgage or rent expenses. With a median household income of $46,205, as reported by the U.S. Census Bureau's July 1, 2021 data, this translates into a monthly mortgage or rent payment between $962 and $1,425. Based on this median household income and monthly payment range, homes in the $98,500 to $170,000 would be most affordable to Circleville residents. This data projection comports with many of the housing comments received during Listen Sessions, where residents and business leaders noted the need for affordable workforce housing to keep existing residents, have affordable options for young residents, and attract new residents across multiple price points to the community.

Additional Housing Units Needed by Income by 2032 (Based on Compounded Annual Job Growth Trend: 2010-2019)



Source: Vogt Strategic Insights





0 Island Road – 58.29 Acres

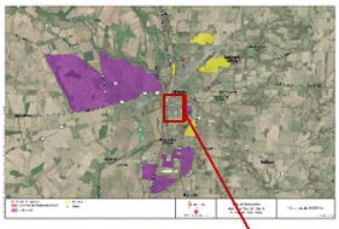
Utility	Provider	Description
Water	City of Circleville	16" line running through the eastern side of the site
Sanitary Sewer	City of Circleville	Unknown line running through the eastern side of the site
U.S. 23	U.S. Department of Transportation	Average Daily Traffic Counts on U.S. 23 – 24,588

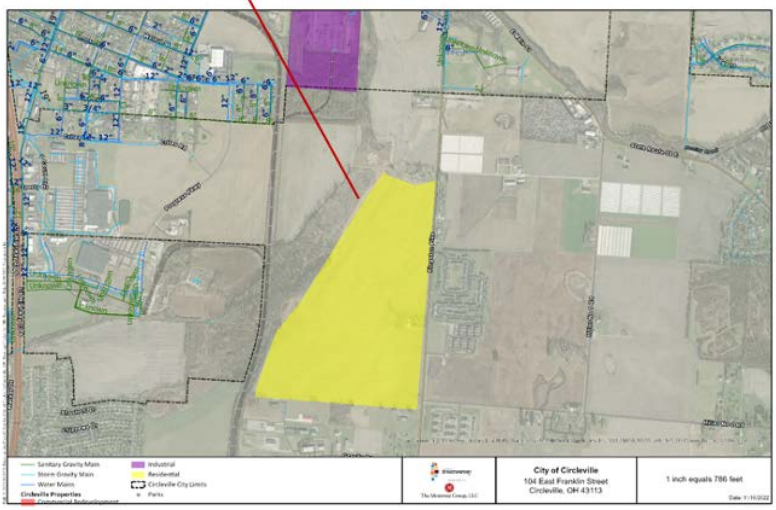
U.S. 23 is located directly east of this site and is in very good condition. A 16" water main is located on the eastern portion of this property. A sanitary line is also located on the east part of the property, but its size is currently unstudied. City staff should consider inspecting this pipe and determine its size and condition before moving forward with any potential developments.

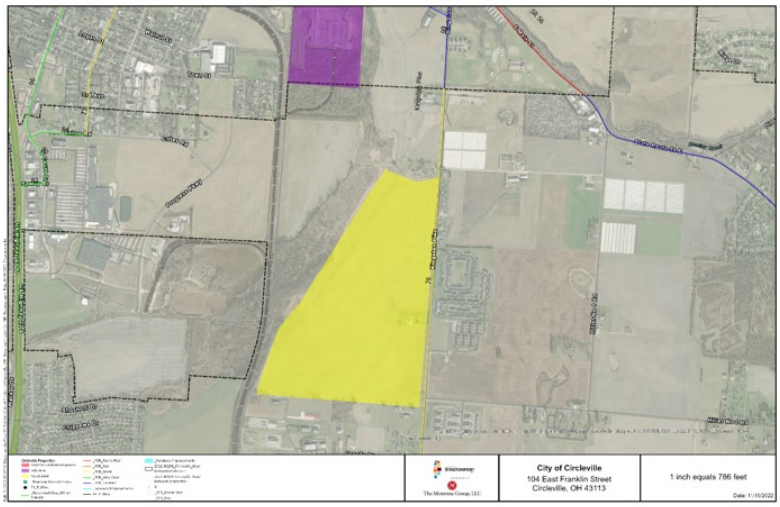
Zoning Review/Recommendation

This site is currently zoned IE, which does not permit residential uses. Given this site's proximity to downtown, surrounding uses (correctional facility and cemetery), and proximity to U.S. 23. This site should be considered a candidate for the new Planned Mixed Use (PMD) district. The district's flexibility would help potential developers figure out how to creatively plan the site with mixed housing and density types. Given this site's location, the district's flexibility would also help develop attainable housing types for Circleville residents.

City of Circleville Residential Development Priority Site #2 – Kingston Pike – 296.97 Acres







Kingston Pike – 296.97 Acres

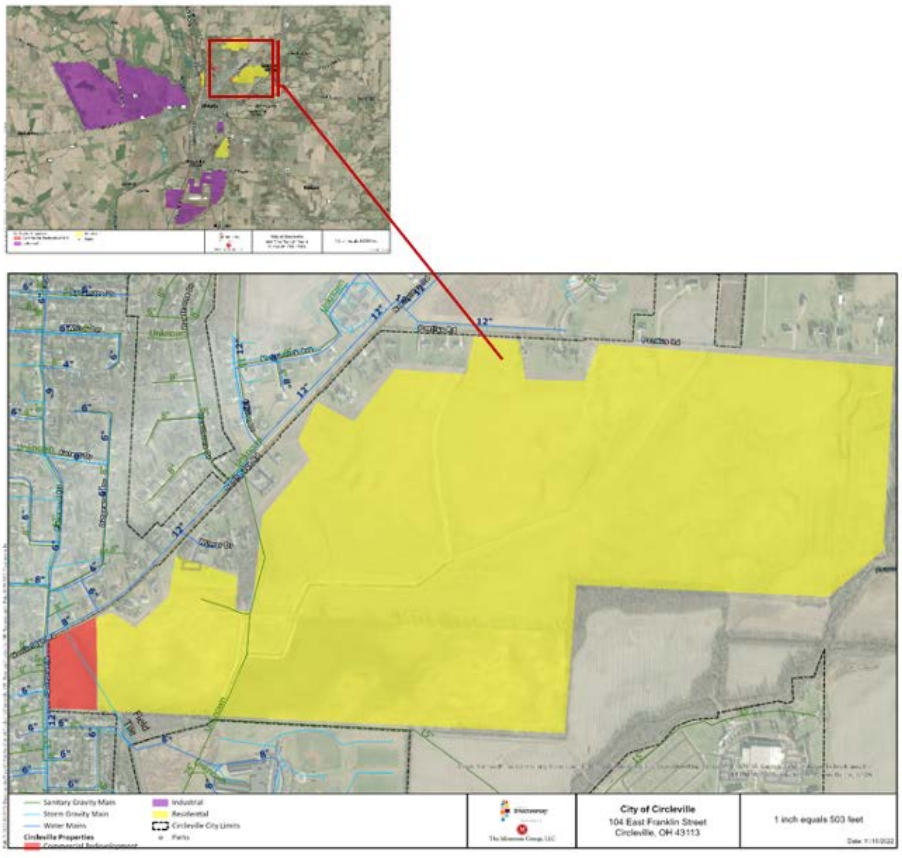
Utility	Provider	Description
Water	City of Circleville	No direct water access
Sanitary Sewer	City of Circleville	No sanitary access
Kingston Pike	U.S. Department of Transportation	Average Daily Traffic Counts on Kingston Pike – 3,125

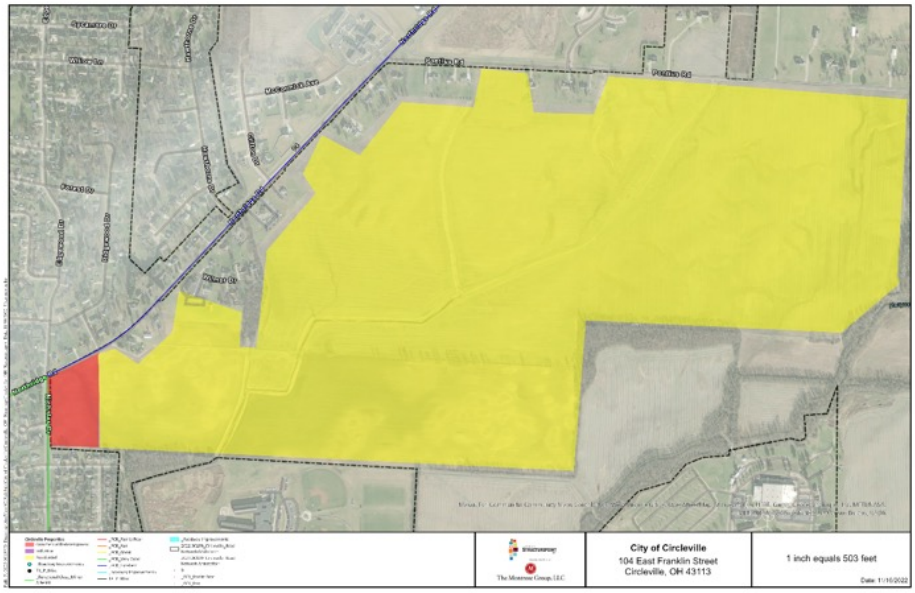
This potential residential development site does not have direct access to utilities. However, both water and sanitary pipes service properties approximately 2,700 feet to the north. The feasibility of running these services on this site will need to be examined in more detail. Roads next to the site are shown to be in good condition and not needing any repairs. Depending on the densities of future development, this road may need to be reconstructed or widened to accommodate increased traffic volumes.

Zoning Review/Recommendation

This property is currently outside the city's limits and will require rezoning when it is ripe for development. City officials should remain flexible with the type of residential development permitted on this property. Medium-density single-family housing would fit, given the densities of surrounding parcels. However, this property is not far from large employers and is directly west of an existing apartment complex. Therefore, permitting some new multi-family units is also appropriate. This plan would recommend that the site be either zoned Medium Density Residential (MDR), Multi-Unit Residential (MUR), or a combination of both to permit various uses.

City of Circleville Residential Development Priority Site #3 – Northridge Rd. & Pontius Rd. – 443.49 Acres





Northridge Rd. & Pontius Rd. – 443.49 Acres

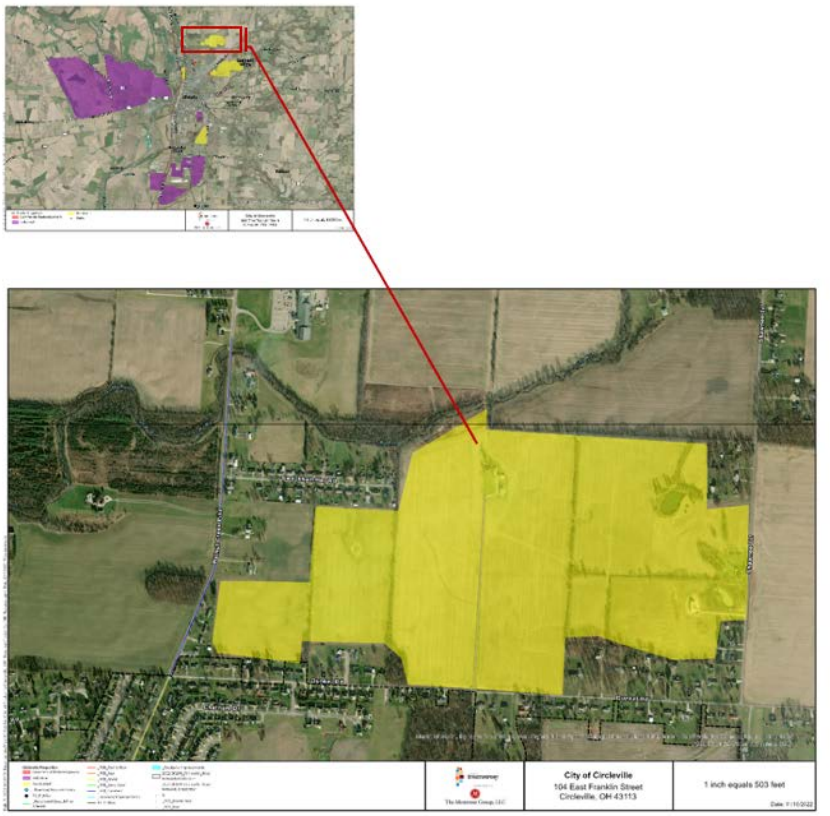
Utility	Provider	Description
Water	City of Circleville	12" water main Northridge Road and Pontius
Sanitary Sewer	City of Circleville	24"/Unknown diameter sewer runs through the site
Northridge Road	U.S. Department of Transportation	Average Daily Traffic Counts on Northridge - 1,790 at Bell Station Road

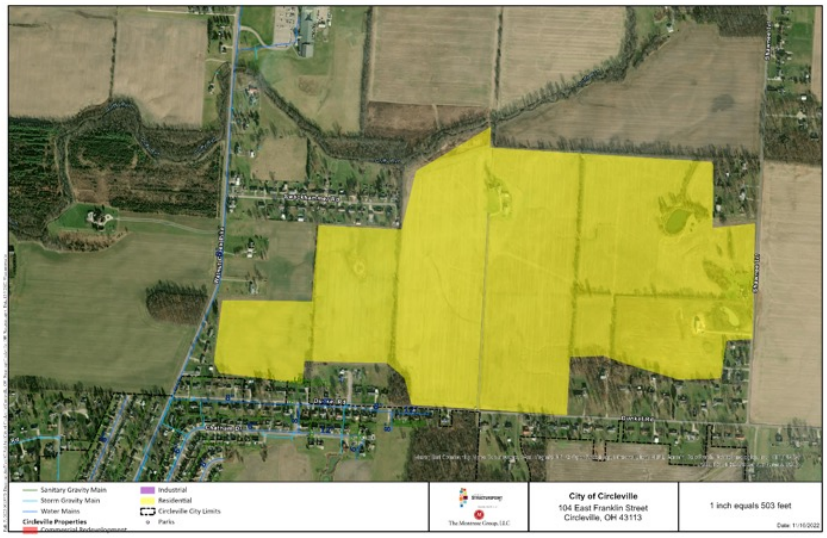
A 12-inch water main is located on the site's north and western boundaries, and a sanitary line runs through the property. The size of this pipe on the site is unknown; however, this line runs into a large 24-inch pipe just to the south of the property, indicating that adequate sanitary infrastructure exists in the vicinity of this site. Collector streets next to the site are in very good or excellent condition.

Zoning Review/Recommendation

This property is currently outside the city's limits and will require rezoning when it is ripe for development. Medium-density single-family housing would fit on this site, given the densities of surrounding parcels and the agricultural character of the area heading east of the site. This plan recommends developing the western 8 acres of this site in the Neighborhood Business District (NB). The west area of this property is located at the intersection of Northridge Road and Nichols Drive, providing good commercial access. Additionally, the site is ideally situated to serve as a small-scale commercial area within walking distance of residential units per the purpose of the NB District.

City of Circleville Residential Development Priority Site #4 – Dunkle Rd. Corridor – 234.25 Acres





Dunkle Rd. Corridor – 234.25 Acres

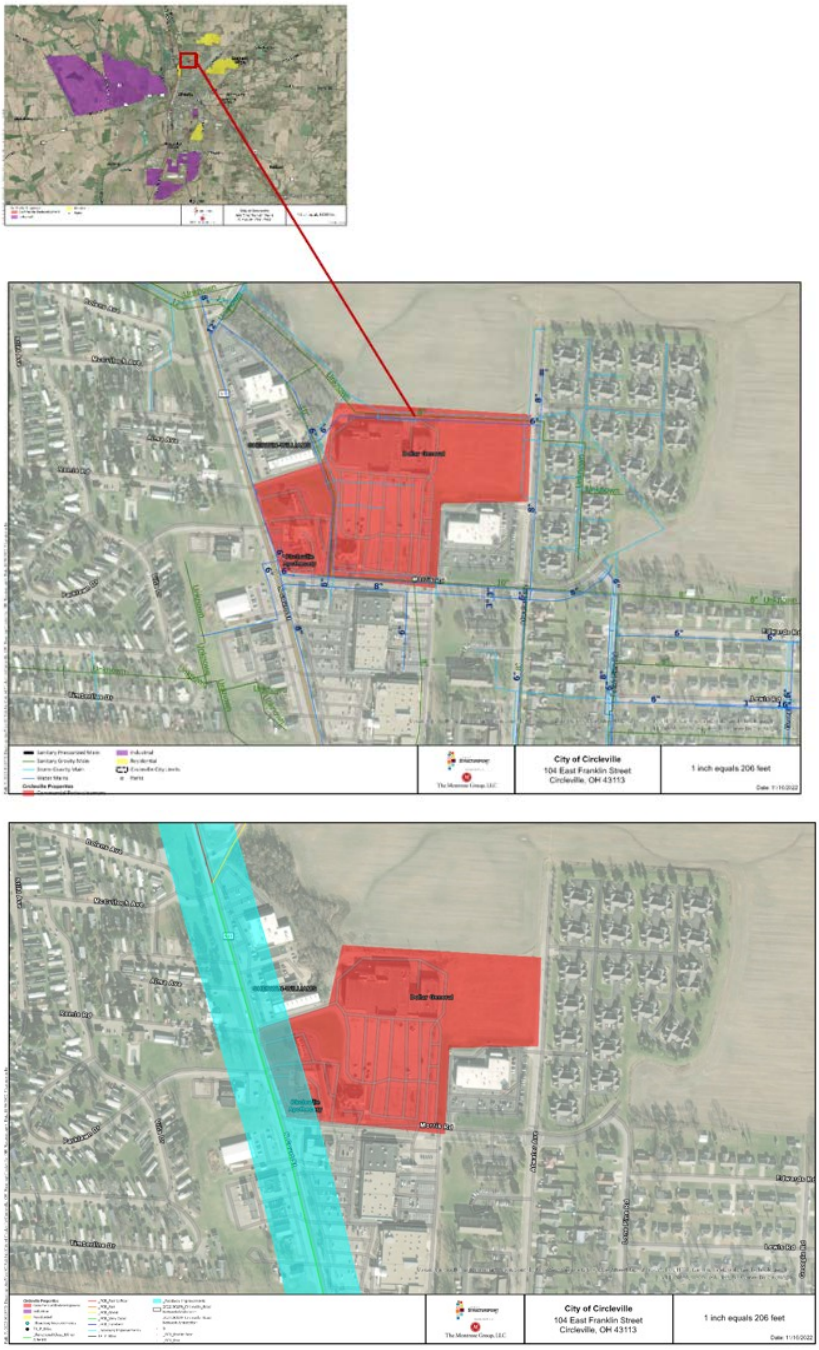
Utility	Provider	Description
Water	City of Circleville	8" water main on Walnut Creek Pike
Sanitary Sewer	City of Circleville	8" sanitary sewer at the southwest corner of the site
Walnut Creek Pike	U.S. Department of Transportation	Average Daily Traffic Counts on Walnut Creek Pike - 3,730

8-inch water mains are located west of the site on Walnut Creek Pike and south on Dunkle Road. Sanitary sewer service is available from an 8-inch line situated at the southwest corner of this location. Walnut Creek Pike is rated in excellent condition immediately west of the site and good as this road heads south towards downtown Circleville.

Zoning Review/Recommendation

This property is currently outside the city's limits and will require rezoning when it is ripe for development. To maintain the agricultural nature of the surrounding area and provide an opportunity for a different home product, this plan recommends the property be zoned as Low Density Residential (LDR) upon annexation.

City of Circleville Residential Development Priority Site #5 – N. Court St. Commercial – 12.76 Acres



N. Court St. Commercial – 12.76 Acres

Utility	Provider	Description
Water	City of Circleville	6" water main on site
Sanitary Sewer	City of Circleville	10" and 8" north and south of the site
N. Court Street	U.S. Department of Transportation	Average Daily Traffic Counts on N. Court Street – 10,660 South of Northridge Road

A 6-inch water main is located on-site and serves existing buildings. Both 10-inch and 8-inch sanitary pipes are located south and north of the property. The site is located east of N. Court Street, rated in very good condition.

Zoning Review/Recommendation

This property is currently zoned General Business (GB). This district is appropriate for the desired uses stated by participants of the public engagement activities (a north-side grocery store). Potential residential development in the area may increase the ability to attract a new grocery store to this site. Therefore, the city may want to look long-term at encouraging the retrofitting of the existing buildings to entice a grocer.

Given shifting trends in consumer behavior and recent grocery store company consolidations, attracting a new grocer may be more of a long-term play. Given this site's proximity to higher-density residential, commercial, and undeveloped green space to the north, the City may also consider rezoning this property to the PMD district. The PMD zoning would create mixed-use redevelopment opportunities that still include commercial uses and a potential mix of housing types. Redevelopment of any site is typically more expensive than greenfield development. Allowing this flexibility will also increase the ability of developers to finance infill construction costs on this property.

The city of Circleville should ensure that the new zoning ordinance and planning documents constantly evolve to ensure that quality aesthetics and land use standards are required for development and ready to promote quality projects.

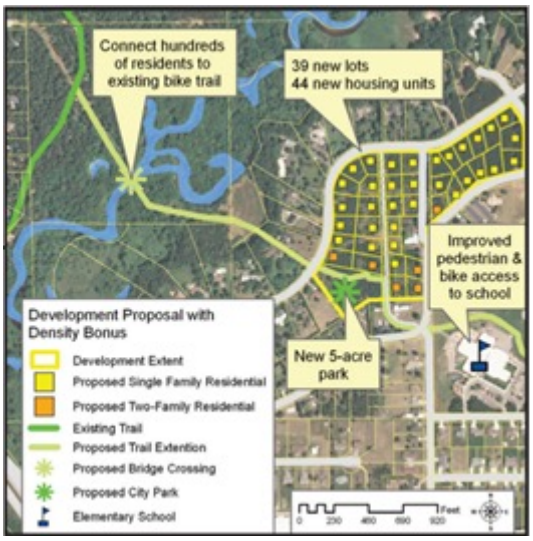
Zoning Review/Recommendations. Given that this current zoning ordinance was rewritten and adopted only three months prior to the completion of this plan, enough time has not passed to identify specific or detailed changes through frequent variance requests or zoning changes for residential properties in Circleville. Most of the ordinance has been updated and consistent with current best practices. However, there are a couple of high-level items that City officials may want to consider in the near term.

Greenspace Credits.

For new residential development, the City's Subdivision Ordinance requires either a greenspace dedication or fee-in-lieu for new park space (discussed in more detail later in this plan). Participants in stakeholder meetings and public engagement activities expressed a desire to continue enhancing Circleville's greenspace and overall quality of life. Considering this preference, review a modification to the code to permit increased density for residential developments that provide more than the minimum greenspace required. Zoning ordinances can approve increases from the base density of the zoning district in exchange for more park space. These ordinances often result in creating more housing lots, larger shared open spaces, and protecting environmentally sensitive areas if appropriately drafted.

While the new PMD district creates some flexibility, this proposed change would apply to all residential developments. The illustrations below showcase how these bonus requirements promote density and green space. Both images show the same property, one with the density bonus applied (left) and one without (right). The density bonus image on the left shows that 39 lots can be created instead of 21. The image on the left also reveals that enough land is left over for a five-acre park site. In addition to providing increased open space and quality of life assets, this zoning approach also increases the number of units a developer can build to recoup the cost of their investment.

Traditional Development Illustration



Greenspace Bonus Development Illustration



Images Source: https://www3.uwsp.edu/cnrp/clue/documents/planimplementation/density_bonus.pdf

Future Land Use Map Update.
Circleville should consider updating its official future land use map to coordinate it with the development site recommendations of this plan. Five out of the seven total sites will need to be reclassified. However, the entire map should be reworked so that the future land use categories are more consistent with the zoning districts found in the new zoning ordinance. Having an up-to-date future land use map gives clear direction for potential developers, so they know what type of development is desirable for a particular parcel. Updating this map will also provide an understanding for future city officials, residents, and corporate citizens as to what types of land uses and intensities they should expect on properties near their homes and businesses. The following five development priority sites in this plan should be reclassified as follows:

- Industrial Development Priority Site #1 – This site does not have a designation on the current future land use map. The map should be updated to designate this as Innovation and Employment.
- Residential Development Priority Site #1 – This site is currently designated as greenspace and would not be consistent with residential development. The property should be reclassified Multi-Unit Residential
- Residential Development Priority Site #2 – This site is currently designated within the Innovation and Employment district and would not be consistent with residential development. The property should be reclassified Medium Density Residential or potentially a mixture of Medium and Multi-Unit Residential.
- Residential Development Priority Site #3 – This site is designated as a mixture of open space agricultural land, religious uses, and medium-density residential. These properties should specify a combination of neighborhood business and residential uses. The update should also indicate that this property may be developed in the Planned Mixed Use District.
- Residential Development Priority Site # 4 – This location does not have a designation on the current future land use map and should be updated to Low Density Residential.

As noted in the tax incentives policy recommendations, the city of Circleville should allow for its citywide Community Reinvestment Area designation to incentivize private residential developers to invest in sites within the city. Should the city look to pursue these priority residential sites, it may need to petition the state of Ohio to expand the citywide CRA designation status to incorporate new parcels into the designated area and ensure residential investments are eligible for this incentive. Additionally, the city of Circleville may offer residential developers tax abatement on single-family homes and properties with less than 4 units to incentivize the construction of new residential units at price points that are attractive and affordable to Circleville's target resident population.

City of Circleville Economic Development Action Plan Tactic #3 – Support downtown redevelopment strategies that aim to redevelop historic properties and vacant sites in the downtown business district, fill retail gaps in the Circleville market, and attract new businesses and visitors to Circleville.



"Downtown" signifies a community's brand or identity; they are the heart of a city and region. Downtowns have historically been a meeting point or regional epicenter for community activity and connectivity for residents, visitors, and prospective residents. The Downtown of any community, whether urban, suburban, or rural, is critical to the economic success of a region as a community's downtown is a center for commerce, arts, historic preservation, entertainment, and mixed-use development opportunities.[xliii] Downtowns are iconic and powerful symbols for a city and often contain the most iconic landmarks, distinctive features, and unique neighborhoods. Given that most downtowns were one of the oldest neighborhoods citywide, they offer rare insights into their city's past, present, and future. Despite decades of development that has often focused on areas outside the Downtown, communities today are witnessing a renaissance of redevelopment activity that is not only seeing new, small business development but is bringing quality of life benefits back into the core of a community.

In today's global economy, with competition between municipalities for jobs and talent, cities must have a shared vision centered on a development plan for their downtown, supporting efforts around policies and programs, quality of life, and strong coalitions between government, non-profit groups, local business, and residents.

The City of Circleville has been successful in establishing mechanisms in the downtown business district that support small businesses and encourage residents and visitors to shop, eat, and recreate. Circleville is home to the Circleville Downtown Business Alliance, a non-profit membership association that represents the arts, retail, restaurants, banking, utilities, city government, and other various types of businesses and individuals, with a common interest in strengthening the downtown area.[xliv] Together, the city and Circleville DBA have established a Downtown Redevelopment District and Designated Outdoor Refreshment Area (DORA) to promote commerce and community.

Create a Circleville Community Entertainment District to support transformational mixed-use development investments in the downtown business district that attract residents and visitors into the downtown and supports downtown commerce activity.

Demand for mixed-use development projects such as downtown redevelopment and talent attraction strategies has led to many regional and national developers to look at growing metropolitan regions and surrounding labor sheds as prime areas to invest. As mixed-use development has grown in popularity in the U.S., the benefits have become harder to ignore. One of the reasons people are drawn to mixed-use projects is because of the amenities they tend to offer. The blending of uses creates an interesting sense of place: there are numerous places to shop, dine, work, live and gather.[xlv] These new "lifestyle centers" bring a touch of city living to suburbs and surrounding labor shed communities like Circleville. They intentionally integrate plazas, parks, and sidewalks that foster interaction among community members and visitors. Developers of these mixed-use "lifestyle centers" typically bring specific retail and restaurant users to help create a vibrant destination that appeals to all walks of life.[xlvi] These mixed-use development projects can serve as an anchor for a community and a mechanism to retain and attract residents in search of more vibrant, walkable neighborhoods that are full of amenities.[xlviii]

To further market downtown Circleville as an attractive location for transformational mixed-use investments, the City should work with existing businesses and landowners in the downtown to establish a Community Entertainment District, which allows for the issuance of certain liquor permits to be issued by the state without passing a ballot initiative. This Community Entertainment District designation could enhance the current availability of liquor permits already in place in the city. Once established, Circleville should use this new Community Entertainment District designation to market downtown redevelopment opportunities to local and regional developers.

Community Entertainment Districts (CEDs) encourage entertainment activity in a concentrated area by creating jobs and supporting revitalization. Under Ohio law, a community entertainment district is a bounded area that includes or will include a combination of entertainment, retail, educational, sporting, social, cultural, or arts establishments within close proximity to some or all of the following types of establishments within the district, or other types of establishments similar to these: (1) Hotels; (2) Restaurants; (3) Retail sales establishments; (4) Enclosed shopping centers; (5) Museums; (6) Performing arts theaters; (7) Motion picture theaters; (8) Night clubs; (9) Convention facilities; (10) Sports facilities; (11) Entertainment facilities or complexes, or; (12) any combination of the establishments that provide similar services to the community. Ohio law limits the number of liquor permits allowed within a jurisdiction (by type of permit) based on the population of the jurisdiction. The type of permit most often used by full service restaurants that wish to serve beer, wine, and mixed drinks is known as a D-5 permit. The number of D-5 permits a community can issue typically depends on a number of factors, including population. As the supply of such permits becomes constrained, the cost and availability of permits can become an impediment to the establishment of new restaurants.

A Community Entertainment District (CED) allows for the issuance of D5-J liquor permits to be issued by the Ohio Department of Commerce, Division of Liquor Control, without having to go to the ballot to get approval. CED statutory provisions recognize the important role played by D-5 type restaurants in helping to activate and draw customers to these mixed-use environments and thereby contributing to their economic success and the success of a city.

Process to establish a Community Entertainment District

A Community Entertainment District must be established by a municipality through legislation in accordance with ORC Section 4301.80, but the Mayor of the municipality must receive an application to establish the CED from a property owner in the proposed district. The steps to establish a CED are as follows:

1. Any owner of property located in a municipal corporation seeking to have that property, or that property and other surrounding property, designated as a community entertainment district shall file an application seeking this designation with the mayor of the municipal corporation in which that property is located.
2. The application must contain:
    a. The applicant's name and address.
    b. A map or survey of the proposed community entertainment district in sufficient detail to identify the boundaries of the district and the property owned by the applicant.
    c. A general statement of the nature and types of establishments that are or will be located within the proposed community improvement district that meet the requirements of the CED and any other establishments located in the proposed community entertainment district that do not meet those requirements.
    d. If some or all of the establishments within the proposed community entertainment district have not yet been developed, the proposed time frame for completing the development of these establishments.
    e. Evidence that the uses of land within the proposed community entertainment district are in accord with the municipal corporation's master plan.
    f. A certificate from a surveyor or engineer licensed indicating that the area encompassed by the proposed community entertainment district contains no less than twenty contiguous acres
    g. A handling and processing fee to accompany the application, payable to the municipal in an amount determined by that municipal corporation or township.
3. Within 30 days of receiving the application the Mayor must make a recommendation to the municipality's legislative body on how to proceed with the application.
4. Within thirty days after it receives the application and the mayor's recommendations, the municipality's

legislative body, by notice published once a week for two consecutive weeks in one newspaper shall notify the public that the application is on file in the office of the clerk of the municipality and is available for inspection by the public during regular business hours.

5. Within seventy-five days after the date the application is filed with the mayor, the legislative authority of the municipal corporation by ordinance or resolution shall approve or disapprove the application based on whether the proposed community entertainment district does or will substantially contribute to entertainment, retail, educational, sporting, social, cultural, or arts opportunities for the community.
6. If the municipality's legislative body disapproves the application, the applicant may make changes in the application to secure its approval by the legislative body.

D-5j liquor permit provisions in a CED

1. Permit D-5j may be issued to the owner or the operator of a retail food establishment or a food service operation licensed under ORC 3717 to sell beer and intoxicating liquor at retail, only by the individual drink in glass and from the container, for consumption on the premises where sold and to sell beer and intoxicating liquor in the same manner and amounts not for consumption on the premises where sold as may be sold by the holders of D-1 and D-2 permits. The holder of a D-5j permit may exercise the same privileges, and shall observe the same hours of operation, as the holder of a D-5 permit.
2. The D-5j permit shall be issued only within a community entertainment district that is designated under ORC section 4301.80, described above.
3. For liquor permits to be issued in a CED, the CED must meet one of the following provisions:
    a. It is located in a municipal corporation with a population of at least one hundred thousand.
    b. It is located in a municipal corporation with a population of at least twenty thousand, and either of the following applies:
        i. It contains an amusement park the rides of which have been issued a permit by the department of agriculture under Chapter 1711. of the Revised Code.
        ii. Not less than fifty million dollars will be invested in development and construction in the community entertainment district's area located in the municipal corporation.
    c. It is located in a township with a population of at least forty thousand.
    d. It is located in a township with a population of at least twenty thousand, and not less than seventy million dollars will be invested in development and construction in the community entertainment district's area located in the township.
    e. It is located in a municipal corporation with a population between seven thousand and twenty thousand, and both of the following apply:
        i. The municipal corporation was incorporated as a village prior to calendar year 1880 and currently has a historic downtown business district.
        ii. The municipal corporation is located in the same county as another municipal corporation with at least one community entertainment district.
    f. It is located in a municipal corporation with a population of at least ten thousand, and not less than seventy million dollars will be invested in development and construction in the community entertainment district's area located in the municipal corporation.
    g. It is located in a municipal corporation with a population of at least three thousand, and not less than one hundred fifty million dollars will be invested in development and construction in the community entertainment district's area located in the municipal corporation.
4. D-5j permits issued in a CED can only be transferred within the boundaries of the CED and cannot be transferred to a location outside of the CED.
5. Not more than one D-5j permit shall be issued within each CED for each five acres of land located within the district.
6. Not more than fifteen D-5j permits may be issued within a single community entertainment district.
7. A CED can be no more than 75 contiguous acres but not less than 20 contiguous acres.
8. No quota restrictions shall be placed upon the number of D-5j permits that may be issued.
9. The fee for a D-5j permit is two thousand three hundred forty-four dollars.

The city of Circleville has a population of 14,106 and would be eligible to establish a CED based on section 3.f. above should an investment, or combination of investments, exceeds $70 million.

The mixing of various uses, as established within the ORC definition of a CED, is consistent with what is typically encouraged for the creation of vibrant, mixed-use environments. The statutory provisions recognize the important role played by D-5 type restaurants and establishments in helping to activate and draw customers to these mixed use environments and thereby contributing to their economic success. The establishment of a CED creates a new, geographically limited allocation of permits that are, in most ways, comparable to the D-5 permit and is a tool the city of Circleville can use to attract new establishments to the downtown.

Promote existing Circleville incentives to attract development interest in transformational mixed-use investments in the downtown business district that attract residents and visitors into the downtown and supports downtown commerce activity.

State and local tax incentives have long been an essential factor in the attraction, retention, and growth of businesses in communities throughout the United States. Incentives play a key role in economic development activities and, if used effectively, can boost growth in a specific area or neighborhood in a community or build businesses in certain targeted industries. These incentives come in different forms to deliver business assistance, including credits, rebates, and exemptions for certain tax liabilities. Utilization of existing Circleville incentives will be a major factor in attracting developers and new companies of all sizes. Circleville is unique in that it has established two citywide incentive programs that should be aggressively promoted to potential developers and businesses – Circleville Economic Growth Initiative and Circleville CRA City-Wide program.

Circleville Economic Growth Initiative. The mission of the Economic Growth Initiative is to encourage economic growth in the City of Circleville. The core objective of the program is to promote and expand the economic growth and vitality of the City of Circleville.[xlviii] Growth will be achieved by focusing on new growth through business retention and/or expansion efforts and new business recruitment to the City of Circleville. The Economic Growth Initiative consists of two (2) cash-based programs for enterprises that are expanding or relocating within the City of Circleville. These initiatives consist of a "Job Creation Incentive Program" and the "Net Profit Tax Incentive Program."

Job Creation Incentive Program. The mission of the Job Creation Incentive Program is to expand the tax base of the City of Circleville by creating jobs for City residents and making the City competitive within the State of Ohio and the region. Through this program, the City of Circleville shall provide a yearly payment to an enterprise up to 75% of the employee's 2.5% income tax withholdings that are paid to the City of Circleville. An enterprise must relocate new jobs to the City of Circleville or create "net new jobs." The term of this incentive shall not exceed five (5) years.[xlix]

Basic Eligibility Requirements:

1. Eligible enterprises include new or existing businesses within the City of Circleville.
2. Enterprise must create or relocate a minimum of ten (10) "net new full-time jobs."
3. "Net new full-time jobs" must be from new or existing enterprises relocating or expanding within the City of Circleville.
4. Applicant must apply for the incentive prior to expanding the business, signing a lease, constructing a new facility, annexing or purchasing a building within the City of Circleville.
5. Only enterprises creating net new full-time jobs paying 175% of the Federal minimum wage are eligible for the credit.
6. Enterprise must invest grant dollars received from the program into local capital Investment, workforce development, or local infrastructure.[l]

Guidelines for Rate and Term of Credit:

1. Creating 10-25 "net new jobs"; 25% for three (3) years.
2. Creating 26-75 "net new jobs"; 50% for five (5) years.
3. Creating more than 75 "net new jobs"; 75% for five (5) years.[li]

Net Profit Tax Incentive Program. The mission of the Net Profit Tax Incentive Program is to expand the City's tax base by recruiting new businesses to the City. Any enterprise that relocates to the City of Circleville will be eligible for a yearly payment of up to 75% of the "net profits tax" paid to the City of Circleville.[lii] The term of this incentive shall not exceed five (5) years.

Basic Eligibility Requirements:

1. Only enterprises that are relocating to the City of Circleville are eligible for this program.
2. The program shall be limited to employers that are subject to the City of Circleville's
2.5% net profit income tax.
3. Enterprise must relocate a minimum of ten (10) new full-time jobs to the City of Circleville.
4. Applicant must apply for the incentive prior to signing a lease, constructing a new facility, annexing, or purchasing a building within the City of Circleville.
5. Only enterprises creating net new jobs paying 175% of the Federal minimum wage are eligible for the credit.
6. Enterprise must invest grant dollars received from this program into the local capital investment, workforce development, or local infrastructure.[liii]

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2. Creating 26-75 "net new jobs"; 50% for five (5) years.
3. Creating more than 75 "net new jobs"; 75% for five (5) years.[liv]

Circleville City-Wide Community Reinvestment Area (CRA). In August 2011, the Circleville CRA City-Wide designation was approved by the Ohio Department of Development.[lv] This Circleville CRA City-Wide designation is a pre-1994 designation and, as detailed previously, allows counties and municipalities to designate areas of its community for real property tax abatement for the remodeling of existing structures and the construction of new structures. The program is regulated by the Ohio Revised Code, sections 3735.65 to 3735.70. The tax abatement provided under the CRA program exempts from taxation the assessed value of a new structure or the increase in the assessed value of a structure that has been remodeled. The program does not provide an exemption from taxation of the increase in the value of the land underneath the new structure or remodeled structure, nor does it allow for the exemption from taxation of existing taxes on the tax duplicate. The CRA program allows for an exemption of up to one hundred percent (100%) of real property taxes for a period not to exceed fifteen (15) years. The county or municipality offering the CRA tax abatement must seek the approval of the board of education to offer the tax abatement for an exemption greater than fifty percent (50%). The CRA tax abatement can be offered to commercial and industrial remodeling with a minimum $5,000 investment for up to twelve (12) years, up to fifteen (15) years for commercial and industrial new structures, up to ten (10) years for residential properties with less than two units with at least a $2,500 investment, up to twelve (12) years for residential remodeling of more than two (2) units with at least a $5,000 investment, and up to fifteen (15) years for residential new construction.

Circleville Downtown Redevelopment District (DRD). Circleville has established a Downtown Redevelopment District (DRD) program that serves as a critical tool for municipalities in Ohio to use for redeveloping important historical structures. Downtown Redevelopment Districts work like Tax Increment Financing in that they capture new growth in property taxes in a defined 10-acre district continuous to a certified historic structure. Unlike a TIF that is generally restricted to public infrastructure improvements, a DRD can be used to redevelop the historic building, encourage economic development in commercial, mixed-use and residential areas, build public infrastructure or fund local economic development groups associated with the projects as defined within Circleville's DRD Economic Development Plan.

Under the DRD program, Circleville can exempt up to 70% of the increase in assessed value of the qualified parcels within the DRD for up to 10 years. In certain instances, the exemption may extend out to 30 years with the consent of the affected school district and may require owners receiving tax exemptions within the DRD to make PILOT payments (payments in lieu of taxes). These PILOT payments are then directed as financial resources back into the District to advance its Economic Development Plan objectives. DRD's can also choose to impose redevelopment charges on properties, which are imposed as a lien on the property and may be collected in the same manner as real property taxes by the County Auditor. Redevelopment charges are considered a covenant on the property and are transferrable and binding on future owners of the land. These redevelopment charges can be collected in a variety of manners, including: as a fixed dollar amount; calculated on the basis of the assessed valuation of the property; or calculated on all or part of the profits, gross receipts, or other revenues of a business operating on the property, including lease revenues.

In December 2016, the Everts Downtown Redevelopment District (DRD) was established by Circleville City Council through Ordinance 12-68-2016 with a term length of 10 years.[lvi] The Everts DRD includes parcels located along East Mill Street, Corwin Street, S. Pickaway Street, and South Court Street.[lvii] In December 2019, City Council created four additional DRD districts (East Main Street-DRD 1, Court Street-DRD 2, West Main Street-DRD 3, and Franklin Street-DRD 4) through Ordinance 12-64-2019 with a term of 30 years.[lviii]



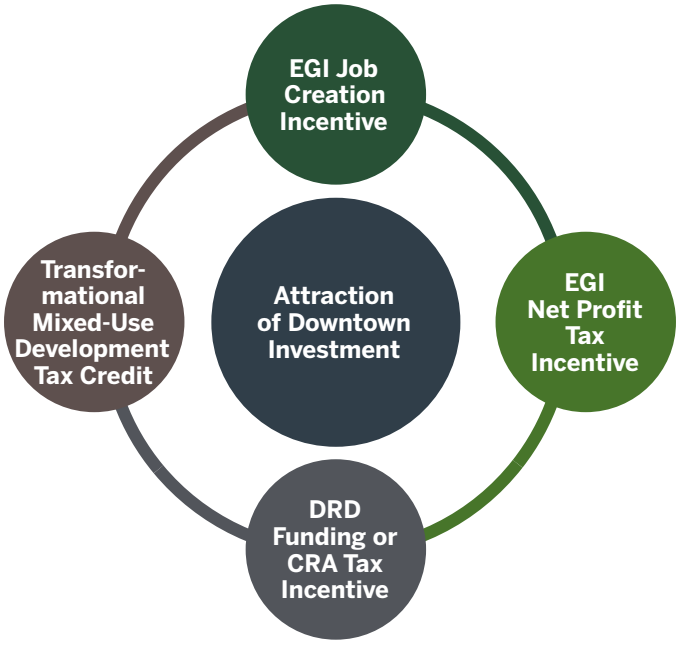
Source: City of Circleville 2019 Record of Ordinances

DRD funds are to be used for improvements to property and catalyze downtown economic development, job creation, property improvement, and retaining the city's distinctive residential and commercial architecture. A DRD Operating Committee was formed in December 2019 and is tasked with (A) reviewing all applications requesting funds from the DRD Fund and (B) presenting an annual report to the Circleville City Council on Circleville's DRD.[lix]

Circleville should ensure the DRD designation remains an active designation with the Ohio Department of Development through the filing of the DRD annual report, which requires a community to provide an update on projects, PILOT payments, a description of expenditures and financing to eligible DRD activities, and a quantitative report on the economic impact of DRD-related activities.

Ohio Transformational Mixed-Use Development Program. The State of Ohio Transformational Mixed-Use Development (TMUD) program provides $100M in insurance premium tax credits for the state fiscal years 2020-2023. TMUD creates a nonrefundable credit of 10% of the development costs or 10% of an insurance company's capital contribution and permits unclaimed credit amounts to be carried forward for up to five years. The Ohio TMUD program awards $80M for projects within a major city (100,000 or more in population) that exceeds $50 million, including the renovation, rehabilitation, or construction of at least one new or previously vacant building; is 15 stories in height; or is at least 350,000 sq. ft.; or is a project which creates $4 million in annual payroll, and $20M for projects not within a major city (100,000 or more in population) the project includes at least one new or previously vacant building that is two or more stories in height; or is at least 75,000 sq. ft. TMUD sets aside a cap of up-to $100 million per fiscal year, with no more than $40 million going to a single project and divides the overall $100 million between large city and small city projects, $80 million for large cities and $20 million for small cities. Based on the population and location of the city, eligible applicants in Circleville would qualify for the small city project category.

The location of a downtown investment will dictate the type(s) of incentives that can be used to support a project. Investments made in the Evert DRD district over the 10-year period of 2020-2030 will have 70% of new tax revenues diverted into the Evert DRD Fund and can be used to invest in improvements made to historic and non-historic properties. Projects located in any of the remaining DRDs can apply for respective DRD funds to invest in property improvements over the 30-year period the DRD funds are in place. Project investments taking place after the expiration of the DRDs can apply for a Circleville CRA City-Wide tax abatement for new, real property improvements for a period of up to 15 years, depending on the investment being made. For large-scale, transformational mixed-use investments, Circleville should support private developer applications to Ohio's Transformational Mixed-Use Development Tax Credit program and support validating the direct and indirect economic impacts a transformational project will have at the project site and surrounding community. New business investments that create jobs and net profit taxes in the city of Circleville should apply for incentives through the Economic Growth Initiative program. This Economic Growth Initiative incentive program can be combined with the Circleville DRD or Circleville CRA City-Wide programs.



City of Circleville Economic Development Action Plan Tactic #4 – Continue to enhance the overall "quality of place" in the city by fostering programs and efforts that build on existing assets, such as the City's park system, trails, downtown assets, and events and shows.

"Quality of life" in a general sense means how individuals perceive their state of well-being or overall enjoyment of life.lix This concept encompasses a variety of factors, such as commute time, crime rates, cost of living, etc. (many of which were discussed earlier in this plan). In addition to these city-wide factors that touch many facets of a resident's daily life, in recent years, what we call "quality of place" has become a significant part of the decision-making process for any community's business attraction strategy. In the past decade, talent competition has become a big issue for all businesses. Companies are interested in more than incentives but the ability to attract a skilled labor force by ensuring that workers want to live in their community of choice. According to the Brookings Institute:

> "Our research on smaller communities has found that community amenities such as recreation opportunities, cultural activities, and excellent services (e.g., good schools, transportation options) are likely bigger contributors to healthy local economies than traditional "business-friendly" measures. Smaller places with a higher quality of life experience higher employment and population growth than similarly situated communities, including those that rank high by traditional economic competitiveness measures."[lx]

Quality of place deals specifically with the physical spaces and programs that directly enhance the lives of residents. Physical spaces mainly refer to formal parks and open areas that provide access to nature. Trails are another essential component as they create alternate forms of transportation and opportunities for physical activity. Other examples are small informal gathering spaces and outdoor dining venues.

Programming refers to the events, shows, concerts, educational activities, etc., that bring a community together. These include large-scale annual events (the Pumpkin Show) or smaller-scale local-based frequent events, such as food truck Fridays, wine walks, and local theater productions.

Most importantly, to achieve a highly-valued quality of place, communities should provide a variety of physical and programming amenities.

Continue to invest in the City's park system with updates to existing amenities, new park facilities, trails, and the repurposing of specific sites into new park sites.

Parks and recreational amenities are a staple of quality of place initiatives provided by local governments. Creating these activities and open space assets is vital to attract new companies and workforce. Just as crucial, these facilities are equally essential for existing residents. According to the NRPA, "More time spent in parks and green spaces can help individuals fight against mental health issues like depression, anxiety, and stress. Making sure that all people have access to parks and outdoor programming is a critical way to increase these positive effects on your community's health and quality of life."lxi

This report examined the number of acres of park per 1,000 residents in Circleville. In 2022, Circleville had 9 acres of parkland per 1,000 residents. For comparison, communities nationwide with a similar population provided a median value of 10.4 acres of park space per 1,000 residents. Communities in the lowest quartile of the NRPA metrics averaged 5.2 acres. Circleville has done well to continue to provide open space for its residents. Considering potential new residential development, Circleville should seek to preserve this ratio and ensure the parks system does not get overburdened and that the City remains competitive for talent attraction purposes. The purchase and conversion of the athletics fields behind the Everts property is a good start toward achieving these goals. The former elementary school property on Atwater Avenue represents another opportunity to convert a former quasi-public open space into a permanent facility for local citizens.

Land and Water Conservation Fund (LWCF) Grants. The Ohio Department of Natural Resources (ODNR) administers the LWCF grant program. This grant program utilizes federal funding from the National Park Service issued to the state and decides how much is distributed to local governments each year. The program provides up to 50 percent reimbursement assistance for local governments to acquire, develop, and rehabilitate recreational areas. To be considered for grant assistance, the project must align with the priorities established in the Statewide Comprehensive Outdoor Recreation Plan (SCORP). The preferences may include new parkland, rehabilitation facilities, new amenities, or even programming.



Image Source: https://ohiodnr.gov/static/documents/real-estate/2018_SCORP_Appendices.pdf

To apply for the grant, the City must have the application submitted by November 15 of each year and meet the following criteria:

- Maximum Project Award $500,000
- Minimum Project Award $50,000
- Required Match 50 percent

Land acquisition for open space provision is one of the activities eligible for LWCF grants.

Trails. Multiple parks in Circleville's system have internal or looping nature trails and walking paths. Mary Virgin Crites Hannan Park has a paved perimeter trail and a nature trail. Renovation plans for Ted Lewis and Barthelmas Parks show perimeter trails to provide new resources for residents. However, a trail system throughout the city to connect areas of interest was not readily available. The Roundtown Trail has started to create this system with trails connecting the YMCA, public school campuses, and Ohio Christian University campus.

Another important step that Circleville has taken is requiring multi-use paths and Sidewalks for new development adjacent to an arterial or collector road. Per Section 1145.05.C:

> "Multi-Use Path and Sidewalks: All Arterial and Collector Roads in all Districts except NB, DB, and HOD shall have either a 10-foot multi-use path or a five (5) foot sidewalk. The Service Director will determine if the multi-use path or sidewalk is more appropriate based on area conditions and existing infrastructure connections. Sidewalks shall be required along Arterial and Collector Roads in the NB, DB, and HOD and for all new construction along local roads in all districts. Curb ramps and crosswalks shall be installed per the American Disability Act requirements. Multi-use paths and sidewalks must be constructed within the road right-of-way or an easement designated for such public use."

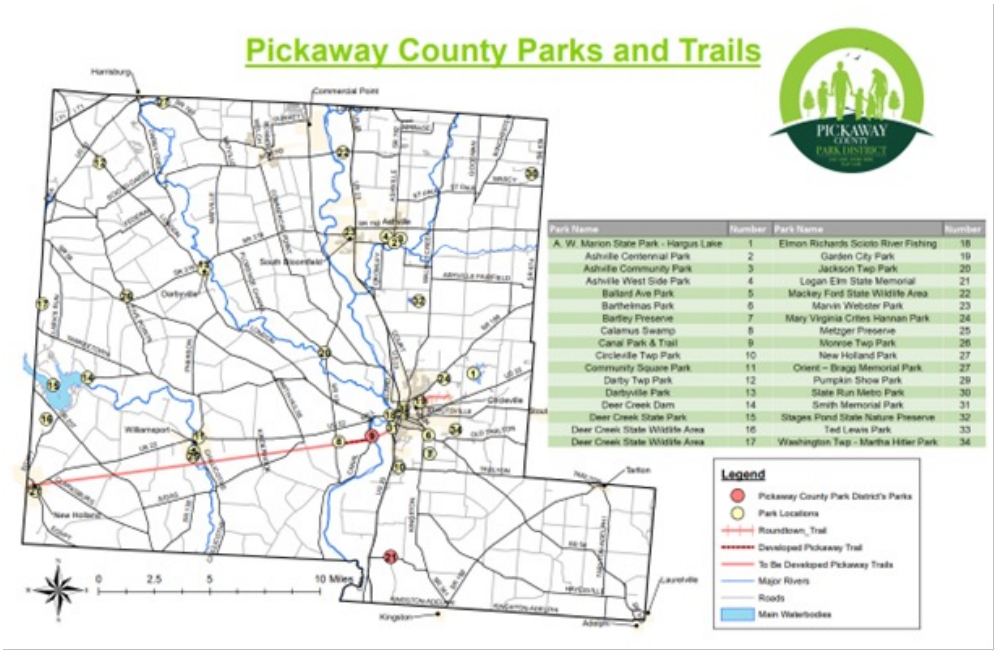
This code requirement will help create trails for new development sites. Still, a more extensive trail plan may be necessary to plan for connections to existing points of interest, such as downtown, the county fairgrounds, employment centers, etc. Some communities have employed the concept of Trail-Oriented Development (TrOD). TrODs aims to provide a network of local business and housing choices connected within a web of safe

and enticing trails.lxii The Monon Trail in downtown Carmel, Indiana, is an example of a built-out TrOD. As shown in the picture below, the Monon Trail is the focal point of redevelopment through downtown Carmel and centers in the Arts District. This trail serves as a primary catalyst for downtown redevelopment. The success of this approach is now spreading beyond the properties adjacent to the trail into older industrial areas, leading to the creation of new mixed-use redevelopment and the attraction of new residents and businesses.



As younger generations become a higher percentage of the workforce, this is one amenity they strongly desire, and it is a good practice to attract new residents. According to the National Association of Home Builders, "Trails are the No. 1 amenity potential homeowners cite when asked what they would like to see in a new community, ahead of public parks and outdoor pools." Trails connecting major amenities can help promote revitalization, increase property values, and attract a new workforce.lxiii More importantly, in the increasingly competitive world of attracting new businesses and residents, projects similar to these are a way to stand out from communities in the region with similar goals. The fact that bicycle parking spaces are required in the Planned Mixed-Use Development District indicates that Circleville is already thinking along these lines.

Another essential dynamic is to connect future Circleville trails with the more extensive planned regional trail system being developed by Pickaway County. As shown on the Pickaway County Parks and Trails Map below, the County has created a path just west of the city's corporate limits and helped create the Roundtown Trail. They also have plans to continue the Pickaway trail further west in the county. Multiple stakeholder groups stated their desire to foster more connections to these trails and partnerships with the County's park system. Creating a combined trails system is a logical first step, enhancing the region's attractiveness for new workforce and businesses.



Park Name	Number	Park Name	Number
A. W. Marion State Park - Hargus Lake	1	Elmon Richards Scioto River Fishing	18
Ashville Centennial Park	2	Garden City Park	19
Ashville Community Park	3	Jackson Twp Park	20
Ashville West Side Park	4	Logan Elm State Memorial	21
Ballard Ave Park	5	Mackey Ford State Wildlife Area	22
Barthelmas Park	6	Marvin Webster Park	23
Bartley Preserve	7	Mary Virginia Crites Hannan Park	24
Calamus Swamp	8	Metzger Preserve	25
Canal Park & Trail	9	Monroe Twp Park	26
Circleville Twp Park	10	New Holland Park	27
Community Square Park	11	Orient – Bragg Memorial Park	27
Darby Twp Park	12	Pumpkin Show Park	29
Darbyville Park	13	State Run Metro Park	30
Deer Creek Dam	14	Smith Memorial Park	31
Deer Creek State Park	15	Stages Pond State Nature Preserve	32
Deer Creek State Wildlife Area	16	Ted Lewis Park	33
Deer Creek State Wildlife Area	17	Washington Twp - Martha Hitler Park	34

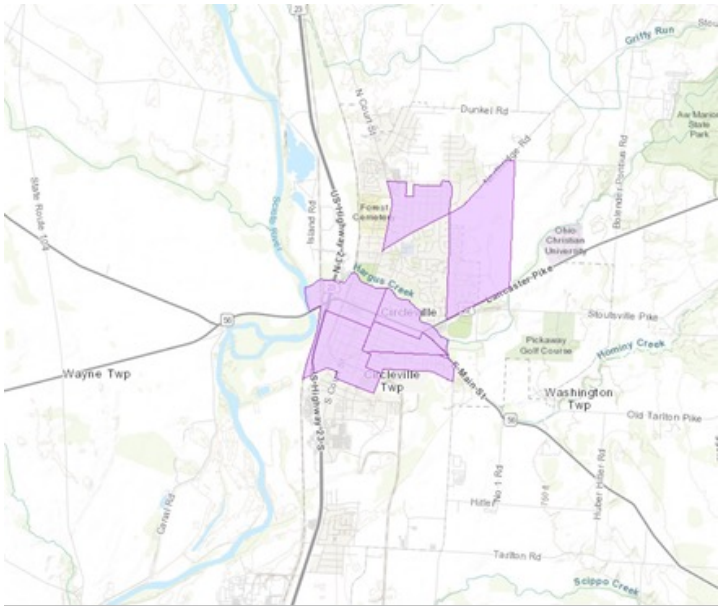
Trails Grants. The ODNR manages two grant programs that assist with trail creation.

The Recreational Trails Program offers municipalities funding to help develop urban trail linkages, trailhead and trailside facilities, maintenance and damage restoration, ADA access, acquisition of easements and property, development and construction of new trails, and purchase and lease of recreational trail construction projects. The grant requires that the applicant have matching funds for 20 percent of the grant amount with a potential maximum of $150,000.

The Clean Ohio Trail Fund funds land acquisition, new trail, or connector construction and may assist with engineering and design costs (on a case-by-case) basis. The state will reimburse up to 75 percent of eligible expenses, with an applicant match of 25 percent required.lxiv

According to the ODNR website, "Increasing the number of trails and trail access in underserved communities is a priority for the State of Ohio." The site also includes a map showing areas with high need/demand for more trails. The map below shows that several neighborhoods in Circleville are considered in need of more trails.

Map of Circleville Areas Considered in Need of More Trails per ODNRlxv



Parks and Recreation Master Planning. While not a requirement to receive LWCF funding, Circleville should consider drafting a parks and recreation master plan. This plan created an initial framework for a parks and recreation master plan by conducting an inventory of all City owned facilities. The purpose of a parks and recreation master plan is to not only analyze existing assets but also seek input from the community to discover where residents feel where and what type of new facilities are needed. By creating this plan, City officials can align funding priorities with the constituents' desires. Additionally, through this type of effort, the City can develop a list of priority projects that align with SCORP to help attain LWCF grant funding.

Park Impact Fee. Section 1214: Parkland Dedication and Open Space, of the Ohio State Statutes permits local municipalities to require the dedication of new park space or a pre-determined fee-in-lieu amount if open space is not feasible as part of the development. Chapter 1193, Section 13, "Public Sites and Open Space" of Circleville's Subdivision Ordinances require this dedication for new residential units. The current rate is set at $200 per unit. Given the recent increases in the costs of materials, land, equipment, and labor, the City should consider reviewing this fee amount to determine if the current per-unit fee is adequate.

Become an eventful city by creating a pathway for local non-profit agencies and business owners to sponsor, host, and facilitate a variety of weekly and monthly events.

One item repeated during this plan's engagement effort by multiple individuals was the community's desire for more "things" to do on Friday and Saturday nights. Whether it was events for adults or young adults, a theme emerged that more activities would be welcome in the community.

In the traditional sense, the city of Circleville and its partner agencies host several events, such as the Pumpkin Show, Holiday Open House and Cookie Walk, and 5-K races. While these are essential to any community's quality of place, they usually last a few days or possibly one week out of the calendar year. These types of large undertakings typically require a large amount of effort and funding.

Frequent Events. One way for Circleville to help market itself for talent and new businesses is to stand out from nearby and regional cities by encouraging and enabling smaller-scale private events and activities. Based on public input and the density of businesses/possible event areas, downtown should act as the catalyst for these activities. Events that require less planning and resources represent an untapped and meaningful way to increase activity and interest in Circleville. A constant flow of small-scale events will create a habit for residents and visitors. Always having a reason to visit downtown will generate activity and attract new visitors and shoppers. Public spaces, such as more prominent corners, private parking lots, and sidewalk cafes, can become mini "pop-up" venues and incorporate interesting concepts to attract visitors. Examples of these types of events include:

- Temporary or seasonal outdoor art displays;
- Food truck gatherings;
- Street food festivals;
- Movies under the stars (with concessions);
- Farmer's markets (incorporating cultural delicacies and street food vendors);
- Outdoor entertainment;
- Parents' nights out (with a designated event for kids to be dropped off at);
- Small-scale concerts; and
- Sidewalk sales.

Business to Business (B2B) Marketing. Business owners should not wait on the City or local non-profits to organize events. Area businesses have many ways to foster this frequent activity. Examples of B2B events include:

- Employee swaps (employees/owners of different stores work for a day in another business wearing their work uniforms);
- Cross-promoting and social media page takeovers;
- Shared outdoor dining areas;
- Restaurants catering non-food retailer events; and
- Joint music or performance events in shared parking lots.

STC Live in St. Charles, IL, is an example of a small-scale, high-impact program. The St. Charles Business Alliance works with downtown businesses annually to partner with local musicians and performers. Performances –occur every Wednesday and Friday night throughout the summer season. The artists perform for free at outdoor public places and inside businesses. Not only does this provide live entertainment, but it also creates an exciting mix of different types of acts for all ages and something for everyone "to do." More importantly, this program develops a habit for locals. That habit is that downtown is the place to be every Wednesday and Friday.



Image Source: https://www.stcalliance.org/stclive?pgid=kzsnitql-1a3d0db5-63a2-4903-a672-e3a9eba355c4

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