



2018 CEDS Annual Report



This map shows Dilles Bottom, the potential site of the PTT Global Chemical –Daielium Industrial Co. ethane cracker plant, an investment of up to \$10 billion and the largest construction project in Ohio's history.



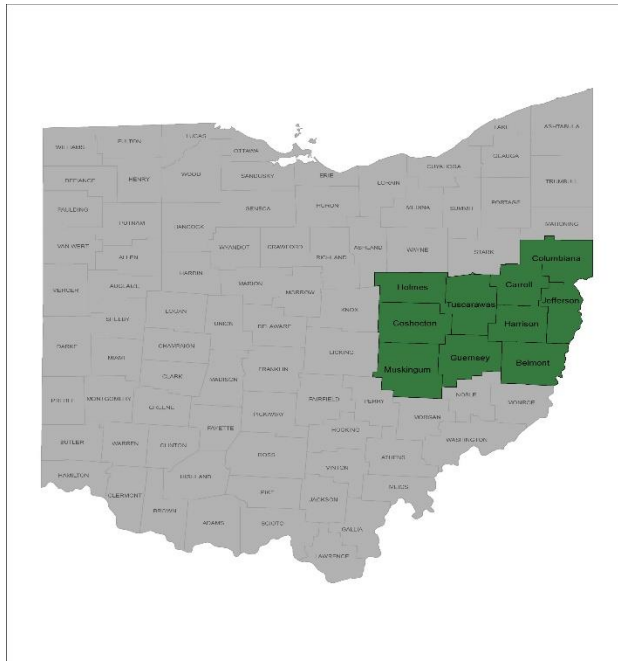
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Overview

In 2017, the Ohio Mid-Eastern Governments Association (OMEGA) completed a fully-rewritten Comprehensive Economic Development Strategy (CEDS) document developed with the input of a committee comprised of economic and community development professionals representing the 10-county OMEGA region. This document is available online at <http://omegadistrict.us/wp-content/uploads/2017/12/CEDS-2017.pdf>.

This document presents a comprehensive regional overview, including data and analysis of regionally-germane issues which impact growth identified by the CEDS committee, including workforce, infrastructure, land use, education, housing, transportation and population. A Strength Weakness Opportunity Threat (SWOT) analysis of the region with a closer look at each area was completed in partnership with Kent State University Tuscarawas and is available in the 2017 CEDS at <http://omegadistrict.us/wp-content/uploads/2017/12/CEDS-2017.pdf>.



This 2018 annual report will update these areas as well as initiate a regional scorecard for year-over-year indicator evaluation and progress on goals identified in coordination with the CEDS committee and aligned with OMEGA's mission of connecting communities to resources. This report will also provide a comprehensive review of regional developments to include barriers to economic growth.

To present a true regional growth plan and demonstrate commitment to high-value linkages, OMEGA will begin integration of the CEDS and Comprehensive Long-Range Transportation Plan in 2019 and fully integrate the two plans by 2020. The

complete regional transportation plan is available online at <http://omegadistrict.us/programs/transportation/transportation-plan/>. OMEGA's commitment to high-value linkages was further demonstrated by the cooperative effort with Buckeye Hills

Regional Development Council to present the first Regional Economic Diversification Summit (REDS) meeting in Appalachian Ohio, where local stakeholders were connected to federal partners in EDA, Rural Development, ARC and HUD. In addition to the valuable information provided by the federal partners, U.S. Sen. Sherrod Brown attended and expressed his appreciation for the continued collective efforts in community and economic development.

Regional Developments

Oil and Natural Gas

Oil and natural gas and industries connected to the Marcellus and Utica shale play continue to significantly impact the OMEGA region. While leasing, drilling and fracking have slowed, concurrent development is increasing, including the construction of natural gas power plants – one is currently in operation in Carroll County and three others have 2019 construction start dates – and pipelines for midstream and downstream industries.

In 2016, Ohio's horizontal shale wells produced 18,015,346 bbl (barrels) of oil and 1,388,656,313 Mcf of natural gas; in 2017, oil production slipped 9.24 percent to 16,350,040 bbl and natural gas increased 24.26 percent to 1,725,495,877 Mcf. Despite the year-over-year decrease in oil production from 2016 to 2017, the fourth quarter of 2017 saw an increase in production of 16.32 percent over the same period in 2016, from 3,605,185 bbl to 4,193,562 bbl.

2017 Total Production				
County	Oil		Natural Gas	
	BBL	%	MCF	%
Belmont	66,753	0.41%	779,407,697	45.71%
Carroll	3,599,533	22.02%	141,216,736	8.18%
Columbiana	58,479	0.36%	30,711,371	1.78%
Coshocton	514	0.00%	32,167	0.00%
Guernsey	5,190,840	31.75%	55,552,919	3.22%
Harrison	5,983,286	36.59%	154,491,766	8.95%
Holmes	0	0.00%	0	0.00%
Jefferson	255	0%	144,368,353	8.37%
Muskingum	1,218	0.01%	48,189	0%
Tuscarawas	35,292	0.22%	353,841	0.02%
OMEGA total	14,936,170	91.35%	1,306,183,039	75.70%
Source: ODNR Division of Oil and Gas Resources				

As the chart illustrates, 91.35 percent of the oil produced in the state of Ohio comes from the 10-county OMEGA region, while the region produces 75.70 percent of the natural gas in the state. Belmont County accounts for 45.71 percent of the natural gas produced statewide, while Harrison County produces 36.59 percent of the oil in the state.

The entire OMEGA region is anticipating an announcement on the \$10 billion PTT Global Chemical-Daelim Industrial ethane cracker plant proposed for a site in Belmont County. More than \$100 million has been invested in a detailed front-end engineering design; the plant would employ thousands during the construction phase and hundreds when fully operational. All required permits have been applied for at this time.

According to PTTGC America, the Belmont County site was chosen for its location in the Marcellus and Utica Shale region and its access to major highway, rail, pipeline and port infrastructure.

The plant would be the largest construction project in the state of Ohio's history and would alter the economic trajectory throughout the OMEGA region.

Additional manufacturing capacity is set to come online with the announcement by JSW Steel of a \$250 million investment in the former ACERO steel mill in Mingo Junction. JSW officials indicated favorable market conditions could lead to a second electric arc furnace at the site – another \$250 million project.

The Ohio River has and will continue to play an integral role in the mid- and downstream oil and gas and petrochemical industry development, and the Wellsville Port in Columbiana County is planning strategic investments in equipment such as a roll-on, roll-off dock for heavy, large equipment transportation to complement its heavy-duty crane system already in place.

A significant barrier to current and future development is the lack of shovel-ready sites throughout the OMEGA region and the difficulty accessing funding for critical infrastructure improvement without identified end users. OMEGA has and will continue to advocate for infrastructure funding for speculative development, as this lack of developable sites compromises the region's ability to move forward aggressively and strategically.

Both Coshocton and Muskingum counties have undertaken strategic planning processes to create developable industrial sites, and the sites identified through this process align with the counties' strengths and fit within the plans' strategic framework. In Muskingum County, the county, city of Zanesville and the port authority collaborated on the land purchase for a new industrial park.

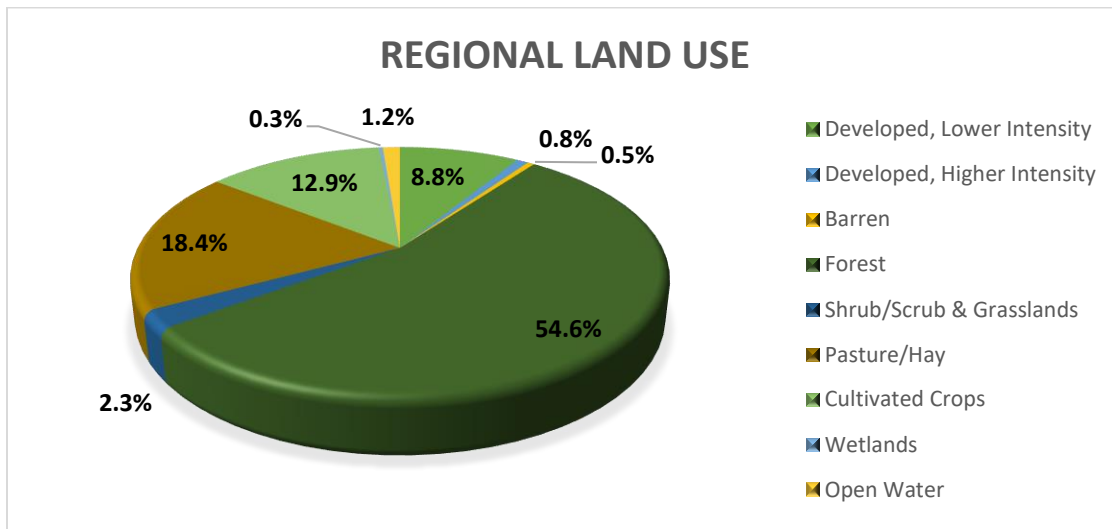
Despite proven records in business attraction, the counties are unable to access some funding streams because the sites lack identified end users.

This will become more urgent should an ethane cracker plant be announced in the region.

Land Use

More than one half (54.5%) of the OMEGA region is covered by forest. Pastured land and cultivated crops are also two significant land uses/covers at 18.4% and 12.9% respectively. Just under 10% of the total region is developed. The development rate for the state is 14.7%. The predominantly rural nature of the OMEGA region often presents challenges when considering infrastructure for new and/or improved utilities because of the vast open areas between entities being served or those targeted for service. Topography and prior mining can also present significant challenges.

Regional Land Use											
		Developed, Lower Intensity	Developed, Higher Intensity	Barren	Forest	Shrub/Scrub & Grasslands	Pasture/Hay	Cultivated Crops	Wetlands	Open Water	Total Acres
Belmont	Acres	29,195	3,611	3,679	198,208	12,036	72,557	20,082	481	4,023	343,872
	Percentage	8.5%	1.1%	1.1%	57.6%	3.5%	21.1%	5.8%	0.1%	1.2%	
Carroll	Acres	16,874	758	278	140,172	5,684	49,536	35,138	733	3,461	252,608
	Percentage	7.0%	0.0%	0.0%	55.0%	2.0%	20.0%	14.0%	0.0%	1.0%	
Columbiana	Acres	43,452	4,260	1,295	149,918	7,089	66,354	64,070	1,227	3,067	340,800
	Percentage	13.0%	1.0%	0.0%	44.0%	2.0%	19.0%	19.0%	0.0%	1.0%	
Coshocton	Acres	26,138	1,913	1,191	199,394	3,430	64,623	57,764	2,130	4,404	361,024
	Percentage	7.2%	0.5%	0.3%	55.2%	1.0%	17.9%	16.0%	0.6%	1.2%	
Guernsey	Acres	29,332	1,971	735	209,502	7,517	47,072	31,838	935	5,178	334,080
	Percentage	8.8%	0.6%	0.2%	62.7%	2.3%	14.1%	9.5%	0.3%	1.6%	
Harrison	Acres	17,745	672	2,712	161,259	7,982	41,871	19,967	723	5,373	258,304
	Percentage	6.9%	0.3%	1.1%	62.4%	3.1%	16.2%	7.7%	0.3%	2.1%	
Holmes	Acres	19,600	1,597	352	101,791	2,734	69,115	72,742	1,462	1,354	270,720
	Percentage	7.2%	0.6%	0.1%	37.6%	1.0%	25.5%	26.9%	0.5%	0.5%	
Jefferson	Acres	26,975	4,535	2,045	169,371	5,898	31,746	18,481	157	2,884	262,144
	Percentage	10.3%	1.7%	0.8%	64.6%	2.3%	12.1%	7.1%	0.1%	1.1%	
Muskingum	Acres	38,366	4,211	1,616	231,812	15,312	93,703	33,347	851	6,082	425,344
	Percentage	9.0%	1.0%	0.4%	54.5%	3.6%	22.0%	7.8%	0.2%	1.4%	
Tuscarawas	Acres	35,091	5,849	3,415	189,733	9,045	59,030	53,363	2,797	4,940	363,264
	Percentage	9.7%	1.6%	0.9%	52.2%	2.5%	16.3%	14.7%	0.8%	1.4%	
Region	Acres	282,769	29,377	17,319	1,751,159	76,727	595,607	406,793	11,497	40,767	3,212,160
	Percentage	8.8%	0.8%	0.5%	54.6%	2.3%	18.4%	12.9%	0.3%	1.2%	
Ohio	Acres	3,229,031	618,548	60,282	8,098,786	563,508	2,862,095	10,242,737	248,992	283,064	26,209,664
	Percentage	12.3%	2.4%	0.2%	30.9%	2.2%	10.9%	39.1%	1.0%	1.1%	



Source: Ohio Development Services Agency

Population

The population of the OMEGA region as of the most recent U.S. Decennial Census (2010) was **590,660**. Population has decreased slightly (**-0.30%**) between 2010 and 2017. The regional population is projected to remain relatively flat or decline slightly by 2040. The regional average minority population is 5.3% compared to 8.6% for the Appalachian Ohio Region and 19.7% for the state of Ohio.

Projected Population Change 2010 - 2017				
	Census 2010	Census 2017	Net Change 2010-2017	Annualized % Change 2010 - 2017
Ohio	11,536,504	11,658,609	122,105	0.11%
OMEGA	590,660	578,106	-12,554	-0.30%
Belmont	70,400	68,029	-2,371	-0.40%
Carroll	28,836	27,385	-1,451	-0.66%
Columbiana	107,841	103,077	-4,764	-0.63%
Coshocton	36,901	36,544	-357	-0.13%
Guernsey	40,087	39,093	-994	-0.41%
Harrison	15,864	15,216	-648	-0.57%
Holmes	42,366	43,957	1,591	0.58%
Jefferson	69,709	66,359	-3,350	-0.70%
Muskingum	86,074	86,149	75	0.00%
Tuscarawas	92,582	92,297	-285	-0.03%

Holmes and Muskingum counties are the only counties in the OMEGA region that experienced annualized population growth from **2010** to **2017**. Holmes recorded a minimal increase of **0.58%**, while Muskingum was statistically even. On average, the 10-county region decreased in population by **-0.30%** with Jefferson County experiencing the largest decrease of **-0.70%**.

Based on the annualized data from the U.S. Census Bureau for projected population for **2020** through **2040**, three counties in the OMEGA region are projected to experience growth; Holmes County at **3.69%**, Carroll County at **0.80%**, and Tuscarawas County at **0.35%**. The remaining seven counties are projected to lose population over this period with Coshocton County having the highest projected rate of **-9.76%**. The projected rate of loss for Guernsey County is also concerning at **-8.49%**.

These estimates do not account for the impact of oil and natural gas industry activities, nor the potential population growth anticipated in connection with the ethane cracker plant in Belmont County.

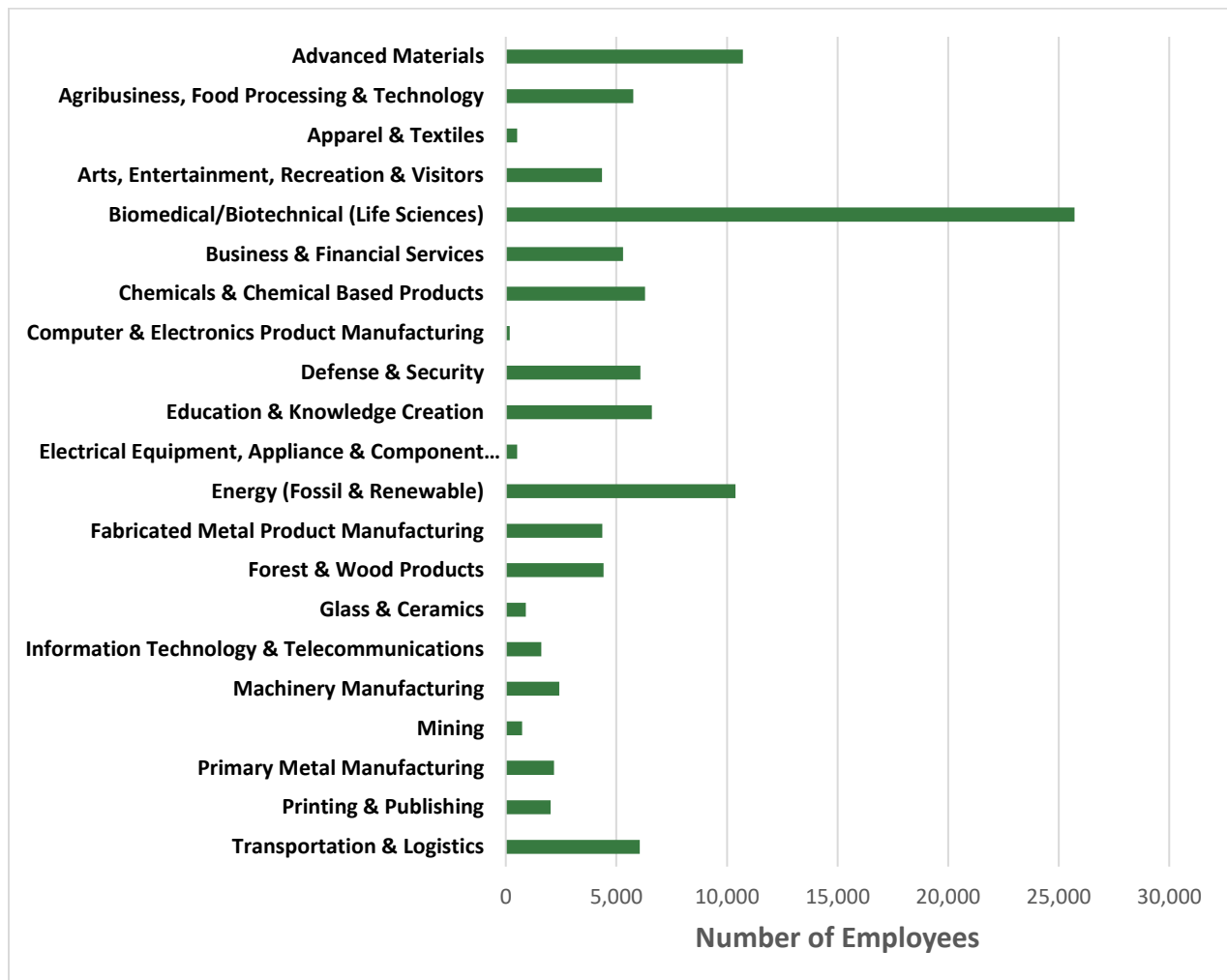
Employers

The top three employers in each of the 10 counties in the OMEGA region are **Manufacturing**, **Government** and **Services**.

Manufacturing is the top employer in 6 of the 10 OMEGA counties. This includes manufacturing of metals, plastics, wood, ceramics and food.

Government includes city, state and county governments and school districts. The major **Service** employers are typically hospitals and nursing care facilities. Utility companies are also a notable employer in the OMEGA region. Included among them are American Electric Power in Coshocton County and First Energy in Jefferson County. The companies have announced plans to deactivate the coal-fired plants in 2020 and 2022, respectively.

Industry Clusters



Source: www.statsamerica/innovation

Note – Biomedical/Biotechnical (Life Sciences) includes hospitals and other health care facilities

Workforce

Regional Civilian Labor Force			
	2015	2016	2017
Civilian Labor Force	273,200	270,100	267,500
Employment	257,700	253,200	252,100
Unemployment	16,000	16,900	15,500
Unemployment Rate	5.90%	6.30%	5.42%
Source: OhioLMI.com - Ohio Labor Market Information			

From 2015 to 2017, regional unemployment rates ranged between **0.90% to 1.3% above** the state average of **5.0%**. Over the last 10 years, county labor force figures have trended downward; however, in most cases the decline has slowed over the most recent 5-year period. Possible contributing factors to the 10-year rate of change are the **2008-2011 recession** and **decline in the coal industry** in the region. The slowing decline is most likely related to **continuing oil and gas industry extraction activities and construction of natural gas power plants** in the region, as well as the **overall economic recovery taking place in the United States** following the recession of 2008 – 2011. The positive 5- and 10- year labor force trends in Holmes County are most likely due to the predominately Amish population and the county's population growth, as well as the diversified manufacturing economy, primarily with small businesses employing fewer than 50.

Through OMEGA's partnership with the Governor's Office of Appalachia, OMEGA is administering the Regional Job Training Program, which is intended to help increase the knowledge, education and skills of Ohio's Appalachian communities by supporting regional job training efforts to equip Ohio's workforce with additional skills to grow the economy and prepare Ohioans for in-demand jobs. Eligible applicants include educational institutions, cities, counties, villages, non-profits, private for-profit businesses, and libraries, and participants are strongly encouraged to establish partnerships and collaborate with regional schools and educational institutions, local businesses and other workforce providers.

Funds can be used to pay for job training, student wages, job training equipment, internships, co-ops, externships, work experiences, instructional costs and materials, job skill advancement and retraining, career services and transportation costs in conjunction with regional job training.

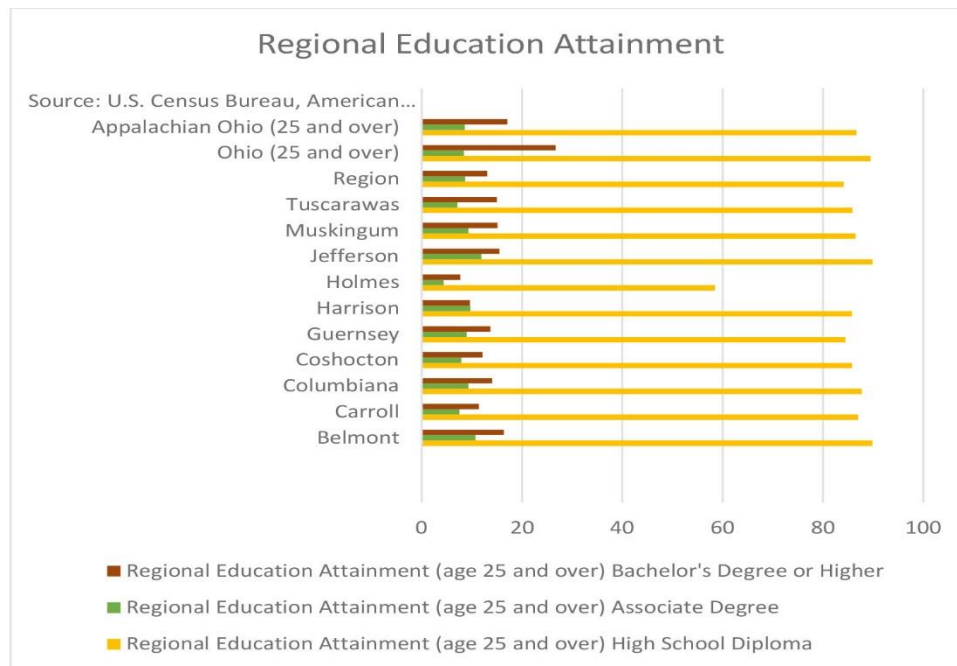
Education

The OMEGA region has a wealth of educational resources, including all or part of **57** school districts and **8** colleges. According to U.S. Census Bureau 2015 Educational Attainment information, the OMEGA region exceeded the state rates of high school graduates and individuals with associate degrees but lags in bachelor's and advanced degrees.

Regional Education Attainment (age 25 and over)			
	High School Diploma	Associate Degree	Bachelor's Degree or Higher
Belmont	89.9	10.7	16.4
Carroll	87	7.5	11.4
Columbiana	87.7	9.3	14
Coshocton	85.8	7.9	12.1
Guernsey	84.5	9	13.7
Harrison	85.8	9.7	9.6
Holmes	58.5	4.4	7.7
Jefferson	89.9	11.9	15.5
Muskingum	86.5	9.3	15.1
Tuscarawas	85.9	7.1	15
Region	84.15	8.68	13.05
Ohio (25 and over)	89.5	8.4	26.7
Appalachian Ohio (25 and over)	86.7	8.6	17.1

Source: U.S. Census Bureau, American Community Survey, 5-Year Estimates

Holmes County's low attainment rate is attributable to the high number of Amish residents, many of whom do not advance past the ninth grade in school. Holmes County has the highest percentage of Amish of any county in the United States at 42%. Experts speculate that within 15 years Holmes County may be the first majority Amish county.



Housing

Housing in the OMEGA region continues to be a concern as midstream and downstream oil and gas industry activities bring many new residents, both temporary and permanent, to the region, and speculation continues regarding the potential ethane cracker plant in Belmont County and housing for an estimated 6,000 construction workers over the three-year construction period. This concern was anticipated because of the impact documented by other areas of the country experiencing natural resource booms. Historically, similar activities have led to housing hardships for existing low- and moderate-income residents as they are often forced from existing housing by tenants able to pay a higher rate to occupy the housing units. **In 2017, the occupancy rate for housing units (owner and renter occupied) was 88%.** Several communities are accessing funding to demolish dilapidated structures through land banks, though at this time, few structures have been replaced on the empty lots.

Regional Housing Information - 2017					
	Housing Units	Owner Occupied	Renter Occupied	Vacant	
Belmont	32,119	27,732	20,520	7,212	4,387
Carroll	13,543	10,871	8,655	2,261	2,672
Columbiana	46,591	41,782	29,973	11,801	4,809
Coshocton	16,358	14,397	10,758	3,639	1,961
Guernsey	19,110	15,863	11,495	4,368	3,247
Harrison	8,065	6,242	5,045	1,197	1,823
Holmes	13,550	12,500	9,505	2,995	1,050
Jefferson	32,458	27,776	19,339	8,437	4,682
Muskingum	37,774	34,178	22,913	11,265	3,596
Tuscarawas	39,947	36,325	25,506	10,819	3,622
Region	259,515	227,703	163,709	63,994	31,849

Source: U.S. Census Bureau - impacted by seasonal and recreational use - margin of error +/- .0001

RV parks like the one pictured at right have been established in Eastern Ohio to meet the growing demand for housing associated with the oil and gas industry. This concept helps avoid the building of permanent structures that are often abandoned when the demand for housing declines with the natural resource-based industry. Several new hotels have also been constructed to meet the need for short-term housing and increased tourism.



Transportation

The OMEGA region has multiple modes of transportation contributing to the regional and state economy, including highways, rail, maritime, aviation and limited public transportation. The district contains 10,350 lane miles, 924 miles of railroad, 70 miles of Ohio River frontage, and five transit agencies. Over 65 percent of workers in the region travel fewer than 30 minutes to their place of employment. Less than 8 percent travel more than one hour.

Since receiving the official designation as a Regional Transportation Planning Organization in February 2016, OMEGA has focused on numerous planning activities to enhance the transportation system throughout the region. These activities include but are not limited to: development of a biennial Regional Transportation Improvement Plan; Safe Routes to School Travel Plans; Regional Safety Reports; and regional planning initiatives along US 30 and the Columbus to Pittsburgh Corridor. Each of these planning activities aim to improve transportation facilities for residents and businesses throughout the region.

In addition to OMEGA's traditional planning activities, the Ohio Department of Transportation is funding a two-year pilot program studying Regional Coordinated Human Services Transportation. This program began in January 2018 and to date, OMEGA has updated or completed five county-level coordinated transportation plans and assisted with four others. The purpose of these plans is to help senior citizens, people with disabilities and the public access transportation services for non-emergency medical treatment, employment and other uses. OMEGA has also established a Regional Coordinated Council to guide the development of a regional coordinated plan to determine the best way to coordinate regional trips across the participating agencies. The final Regional Coordinated Transportation Plan is due by December 2019.

CEDS – Transportation Merger

In 2019, OMEGA will begin the initial development of a combined CEDS and Long-Range Transportation Plan (LRTP) to be completed by early 2020. Transportation plays an important role in economic development, and many commonalities exist between the LRTP and the CEDS. OMEGA researched the possibility of combining both types of plans and found that combined CEDS/LRTP documents are becoming increasingly common. Aligning the goals of the CEDS and LRTP will lead to the creation of more comprehensive development strategies that potentially increase the leverage of funding opportunities from multiple sources.

Infrastructure

Water, sewer, and broadband infrastructure in the OMEGA region continue to be the largest challenges facing economic development activities. These challenges include antiquated and insufficient infrastructure as well as a complete lack of infrastructure in some areas. OMEGA continues to work with multiple federal and state agencies to identify and prioritize infrastructure needs in the region. Multiple grant and loan program funds are often leveraged to allow large infrastructure projects to proceed. Relative to infrastructure, it is also important to emphasize that two counties in the OMEGA region, Carroll and Holmes, currently have no four-lane highways.

Estimated Availability by Broadband Technology Percentage of Households Served by Broadband by Platform					
County	Cable	DSL	Fiber	Fixed Wireless	All Platforms Except Mobile
Belmont	80	77	0	55	95
Carroll	54	78	0	47	93
Columbiana	80	82	0.12	45	97
Coshocton	71	69	0	62	87
Guernsey	73	92	0	54	95
Harrison	43	69	0	79	91
Holmes	42	86	0	97	99
Jefferson	85	80	0	84	99
Muskingum	90	67	0	3	96
Tuscarawas	83	89	0	75	96

Source: Connect Ohio May 2017

OMEGA is also supportive of the continuous improvement of broadband services in the region. According to data published by Connect Ohio, a non-profit organization that works with the state of Ohio to advance broadband issues in communities across the state, broadband availability (10 Mbps Download/1 Mbps Upload) ranged from a low of 72.16% in Coshocton County to a high of 98.17% in Holmes County. The average rate for the OMEGA region is 88.78% which is 8.36 percentage points below the state average of 97.14%. There is currently a [bill](#) in the Ohio Senate (SB225) that would re-establish broadband mapping and technical assistance, as well as create a \$100 million broadband development grant to expand broadband into unserved and underserved areas. The Ohio House of Representatives [passed a similar bill](#) (HB378) in April 2018 with widespread bi-partisan support.

Resiliency

Disasters often strike with little or no warning and the damage can be staggering. In addition to the dramatic social and humanitarian consequences a disaster can cause, communities can also experience sudden economic losses and dislocation. In disaster-impacted communities, emergency management agencies, economic development organizations (such as OMEGA) and chambers of commerce often lead economic recovery efforts by helping local businesses respond to impacted employees, facilities, customers, and supply networks. They have the existing relationships with local officials and businesses. These relationships are crucial during and after a major event as communication channels have become disruptive and chaotic. They can also facilitate a strategic planning process for economic recovery and work on recovery actions by coordinating involvement and leverage resources from the community and beyond.

Below is a chart illustrating both the traditional role of economic development professionals and their additional responsibilities in the event of a disaster as well as what they should be doing to ensure their business community is better prepared. A clear understanding of these roles & responsibilities will assist OMEGA in helping to spur economic recovery in the event a disaster should occur.

Role of Economic Development Professional

	Pre-Disaster Role	Post-Disaster Role
Analyst	Understand how possible disasters could impact local businesses /industries	Understand current conditions/damage to critical industries, businesses, property and infrastructure Assess impacts on long-term viability of businesses/industries Provide cost/benefit analysis of recovery projects
Catalyst	Establish Business Recovery Task Force to work on preparedness activities	Participate in Business Recovery Task Force to identify immediate and long-term recovery efforts Garner input and support for critical recovery initiatives Update strategic plans to match current realities

Gap Filler	Outreach to public and private institutions about setting up a bridge loan program for a disaster event	Conduct concerted outreach to reconnect with businesses and identify at-risk companies
		Assist with bridge-loan financing until SBA loan approval Provide business recovery assistance and services Develop programs/initiatives as needed to support long-term recovery
Advocate	Advocate for mitigation and preparedness efforts	Seek funding opportunities for recovery initiatives
	Advocate for tiered business re-entry procedures Address impacts/adequacy of community's emergency management plan from businesses' perspective	Communicate priorities and need for policy changes to state and federal leaders
Educator	Educate small businesses on business continuity planning	Facilitate flow of accurate information to businesses
	Educate business community on community's emergency management plan	Communicate "open for business" and "we need help and resources" messages Develop and distribute a disaster recovery guide
Visionary	Engage key stakeholders in visioning process to identify scenarios for post-disaster redevelopment	Envision how community can build back stronger, more resilient
		Connect public/private resources for building back a more resilient community

Source: www.restoreyoureconomy.org

Scorecard

The scorecard which follows was developed to track regional economic indicators and OMEGA's relative impact on those indicators. The top of the chart lists OMEGA goals and progress on those goals, while the lower part of the scorecard lists regional indicators and measures progress year over year. These particular indicators will provide consistent and quantifiable measures of activity which impacts regional economic growth and result in a snapshot of progress each year.

The bottom five indicators are specific to projects in which OMEGA participated; this information is available in the OMEGA annual reports for 2016 and 2017, both of which are online at <http://omegadistrict.us/reports/>.

The data for the indicators is prepared by the Ohio Development Services Agency's Office of Research and is available in the appendix of this report in each of the 10 counties' profiles.

CEDS Evaluation Framework

Indicators of Regional Progress

	Achieved	On Target	Missed	In Process
Reduce Regional Unemployment				✓
Increase Regional Income				✓
Reduce Regional Poverty				✓
Improve Regional Standard of Living				✓

OMEGA District Indicator Evaluation

	2016	2017
Unemployment Rate	6.23%	6.17%
Median Household Income	\$44,168	\$45,300
Poverty Rate (All persons)	15.70%	15.80%
Population Changes	580,127	578,106
Education Attainment Rate (HS/Assoc/Bachelor and higher)	84.1%/8.4%/12.7%	84.15%/8.68%/13.05%
Affordable Housing (% of income as rent/specific owner costs)	20.%/27.23%	19.72%/27.07%
Change in Access and Demand for Social and Medical Services (Transfer payments/% of residents insured)	\$477,569,600/90.39%	\$568,076,400/91.61%
Number of Manufacturing Establishments/Avg. Weekly Wage	1,027/\$927.30	1,023/\$929.50
<i>OMEGA project participation:</i>		
Number of Individuals Benefitting from a Project	35,874	62,464
Number of Jobs Created/Retained in the Region	1,678	1,793
Miles of Roadway Constructed or Improved	8.49	10.2
Linear Feet of Water or Sewer Line Installed or Improved	134,534.40	36,914
Leveraged Funds	\$20,780,318	\$16,296,521



2018 Executive Board Members

J.P. Dutton	Commissioner	Belmont County
Robert Krajnyak	Mayor	City of Martins Ferry
Jeff Ohler	Commissioner	Carroll County
Mike Halleck	Commissioner	Columbiana County
Ryan Stovall	Mayor	City of East Liverpool
John C. Berlin	Mayor	City of Salem
Tiffany Swigert	Port Authority Director	Coshocton County
Steve Mercer	Mayor	City of Coshocton
Skip Gardner	Commissioner	Guernsey County
Dale Norris	Commissioner	Harrison County
Ray Eyler	Commissioner	Holmes County
Evan Scurti	Port Authority Director	Jefferson County
Domenick Mucci	Retired business owner	City of Steubenville
John Parker	Mayor	City of Toronto
Mollie Crooks	Commissioner	Muskingum County
Jeff Tilton	Mayor	City of Zanesville
Chris Abbuhl	Commissioner	Tuscarawas County
Richard Homrighausen	Mayor	City of Dover
Joel B. Day	Mayor	City of New Philadelphia
Rick Dorland	Mayor	City of Uhrichsville



Comprehensive Economic Development Strategy (CEDS)

Committee Members

Larry Merry, Director	Port Authority	Belmont County
James Kacsmar, CPA	Kacsmar & Company	Belmont County
Julie Needs, Director	Salem Area Sustainable Opportunity Development Center	Columbiana County
John Ross, President	Transportation Improvement District	Columbiana County
Ed Looman, Project Manager	Appalachian Partnership for Economic Growth	Southeastern Ohio
Norm Blanchard, Director	Cambridge-Guernsey County Community Improvement Corporation	Guernsey County
Nick Homrighausen Director	Economic Development Office	Harrison County
Mark Leininger, Director	Economic Development Council, Inc.	Holmes County
Evan Scurti, Director	Port Authority	Jefferson County
Anthony Adornetto Executive Director	Zane State College Institutional Advancement	Muskingum County
Tiffany Swigert, Director	Port Authority	Coshocton County
Bill Beisel, Director	Kent State University at Tuscarawas Business and Community Services	Tuscarawas County

