



**2019**

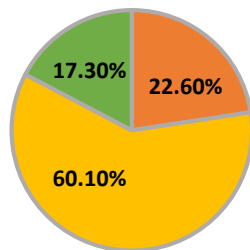
***CEDS Annual Report***



OMEGA is a collaborative body of member governments that serves as a facilitator between state and federal government agencies and local entities to provide opportunities in economic and community development through networking, education, planning, research and allocation of resources.

Counties served are Belmont, Carroll, Columbiana, Coshocton, Guernsey, Harrison, Holmes, Jefferson, Muskingum and Tuscarawas.

Regional Population Age Distribution  
Total Population 576,094



17 & Younger 18 - 64 (Workforce) 65 & Older

OMEGA serves just over a half-million people who reside in the 10-county region. The age distribution of these residents is depicted at left. The average regional per capita income is **77.4%** of the national average.



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## 2019 CEDS Annual Report

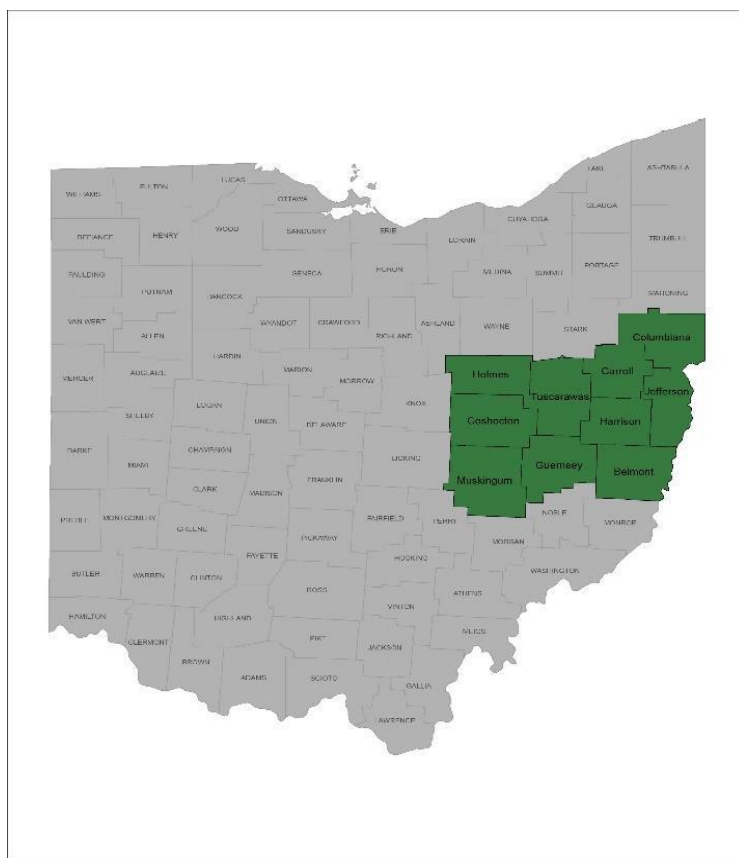
### Overview

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 important issues which impact regional 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 2019 annual report will update these areas and the 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 has begun integration of the CEDS and



Comprehensive Long-Range Transportation Plan and will have fully integrated 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 significant involvement in the planning and presentation of the 2019 State of the Region Conference with Ohio University, work with the Ohio Department of Natural Resource's Division of Mineral Resource Management to educate regional stakeholders about funding available to remediate pre-1977 coal mining sites and develop projects with economic and community development end uses and partnerships with state officials to convene substance-abuse roundtables in an effort to develop local action plans to address workforce issues.

## ***Regional Developments***

### *Oil and Natural Gas, Petrochemical*

Oil and natural gas and industries connected to the Marcellus and Utica shale plays continue to significantly impact the OMEGA region. While leasing, drilling and fracking have slowed in all counties except Jefferson, where these activities increased more than 5 percent over 2017, associated industry development is increasing. This development includes the construction of natural gas power plants: Carroll County Energy, a 700 megawatt plant, is currently in operation; funding has been secured for the Guernsey Power Station, a \$1.6 billion, 1,864 megawatt plant; and ground has been broken for the South Field Energy power plant in Columbiana County. The Ohio Power Siting Board has approved a gas-fired power plant for Harrison County as well.

The OMEGA region continues to provide nearly 90 percent of all oil production in Ohio and more than 71 percent of the state's natural gas production. Since 2017, oil production in the OMEGA region has increased by **18.9%** (2.82 million bbl) and natural gas production has increased by **29.5%** (385,645,765 MCF). Notably, natural gas production in Belmont County was up **22.5%** (176,316,151 MCF). Oil production increased by **87.8%** (4,558,415 bbl) in Guernsey County, and natural gas increased by **144%** (208,095,884 MCF) in Jefferson County. Belmont County continues to lead the state in the production of natural gas from horizontal wells.

Underground storage of ethane, butane and propane is making significant progress in the region and is widely regarded as the next logical step in the growth of the supply chain for the chemical manufacturing industry. Underground storage for ethane, butane and propane is being explored in Harrison County, while Monroe County, just south of Belmont County, is the proposed site for ethane storage in underground salt caverns.

2018 Total Production				
County	Oil		Natural Gas	
	BBL	%	MCF	%
Belmont	39,211	0.20%	955,061,270	40.56%
Carroll	3,679,144	18.59%	119,457,862	5.07%
Columbiana	43,656	0.22%	33,229,058	1.41%
Coshocton	251	0.00%	26,252	0.00%
Guernsey	9,749,255	49.27%	71,913,109	3.05%
Harrison	4,222,695	21.34%	159,296,286	6.76%
Holmes	0	0.00%	0	0.00%
Jefferson	32	0.00%	352,464,237	14.97%
Muskingum	735	0.00%	34,263	0.00%
Tuscarawas	25,554	0.13%	346,467	0.01%
OMEGA total	17,760,432	89.76%	1,692,508,065	71.84%
State total	19,786,001		2,354,831,698	
Source: ODNR Division of Oil and Gas Resources				

The entire OMEGA region continues to await 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 secured.

Potential Economic Impacts of An Appalachian Chemical Industry in OH, PA, KY and WV (Permanent, By 2025)				
Capital Investment (2016)	Direct Output (2016)	Employment	Payroll (2016)	Federal, State, and Local Tax Revenue
<b>\$32.4 billion</b> in petrochemicals, resins and derivatives  <b>\$3.4 billion</b> in plastic products	<b>\$23 billion</b> in chemicals + plastic resins  <b>\$5.4 billion</b> in plastics compounding + plastics products	<b>25,664</b> direct jobs (chemical and plastics products manufacturing)  <b>43,042</b> indirect (supply chain) jobs  <b>32,112</b> "payroll-induced" jobs in local communities where workers spend their wages	<b>\$1.7 billion</b> direct  <b>\$3.0 billion</b> indirect (supply chain)  <b>\$1.5 billion</b> payroll-induced	<b>\$1.7 billion</b> in federal tax revenue annually  <b>\$1.2 billion</b> in state and local tax revenue annually
<b>TOTAL:</b> <b>\$35.8 billion</b>	<b>TOTAL:</b> <b>\$28.4 billion</b>	<b>TOTAL:</b> <b>100,818 jobs</b>	<b>TOTAL:</b> <b>\$6.2 billion</b>	<b>TOTAL:</b> <b>\$2.9 billion</b>

Conversely, the only county in the OMEGA region with zero total oil and natural gas production also has the most sustained growth.

According to the U.S. Census Bureau, Holmes County's population has grown 49 percent since 1980, while jobs have grown nearly 200 percent in the same period. About 40 percent of the county's population is Amish. Median household income in 2017 was \$53,619, and in 2018 jumped to \$58,728 according to data from the U.S. Census Bureau and American Community Survey. Holmes County's median household income is ranked ninth in the state of Ohio.

Manufacturing is the largest industry sector, with 331 establishments in 2018 compared to 317 in 2017. Holmes County has the highest number of manufacturing establishments in the OMEGA region and the lowest unemployment rate.

JSW Steel in Mingo Junction, Jefferson County, projects employment for as many as 1,000 as the company invests \$500 million in the plant, and in Tuscarawas County, Gemini Industrial Machine Group broke ground on a new, 25,000-square foot design and manufacturing facility in the Tuscarawas Regional Technology Park – a prior EDA-funded project. AMG Vanadium has purchased a site in Muskingum County's Eastpointe Business Park for its second spent catalyst recycling facility, expected to add at least 100 permanent jobs.

In Columbiana County, the expansion of Haltec into the World Trade Center in Leetonia led to the relocation of the Columbiana County Port Authority offices, which in turn led to the expansion of Pennex Aluminum. The port authority and county development department are now co-located in the county seat, which has created efficiencies for the economic development entities as well as businesses seeking to expand or locate in Columbiana County.

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. Coshocton is exploring site development to support entrepreneurs with co-working and maker spaces amid a downtown revitalization effort.

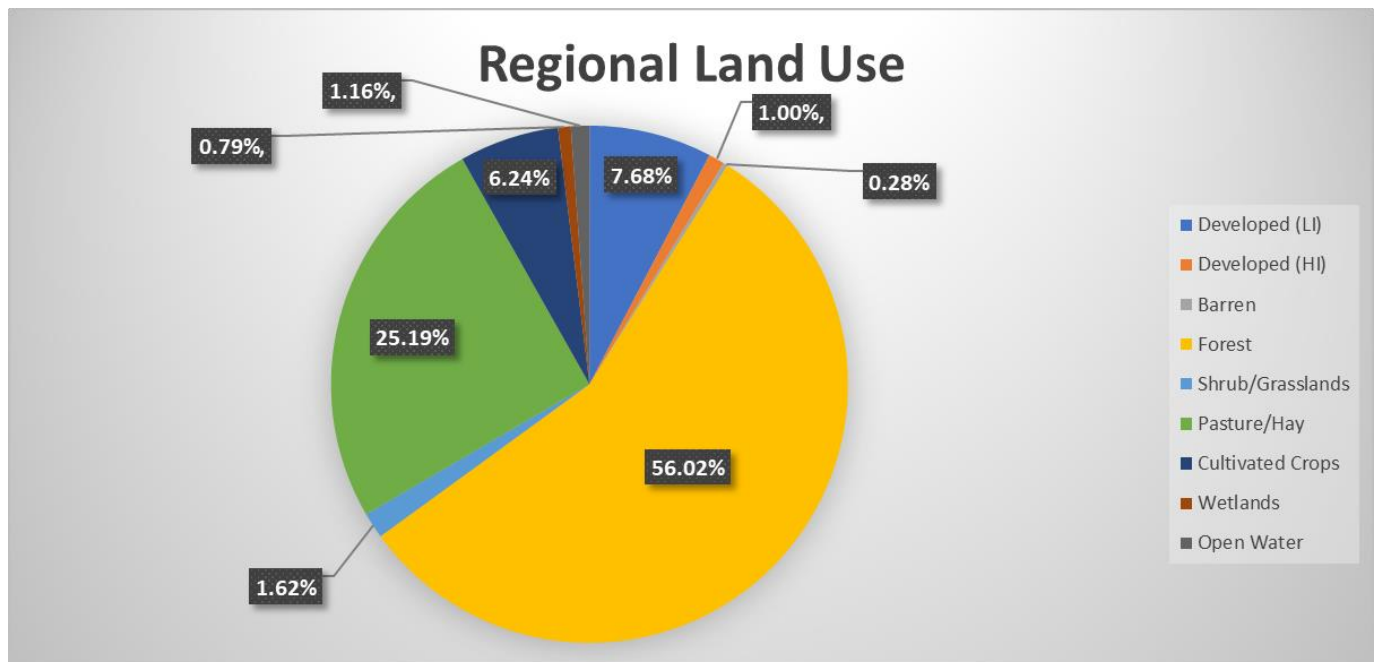
Despite proven records in business attraction, the counties are unable to access some funding streams because the sites lack identified end users. This will become more urgent should an ethane cracker plant be announced in the region and companies connected to the plastics

industry move plants closer to the feedstock and customer base. The state of Ohio has passed a bill to fund the Rural Industrial Park Loan program to \$25 million; this program has proven very successful in the past in the OMEGA region. The Ohio Department of Natural Resource's Abandoned Mined Land program is also evaluating sites in Guernsey, Jefferson, Columbiana and Coshocton counties for potential mitigation and development.

### *Land Use*

More than one half (56.02%) of the OMEGA region is classified as forested land. Pastured land, hay and cultivated crop land are about 31 percent of regional land use, consistent with past years. Less than 10% of the total region is developed; this includes both higher-and lower-intensity development. The development rate for the state is 13.75%.

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; for this reason, OMEGA is partnering with the Ohio Department of Natural Resources Division of Mineral Resource Management to identify sites mined prior to 1977 where reclamation is likely to improve the land for economic or community development reuse. A nine-acre site in the D.O. Hall Business Park in Guernsey County is completed and a second, adjacent site is under consideration to support a potential business expansion. Sites in Coshocton, Columbiana and Jefferson counties are under consideration for project funding as well. The program runs through mid-2020.





## Population

The population of the OMEGA region as of the most recent U.S. Decennial Census (2010) was **590,660**. Population has decreased slightly (**0.31%**) between 2010 and 2018. 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.

Holmes and Muskingum counties are the only counties in the OMEGA region that experienced annualized population growth from **2010** to **2018**. Holmes recorded an increase of **0.44%**, while Muskingum was again statistically even. On average, the 10-county region decreased in population by **-0.31%** with Carroll County experiencing the largest decrease of **-0.78%**.

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%**.

Projected Population Change 2010-2018				
	Census 2010	Estimated 2018	Net Change 2010-2018	Annualized % Change 2010-2018
<b>Ohio</b>	11,536,504	11,689,442	152,938	0.16%
<b>OMEGA</b>	590,660	576,094	-14,566	-0.31%
<b>Belmont</b>	70,400	67,505	-2,895	-0.52%
<b>Carroll</b>	28,836	27,081	-1,755	-0.78%
<b>Columbiana</b>	107,841	102,665	-5,176	-0.61%
<b>Coshocton</b>	36,901	36,629	-272	-0.09%
<b>Guernsey</b>	40,087	39,022	-1,065	-0.34%
<b>Harrison</b>	15,864	15,174	-690	-0.56%
<b>Holmes</b>	42,366	43,892	1,526	0.44%
<b>Jefferson</b>	69,709	65,767	-3,942	-0.73%
<b>Muskingum</b>	86,074	86,183	109	0.02%
<b>Tuscarawas</b>	92,582	92,176	-406	-0.05%

## Employment Sectors

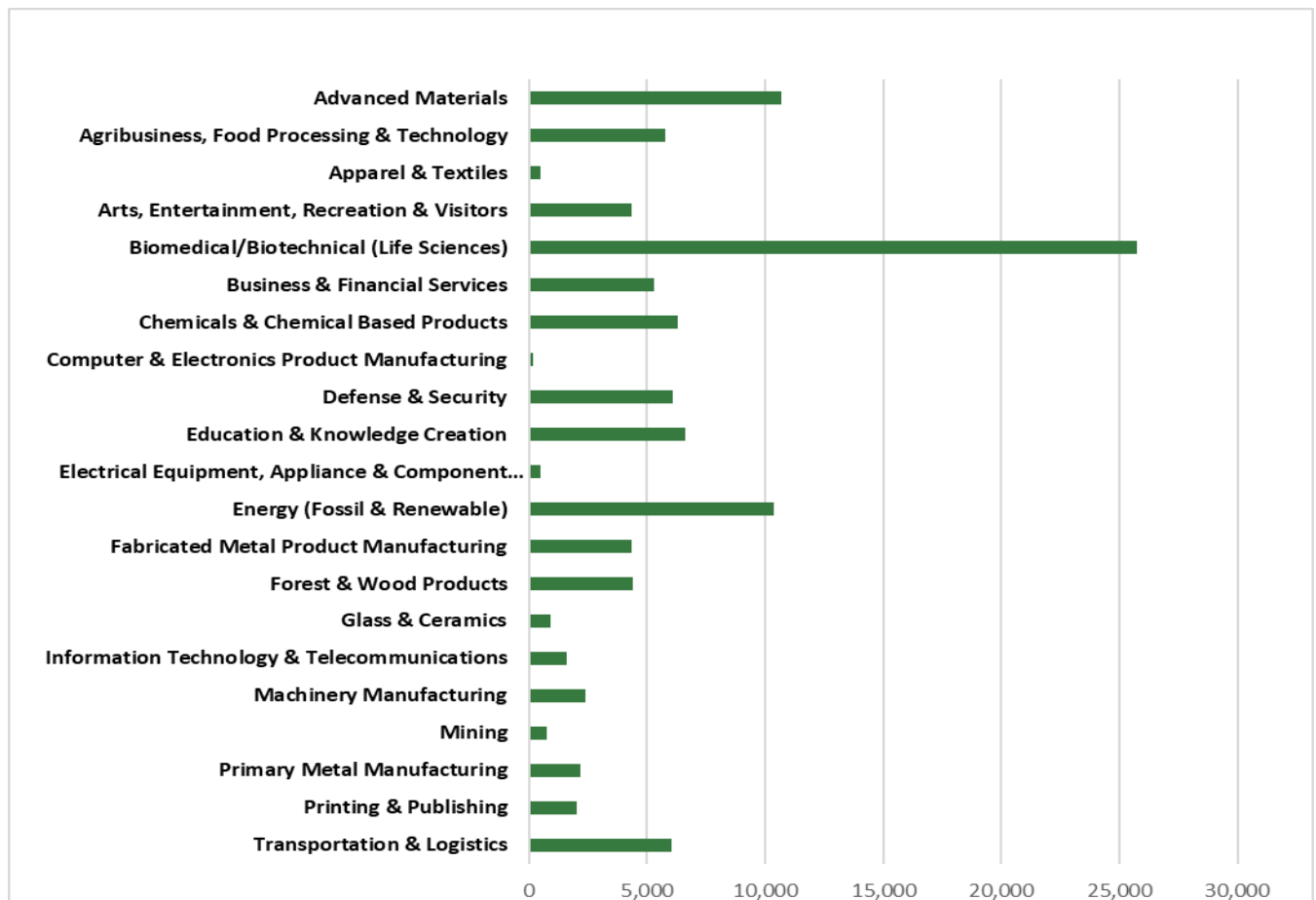
The top three employment sectors in each of the 10 counties in the OMEGA region are **Manufacturing**, **Government** and **Services**.

**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 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, which previously announced plans to deactivate the plant in 2020.

## Industry Clusters



Source: [www.statsamerica/innovation](http://www.statsamerica/innovation)

Note: Biomedical/Biotechnical (life sciences) includes hospitals and other health care facilities

## Workforce

From 2016 to 2018, regional unemployment rates ranged between **0.6% to 1.7% above** the state average of **4.6%**. In 2018, Holmes County recorded the lowest average unemployment rate at 3.3 percent, while Jefferson County's was 6.3 percent. 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 **the 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.

Regional Civilian Labor Force			
	2016	2017	2018
<b>Civilian Labor Force</b>	270,100	267,500	263,000
<b>Employment</b>	253,200	252,100	249,000
<b>Unemployment</b>	16,900	15,500	13,600
<b>Unemployment Rate</b>	6.30%	5.42%	5.20%
<i>Source: OhioLMI.com - Ohio Labor Market Information</i>			

The opioid addiction and overdose crisis have had a measurable impact on the region's workforce and participation rates, as very urban and very rural parts of the state have reported higher than average rates of abuse and overdose deaths.

Ohio's Bureau of Workers

Compensation instituted a program to encourage employers to hire, manage and retain workers who are in recovery. Broader research and program development are underway by the Appalachian Regional Commission to create and sustain a "recovery ecosystem" to support both employers and workers impacted by the opioid abuse crisis.

Through OMEGA's partnership with the Governor's Office of Appalachia, OMEGA continues to administer 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. Eligible applicants include educational institutions, cities, counties, villages, non-profits, private for-profit businesses and libraries. 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.

Eastern Gateway Community College in Jefferson County partnered with OMEGA on a

successful Partnerships for Opportunity and Workforce and Economic Revitalization (POWER) grant through the Appalachian Regional Commission to provide workforce training at the Tri-State Gateway to Growth Training Center to help meet the high demand for workers with industrial maintenance skills and Commercial Drivers Licenses.

## 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's Degree	Bachelor's Degree or Higher
<b>Belmont</b>	89.9	11.1	16.1
<b>Carroll</b>	87	7.7	12.4
<b>Columbiana</b>	87.7	9.4	13.9
<b>Coshocton</b>	85.8	8	12.7
<b>Guernsey</b>	84.5	9.6	13.9
<b>Harrison</b>	85.8	9.2	9.9
<b>Holmes</b>	58.5	4	8.5
<b>Jefferson</b>	89.9	12.1	14.9
<b>Muskingum</b>	86.5	9.8	15.7
<b>Tuscarawas</b>	85.9	7.3	15.1
<b>Region</b>	84.15	8.82	13.31
<b>Ohio</b>	89.5	8.5	27.2
<b>Appalachian Ohio</b>	86.7	8.7	17.6
<i>Source: Development Services Agency Office of Research</i>			

Holmes County's low attainment rate is attributable to the high number of Amish and Mennonite residents, many of whom do not advance past the eighth grade in school. Holmes County has the highest percentage of Amish of any county in the United States at 42 percent; it is widely believed that Holmes County may be the first majority Amish county within 15 years.

In order to ensure Ohio has a competitive workforce, the Ohio Department of Higher Education set a goal to have 65 percent of Ohioans ages 25-64 attain a degree, certificate or postsecondary credential of value in the workplace by 2025.

## 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. Speculation continues regarding the potential ethane cracker plant in Belmont County and housing for an estimated 6,000 construction workers over the three- to four-year construction period. This concern was anticipated because of the impact demonstrated by the construction of a similar ethane cracker plant in Potter Township, Pennsylvania, about 75 miles north of the proposed Belmont County site. Historically, such 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 2018, the occupancy rate for housing units (owner and renter occupied) was 87%**, a full percentage point lower than 2017, although the total number of housing units as well as the number of owner-occupied **increased slightly over 2017**. 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.

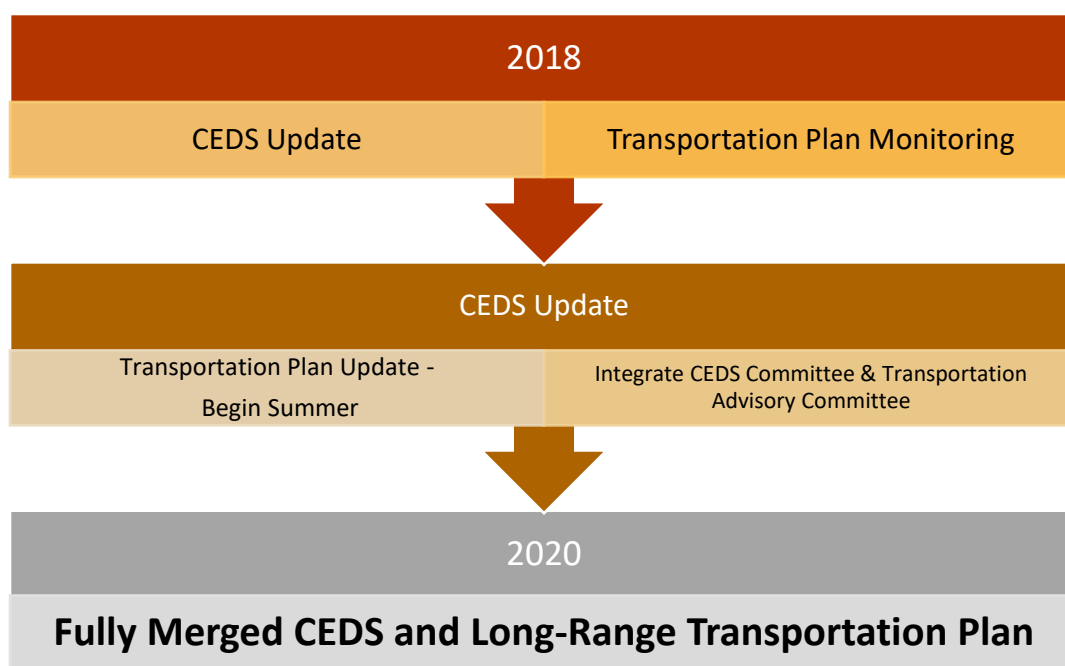
Regional Housing Information - 2018					
	Units	Occupied	Owner Occupied	Renter Occupied	Vacant
<b>Belmont</b>	32,287	26,910	20,414	6,496	5,377
<b>Carroll</b>	13,619	10,917	8,739	2,178	2,702
<b>Columbiana</b>	46,824	41,582	30,446	11,136	5,242
<b>Coshocton</b>	16,450	14,367	10,812	3,555	2,083
<b>Guernsey</b>	19,284	16,065	11,505	4,560	3,219
<b>Harrison</b>	8,110	6,192	4,897	1,295	1,918
<b>Holmes</b>	13,639	12,520	9,605	2,915	1,119
<b>Jefferson</b>	32,601	27,571	19,037	8,534	5,030
<b>Muskingum</b>	37,947	34,348	23,107	11,241	3,599
<b>Tuscarawas</b>	40,180	36,548	25,837	10,711	3,632
<b>Region</b>	260,941	227,020	164,399	62,621	33,921
<i>Source: U.S. Census Bureau - impacted by seasonal and recreational use</i>					

Except for Guernsey County, the number of vacant residences has increased in every county in the region since 2017, with regional vacancies up **6.5%**. The decrease in vacant structures in Harrison and Guernsey counties may be attributable to pipeline and natural gas fired power plant construction activities.



## Transportation

2018 was a banner year for OMEGA's Regional Transportation Planning Organization, which focused primarily on short-term plans and technical services. We completed seven curve speed studies while assisting four Holmes County townships with their Township Sign Program applications. We completed 21 traffic counts and 15 transportation grant applications. We finished our fifth and sixth School Travel Plans to help communities access Safe Routes to School funding. We also debuted our Regional Traffic Safety Report and procured new traffic monitoring equipment to provide better quality data to our members. OMEGA continues to educate regional partners on the need for Interstate 70 alternatives such as the Columbus to Pittsburgh Corridor and the U.S. 30 Corridor, which is also a crucial link to the Ohio River through the port at the World Trade Park in Columbiana County.



In 2018, OMEGA was selected by the Ohio Department of Transportation's (ODOT) Office of Transit to be one of two pilot regions to complete a Regional Coordinated Public Transit/Human Services Transportation Plan. There are 10 counties in the OMEGA region, five of which had already developed a local county plan, two that needed an update and three that never had a local county plan. Submission of a local county plan to ODOT is the first requirement to complete for any transportation service to be eligible for grant funding. OMEGA was able to meet and create relationships with transportation service providers through the completion of local county plans. Assisting with service challenges and unmet needs will help counties improve the efficiency of their service. The types of trips that were requested most were

transportation service for seniors and people with disabilities, non-emergency medical transportation (NEMT), out-of-county/region trips, commercial trips and employment transportation. Employment transportation is a common issue in all counties in the OMEGA region. Belmont and Jefferson County set goals in their plan to help expand services to connect job seekers to potential employers, and OMEGA worked with the Coshocton County Coordinated Transportation Agency to create an employment transportation study. More than 200 employees and employers responded on ways to improve transportation service in the county. All the work completed in the local counties helped OMEGA establish a Regional Coordinated Council which brought more than 30 stakeholders together to create a Regional Coordinated Plan for the region, which is now available for public review. The overall goal of the plan is for everyone who needs a ride can find a ride. Twenty-seven strategies were developed to meet the five goals, including increased employment transportation options.

### *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. It is also important to emphasize that two counties in the OMEGA region, Carroll and Holmes, currently have no four-lane highway infrastructure. Harrison County has limited four-lane highway infrastructure.

Two major infrastructure initiatives in the OMEGA region are the Columbus to Pittsburgh Corridor and the U.S. 30 Corridor, both of which are east-west alternatives to Interstate 70 and essential to continued economic growth in Appalachian Ohio and the burgeoning petrochemical industry throughout Eastern Ohio.

Improvements to these corridors will allow access to economic development opportunities for communities along the route. Carroll County is squarely in the middle of the oil, natural gas and petrochemical industry growth but does not have any four-lane highways. The ability to quickly and efficiently move goods through the state will make the region more competitive and a more desirable development location.

Another critical infrastructure initiative is broadband expansion, as high-speed connectivity is now a significant element in site selection. Because the National Broadband Map designates

Census blocks as “served” if just one location in the block has broadband access, OMEGA continues to work with state and federal partners to accurately identify unserved and underserved areas.

OMEGA has adopted a broadband policy to demonstrate commitment to infrastructure expansion to support economic and community development, as well as education and quality of life in the region.

The goals include:

- Improve the accuracy and veracity of broadband mapping by drilling down to the actual service locations.
- Advance the region’s economic development through Internet-enabled education, healthcare, transportation, and workforce development.
- Leave no one behind by extending broadband to all households and businesses, delivering robust communication services.
- Use fiber to connect local government facilities in Appalachia in order to increase efficiency of management and delivery of municipal services.

### *Resiliency*

The OMEGA region has withstood and recovered from various disasters including floods, fires, tornadoes, and snowstorms. There are currently plans in place to prevent, withstand and recover from these occurrences. Economic developers and planners certainly have a place in disaster mitigation and recovery, as businesses and the regional economy are impacted in the short and long term.

The OMEGA region has also withstood many severe economic shocks. The far-reaching and longer-lasting effects of a plant closure or the faltering of a regionally impactful industry cannot be addressed as quickly as a flood that sweeps through the downtown, particularly when that industry is an economic driver throughout the region.

The Appalachian Regional Commission (ARC) undertook an in-depth analysis of economic resiliency in order to quantify economic resilience and understand the underlying factors that

explain how communities can buffer economic shocks. The ARC then offered strategies local leaders can adopt to enhance the future economic prospects in the region.

The chart below shows characteristics of resilient counties, such as Holmes in the OMEGA region, which was cited in the ARC study as having a high “resilience value,” which demonstrates the county’s ability to withstand and recover from economic shocks.



*Source: Strengthening Economic Resilience Technical Report, ARC*

The ARC research also provided eight best practice strategies for increasing economic resiliency, illustrated in the chart on the following page.

## Draft Best Practices for growing economic resilience in Appalachia

1. Cultivate entrepreneurs and develop resources for business start-ups\*\*
2. Identify and grow the assets in the community and region\*
3. Connect to markets regionally and develop value chains\*
4. Move multiple sectors forward for economic development\*\*
5. Grow youth engagement and next generation leadership\*
6. Build networks and foster collaboration\*\*\*
7. Create communities where people want to live\*\*
8. Engage the community over the long-term\*\*\*

\*\*\* = important but not able to measure statistically,  
 \*\* = directly confirmed by the statistical model.  
 \* = indirectly confirmed by the statistical model.

Source: *Strengthening Economic Resilience Technical Report*, ARC

The ARC incorporated the draft best practices and strategies into a practitioners' guidebook, which also provides additional details on the strategies and research through case studies.

While these best practices are currently in use in many of the OMEGA-region counties – Holmes County is an example of resiliency occurring organically from within the county – a better understanding of these best practices and their implementation will spur pro-active efforts to increase resiliency on a regional basis.

### 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 to measure progress year over year. These indicators will provide consistent and quantifiable measures of activity, which impacts regional economic growth and results 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 2017 and 2018, both of which are available 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.

In the regional progress indicators, regional unemployment has fallen, as has the number of individuals in poverty. Regional median household income has also risen. These factors can be considered to contribute to an improved regional standard of living.

Regarding projects in which OMEGA has participated, the number of individuals benefitting from a project has risen, as has amount of investment through grants with which OMEGA has assisted to include ARC, GOA, Regional Job Training and other leveraged funds.

# 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

	2017	2018
Unemployment Rate	6.17%	5.22%
Median Household Income	\$45,300	\$47,062
Poverty Rate (All persons)	15.80%	15.52%
Population Changes	578,106	576,094
Education Attainment Rate (HS/Assoc/Bachelor and higher)	84.15%/8.68%/13.05%	84.15%/8.82%/13.31%
Affordable Housing (% of income as rent/specific owner costs)	19.72%/27.07%	27.04%/19.16%
Change in Access and Demand for Social and Medical Services (Transfer payments(B)/% of residents insured)	\$5.68B/91.61%	\$5.86B/90.65%
Number of Manufacturing Establishments/Avg. Weekly Wage	1,023/\$929.50	1,023/*\$1004
<b><i>OMEGA project participation:</i></b>		
Number of Individuals Benefitting from a Project	62,464	137,642
Number of Jobs Created/Retained in the Region	1,793	279
Miles of Roadway Constructed or Improved	10.2	2.21
Linear Feet of Water or Sewer Line Installed or Improved	36,914	112,439
Leveraged Funds	\$16.30M	\$20.65M

\*Excludes Belmont County; average weekly wage information not available for Belmont County



## 2019 Executive Board Members

J.P. Dutton	Commissioner	Belmont County
Robert Krajnyak	Mayor	City of Martins Ferry
Terry Pugh	Mayor	City of St. Clairsville
Jeff Ohler	Commissioner	Carroll County
Tim Weigle	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
Tom Orr	Mayor	City of Cambridge
Paul Coffland	Commissioner	Harrison County
Ray Eyler	Commissioner	Holmes County
Evan Scurti	Port Authority	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	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

