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L to R: Mayor of Steubenville, Domenick Mucci – Vice President; Chief of Staff, Ohio Development Services Agency, Andrew Pusateri (keynote speaker at OMEGA meeting); OMEGA Executive Director, Jeannette Wierzbicki, P.E.; Tuscarawas County Commissioner, Chris Abbuhl – Secretary; Executive Director of the Coshocton County Port Authority, Dorothy Skowrunski – Treasurer; Holmes County Commissioner, Ray Eyler – President; and Director of the Governor’s Office of Appalachia, Jason Wilson (special guest at OMEGA meeting)
<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>County</th>
</tr>
</thead>
<tbody>
<tr>
<td>J.P. Dutton</td>
<td>Commissioner</td>
<td>Belmont County</td>
</tr>
<tr>
<td>Robert Krajnyak</td>
<td>Mayor</td>
<td>City of Martins Ferry</td>
</tr>
<tr>
<td>Jeff Ohler</td>
<td>Commissioner</td>
<td>Carroll County</td>
</tr>
<tr>
<td>Mike Halleck</td>
<td>Commissioner</td>
<td>Columbiana County</td>
</tr>
<tr>
<td>Ryan Stovall</td>
<td>Mayor</td>
<td>City of East Liverpool</td>
</tr>
<tr>
<td>John C. Berlin</td>
<td>Mayor</td>
<td>City of Salem</td>
</tr>
<tr>
<td>Tiffany Swigert</td>
<td>Port Authority Director</td>
<td>Coshocton County</td>
</tr>
<tr>
<td>Steve Mercer</td>
<td>Mayor</td>
<td>City of Coshocton</td>
</tr>
<tr>
<td>Skip Gardner</td>
<td>Commissioner</td>
<td>Guernsey County</td>
</tr>
<tr>
<td>Dale Norris</td>
<td>Commissioner</td>
<td>Harrison County</td>
</tr>
<tr>
<td>Ray Eyler</td>
<td>Commissioner</td>
<td>Holmes County</td>
</tr>
<tr>
<td>Evan Scurti</td>
<td>Port Authority Director</td>
<td>Jefferson County</td>
</tr>
<tr>
<td>Domenick Mucci</td>
<td>Mayor</td>
<td>City of Steubenville</td>
</tr>
<tr>
<td>John Parker</td>
<td>Mayor</td>
<td>City of Toronto</td>
</tr>
<tr>
<td>Mollie Crooks</td>
<td>Commissioner</td>
<td>Muskingum County</td>
</tr>
<tr>
<td>Jeff Tilton</td>
<td>Mayor</td>
<td>City of Zanesville</td>
</tr>
<tr>
<td>Chris Abbuhl</td>
<td>Commissioner</td>
<td>Tuscarawas County</td>
</tr>
<tr>
<td>Richard Homrighausen</td>
<td>Mayor</td>
<td>City of Dover</td>
</tr>
<tr>
<td>Joel B. Day</td>
<td>Mayor</td>
<td>City of New Philadelphia</td>
</tr>
<tr>
<td>Rick Dorland</td>
<td>Mayor</td>
<td>City of Uhrichsville</td>
</tr>
</tbody>
</table>
### Comprehensive Economic Development Strategy (CEDS)

#### Committee Members

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>County</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tait Carter, Director</td>
<td>Economic Development Office</td>
<td>Carroll County</td>
</tr>
<tr>
<td>James Kacsmar, CPA</td>
<td>Kacsmar &amp; Company</td>
<td>Belmont County</td>
</tr>
<tr>
<td>Mike Mancuso, Director</td>
<td>Salem Area Sustainable Opportunity Development Center</td>
<td>Columbiana County</td>
</tr>
<tr>
<td>Brian Kennedy</td>
<td>Port Authority &amp; Business Owner</td>
<td>Columbiana County</td>
</tr>
<tr>
<td>Heinz Stucki, PhD</td>
<td>Professor and Retired Community Improvement Corporation Director</td>
<td>Coshocton County</td>
</tr>
<tr>
<td>Norm Blanchard, Director</td>
<td>Cambridge-Guernsey County Community Improvement Corporation</td>
<td>Guernsey County</td>
</tr>
<tr>
<td>Nick Homrighausen Director</td>
<td>Economic Development Office</td>
<td>Harrison County</td>
</tr>
<tr>
<td>Arnold Oliver, Director</td>
<td>Planning Commission</td>
<td>Holmes County</td>
</tr>
<tr>
<td>Evan Scurti, Director</td>
<td>Port Authority</td>
<td>Jefferson County</td>
</tr>
<tr>
<td>Anthony Adornetto Executive Director</td>
<td>Zane State College Institutional Advancement</td>
<td>Muskingum County</td>
</tr>
<tr>
<td>Jason Ricker</td>
<td>Economic Development and Finance Alliance</td>
<td>Tuscarawas County</td>
</tr>
<tr>
<td>Bill Beisel, Director</td>
<td>Kent State University at Tuscarawas Business and Community Services</td>
<td>Tuscarawas County</td>
</tr>
</tbody>
</table>
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: Belmont, Carroll, Columbiana, Coshocton, Guernsey, Harrison, Holmes, Jefferson, Muskingum, & Tuscarawas.

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

Over 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 due to the vast open areas between entities being served or targeted for service.

### Regional Land Use

<table>
<thead>
<tr>
<th>Region</th>
<th>Developed, Lower Intensity</th>
<th>Developed, Higher Intensity</th>
<th>Barren</th>
<th>Forest</th>
<th>Shrub/Scrub &amp; Grasslands</th>
<th>Pasture/Hay</th>
<th>Cultivated Crops</th>
<th>Wetlands</th>
<th>Open Water</th>
<th>Total Acres</th>
</tr>
</thead>
<tbody>
<tr>
<td>Belmont</td>
<td>29,195</td>
<td>3,611</td>
<td>3,679</td>
<td>198,208</td>
<td>12,036</td>
<td>72,557</td>
<td>20,082</td>
<td>481</td>
<td>4,023</td>
<td>343,872</td>
</tr>
<tr>
<td>Carroll</td>
<td>16,874</td>
<td>758</td>
<td>278</td>
<td>140,172</td>
<td>5,684</td>
<td>49,536</td>
<td>35,138</td>
<td>733</td>
<td>3,461</td>
<td>252,608</td>
</tr>
<tr>
<td>Columbiana</td>
<td>43,452</td>
<td>4,260</td>
<td>1,295</td>
<td>149,918</td>
<td>7,089</td>
<td>66,354</td>
<td>64,070</td>
<td>1,227</td>
<td>3,067</td>
<td>340,800</td>
</tr>
<tr>
<td>Coshocton</td>
<td>26,138</td>
<td>1,913</td>
<td>1,191</td>
<td>199,394</td>
<td>3,430</td>
<td>41,871</td>
<td>25,368</td>
<td>935</td>
<td>5,178</td>
<td>334,080</td>
</tr>
<tr>
<td>Guernsey</td>
<td>20,932</td>
<td>1,971</td>
<td>735</td>
<td>209,502</td>
<td>7,517</td>
<td>47,072</td>
<td>31,383</td>
<td>945</td>
<td>5,384</td>
<td>319,308</td>
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<tr>
<td>Harrison</td>
<td>17,745</td>
<td>672</td>
<td>2,712</td>
<td>161,259</td>
<td>6,243</td>
<td>41,871</td>
<td>19,967</td>
<td>723</td>
<td>5,373</td>
<td>258,304</td>
</tr>
<tr>
<td>Holmes</td>
<td>19,600</td>
<td>1,597</td>
<td>352</td>
<td>101,791</td>
<td>2,734</td>
<td>69,115</td>
<td>72,742</td>
<td>1,462</td>
<td>1,354</td>
<td>270,720</td>
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<tr>
<td>Jefferson</td>
<td>26,975</td>
<td>4,535</td>
<td>2,045</td>
<td>169,371</td>
<td>5,898</td>
<td>31,746</td>
<td>18,481</td>
<td>157</td>
<td>2,884</td>
<td>262,144</td>
</tr>
<tr>
<td>Muskingum</td>
<td>38,366</td>
<td>4,211</td>
<td>1,616</td>
<td>231,812</td>
<td>15,312</td>
<td>93,703</td>
<td>33,347</td>
<td>851</td>
<td>6,082</td>
<td>425,344</td>
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<tr>
<td>Tuscarawas</td>
<td>3,081</td>
<td>5,849</td>
<td>3,145</td>
<td>189,733</td>
<td>9,045</td>
<td>59,030</td>
<td>53,363</td>
<td>2,797</td>
<td>4,940</td>
<td>363,264</td>
</tr>
<tr>
<td>Region</td>
<td>282,769</td>
<td>29,377</td>
<td>17,319</td>
<td>1,751,159</td>
<td>76,727</td>
<td>595,607</td>
<td>406,793</td>
<td>11,497</td>
<td>40,767</td>
<td>2,721,160</td>
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<tr>
<td>Ohio</td>
<td>3,229,031</td>
<td>618,548</td>
<td>60,282</td>
<td>8,098,786</td>
<td>563,508</td>
<td>2,862,095</td>
<td>10,242,737</td>
<td>248,992</td>
<td>283,064</td>
<td>26,209,664</td>
</tr>
</tbody>
</table>

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 2016. 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 County is the only county in the OMEGA region that experienced annualized population growth from 2010 to 2016; at a minimal rate of 0.58%. On average, the ten-county region decreased in population by -0.30% with Jefferson County experiencing the largest decrease of -0.70%.

<table>
<thead>
<tr>
<th>Region</th>
<th>Population Change 2010 - 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Census 2010</td>
</tr>
<tr>
<td>Ohio</td>
<td>11,536,504</td>
</tr>
<tr>
<td>OMEGA</td>
<td>590,660</td>
</tr>
<tr>
<td>Belmont</td>
<td>70,400</td>
</tr>
<tr>
<td>Carroll</td>
<td>28,836</td>
</tr>
<tr>
<td>Columbiana</td>
<td>107,841</td>
</tr>
<tr>
<td>Coshocton</td>
<td>36,901</td>
</tr>
<tr>
<td>Guernsey</td>
<td>40,087</td>
</tr>
<tr>
<td>Harrison</td>
<td>15,864</td>
</tr>
<tr>
<td>Holmes</td>
<td>42,366</td>
</tr>
<tr>
<td>Jefferson</td>
<td>69,709</td>
</tr>
<tr>
<td>Muskingum</td>
<td>40,087</td>
</tr>
<tr>
<td>Tuscarawas</td>
<td>92,582</td>
</tr>
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</table>

Projected Region Population 2015 - 2040

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 time 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%.
Employers

The top three employers in all of the ten 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 and First Energy in Jefferson County.

Industry Clusters

Source: www.statsamerica/innovation

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

From 2014 to 2016, regional unemployment rates ranged between 0.90% to 1.3% above the state average of 5.0%.

<table>
<thead>
<tr>
<th>Regional Civilian Labor Force</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
<tr>
<td>Civilian Labor Force</td>
</tr>
<tr>
<td>Employment</td>
</tr>
<tr>
<td>Unemployment</td>
</tr>
<tr>
<td>Unemployment Rate</td>
</tr>
</tbody>
</table>

Source: OhioLMI.com – Ohio Labor Market Information

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 increasing oil and gas industry exploration and extraction activities 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 predominate Amish population.

Source: StatsAmerica.org/USCP
Education

The OMEGA region has a wealth of educational resources, including all or part of 57 school districts and 7 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 associates degrees, but lags behind in bachelors and advanced degrees.

For the chart below, Holmes County has been removed from the average due to the relatively high percentage of individuals with less than a ninth grade education (34.8%). This statistic is attributed to the Amish population. Including this figure would have significantly skewed the regional statistics depicted below. 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 has recently become a concern as increasing oil and gas industry exploration and extraction activities brought many new residents (temporary and permanent) to the region. In 2017, a large number of these new residents were related to pipeline construction activities. This concern was anticipated due to the impact witnessed 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 out of existing housing by tenants able to pay a higher rate to occupy the housing units.

In 2015, the occupancy rate for housing units (owner and renter occupied) was 88%.

<table>
<thead>
<tr>
<th>Regional Housing Information - 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Housing Units</td>
</tr>
<tr>
<td>----------------</td>
</tr>
<tr>
<td>Belmont</td>
</tr>
<tr>
<td>Carroll</td>
</tr>
<tr>
<td>Columbiana</td>
</tr>
<tr>
<td>Coshocton</td>
</tr>
<tr>
<td>Guernsey</td>
</tr>
<tr>
<td>Harrison</td>
</tr>
<tr>
<td>Holmes</td>
</tr>
<tr>
<td>Jefferson</td>
</tr>
<tr>
<td>Muskingum</td>
</tr>
<tr>
<td>Tuscarawas</td>
</tr>
<tr>
<td>Region</td>
</tr>
</tbody>
</table>

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

Many RV parks similar to the one pictured to the left 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.
Transportation

The OMEGA region has multiple modes of transportation contributing to the regional and state economy, including highway, rail, maritime, and limited public transportation. The district contains 10,350 lane miles of roadway, 1,261 miles of railroad, 70 miles of Ohio River frontage, and 6 transit agencies. Over 65% of workers in the region travel less than 30 minutes to their place of employment. Less than 8% travel more than one hour.

In July 2013, Ohio Mid-Eastern Governments Association became one of the five non-MPO (Metropolitan Planning Organization) regional councils in Ohio taking part in a two year pilot program to establish Regional Transportation Planning Organizations (RTPOs) in Ohio. The purpose of this pilot program was to provide the rural areas of Ohio, that are not within the service boundaries of an MPO, a method by which to provide meaningful input to transportation planning activities taking place in Ohio. The pilot program was successfully completed in June 2015.

On January 27, 2016, Governor John Kasich formally designated OMEGA as an RTPO, along with four other partner organizations, pursuant to United States Code, Title 23, Section 135(m). This designation covers the Ohio counties of Carroll, Columbiana, Coshocton, Guernsey, Harrison, Holmes, Muskingum, and Tuscarawas. This RTPO designation provides for the OMEGA Executive Board, consisting primarily of local elected officials, and the Ohio Department of Transportation to conduct an ongoing regional transportation planning process focused on promoting and enhancing the transportation assets of the region. For more information on the OMEGA RTPO, visit www.omegadistrict.org/transportation.
Infrastructure

Water, sewer, and broadband infrastructure in the OMEGA region has always been the largest challenge facing economic development activities. These challenges include antiquated and insufficient infrastructure as well as 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 4-lane highways.

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%.

<table>
<thead>
<tr>
<th>Region</th>
<th>Broadband Availability</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>10 Mbps Upload &amp; 1 Mbps Download Speed</td>
</tr>
<tr>
<td>Belmont</td>
<td>84.41%</td>
</tr>
<tr>
<td>Carroll</td>
<td>85.90%</td>
</tr>
<tr>
<td>Columbiana</td>
<td>94.30%</td>
</tr>
<tr>
<td>Coshocton</td>
<td>72.16%</td>
</tr>
<tr>
<td>Guernsey</td>
<td>89.75%</td>
</tr>
<tr>
<td>Harrison</td>
<td>86.11%</td>
</tr>
<tr>
<td>Holmes</td>
<td>98.17%</td>
</tr>
<tr>
<td>Jefferson</td>
<td>97.63%</td>
</tr>
<tr>
<td>Muskingum</td>
<td>90.96%</td>
</tr>
<tr>
<td>Tuscarawas</td>
<td>88.39%</td>
</tr>
<tr>
<td>Region</td>
<td>88.78%</td>
</tr>
<tr>
<td>State</td>
<td>97.14%</td>
</tr>
</tbody>
</table>

Source: Connect Ohio - May 2017
SWOT Analysis

OMEGA partnered with Kent State University at Tuscarawas to develop and conduct an on-line SWOT (Strengths, Weaknesses, Opportunities, and Threats) survey of OMEGA CEDS Committee members, employees, executive board, members and representatives of affiliated organizations. A copy of the survey is located in the appendix of this report.
Highlight - **Strength**

**Oil and Gas**

“Our newest resource — the cheapest energy in the Western Hemisphere thanks to the Utica and Marcellus Shale play.” — Appalachian Partnership for Economic Growth (APEG), Regional Division of JobsOhio

**Ohio’s Utica Natural Gas Helps Lead the Shale Revolution**

Counties included in the OMEGA region are outlined in green. All **ten** counties in the OMEGA region are included in the Utica and Marcellus Shale plays.

In 2016, the 10-county OMEGA region produced **89.5%** of the state’s oil from horizontal wells (16,118,866 barrels) and **72.8%** of the state’s natural gas from horizontal wells (1,010,794,539 MCF).
Highlight - Opportunity

New Market, Industry Opportunities

The OMEGA region recently became the home to several natural gas-fired power plants and natural gas processing and fractionation facilities. Carroll County Energy is scheduled to be in operation by the end of 2017. Three additional plants are scheduled to be in operation in Columbiana, Guernsey (recently approved by the Ohio Power Siting Board), and Harrison counties by 2020. Total investment for these facilities is anticipated to exceed $3 billion, create 1,500 construction jobs, and over 100 permanent jobs. MarkWest Energy has invested $3.85 billion in processing and fractionation infrastructure in three facilities in Harrison County. Utica East Ohio invested $1.2 billion in processing facilities. PTT Global Chemical America, Thailand’s largest and Asia’s leading integrated petrochemical and refining company, is considering development of an ethane cracker near the Ohio River in Belmont County. PTT Global conducted a $10 million pre-engineering study that showed positive results. This study was followed by a $100 million investment to determine a cost estimate for the full project. A final decision is anticipated for fourth quarter of 2017 or first quarter of 2018. If the project moves forward, it will take approximately four years to build the ethane cracker facility. Interest in the proposed site in Belmont County is due to its location in the Marcellus and Utica shale region and its access to major highway, rail, pipeline and port infrastructure that would increase efficiency while reducing the environmental and financial costs of transportation. If built, the facility would create hundreds of full-time jobs, thousands of construction jobs and multiple billions of dollars in investments.

Below is a diagram included in the Shale Energy Development Economic Impact Analysis produced by The Ohio State University, Extension Office in May 2017.

Downstream Value Chain Markets
Effects of Energy Sector Expansion on Employment (Non-Metropolitan Counties)

Between the 2001 and 2013 energy boom, approximately 6.5 new net jobs were created for a non-metro county with median employment which is 0.1% of the annual job growth.

Analysis shows that there is a positive effect of energy sector expansion in other sectors.

For example, 10 new energy jobs are associated with:

**Year One:**
3 additional jobs in other industries on average.

**Year Three:**
2 additional jobs in other industries on average.

**Year Six:**
20 additional jobs in other industries on average.

**Year Ten:**
7 additional jobs in other industries on average.

Highlight - Weakness

Infrastructure

1 in 4 respondents to the SWOT survey listed inadequate or lack of infrastructure as a weakness in the region. In 2017, OMEGA received 29 pre-applications requesting funding from the Appalachian Regional Commission/Governor’s Office of Appalachia (ARC/GOA). 19 of the 29 pre-applications involved infrastructure. More specifically, 13 of the 19 were focused on water and wastewater treatment.

19 of 29
ARC/GOA pre-applications requested funds for infrastructure

Highlight - Threat

Lack of Funding

1 in 5 survey respondents listed lack of funding as a threat to the region. Typically, OMEGA receives ARC/GOA pre-applications requesting funds at a rate of 3:1. In 2017, 29 pre-applications were received requesting a total of $4.5 million. $1.5 million is available to be awarded.

1 in 5
Survey respondents listed lack of funding as a threat

3:1
Ratio of ARC/GOA funds requested to funds available
Strategic Direction and Action Plan

Based upon an analysis of the SWOT surveys, OMEGA and Kent State University identified eight Focus Areas for the region. Listed below are the 8 Focus Areas and issues identified to be related to each.

**Focus Area 1:**
Oil and Gas Industry
- Strategic Plan
- Reinvest in community
- Adaptability
- Sustainability
- Resiliency
- Education
- Environment
- Availability of Capital

**Focus Area 2:**
Infrastructure/Funding
- Broadband
- Water and Sewer
- Roads and bridges/New construction/Rehabilitate old
- New industrial parks/Access roads
- Community facilities
- Downtown Revitalization/Smart Growth
- Brownfields
- Lobbying/Federal and State
- Environmental
- Downtown revitalization/Smart growth
- Educational facilities
- Coordinated engineering
Focus Area 3: Local Leadership
   Capacity Building

Focus Area 4: Grant Writing
   Promote awareness of what OMEGA offers (i.e. ARC, EDA, OPWC)
   Help with grant writing process
   Sustainability – what about after the grant?
   Collaboration
   Regional group meetings

Focus Area 5: Collaboration
   Outreach
   Regional priorities
   Project prioritization

Focus Area 6: Revolving Loan Fund
   Marketing
   Job creation and retention
   Partnership opportunities
   RLF administration for other entities
   Consider additional loan funds (ARC, EDA, USDA)
**Focus Area 7:**
Transportation
  - Infrastructure
  - Collaboration
  - Maintenance/Preservation
  - Transit
  - Funding
  - Active Transportation
  - Corridor Studies
  - Safety

**Focus Area 8:**
Workforce
  - Involve business and industry
  - Prevent young educated workforce from leaving the region
  - Convening stakeholders
  - Apprenticeships
  - Work with U.S. Dept. of Labor and economic development groups
  - Address Live/Work/Play Concerns
  - Small business development
  - Funding
  - Student loans
  - JobsOhio
  - Career centers
  - Resume/job seeking
  - Jobs paying a living wage
  - Training/re-training
  - Drugs
  - Manufacturing summer camps
By taking coordinated action steps in the 8 Focus Areas, OMEGA’s goals are to reduce unemployment, increase income, reduce poverty, and improve the standard of living for the region.

Success will be measured by using the following indicators as benchmarks:

- **Unemployment Rate**
- **Median Household Income**
- **Poverty Rate**
- **Population Changes**
- **Educational Attainment Rate**
- **Affordable Housing**
- **Number of Businesses/Organizations/Individuals Participating in or Benefitting from a Program or Project**
- **Number of Jobs Created and/or Retained in the Region**
- **Amount of Private Sector Investment in the Region after Implementation of the CEDS**
- **Square Footage of Manufacturing and Industrial Space Occupied**
- **Miles of Roadway Constructed or Improved**
- **Linear Feet of water or Sewer Line Installed or Improved**
- **Change in Access and Demand for Social and Medical Services**

As OMEGA continues the strategic planning process (facilitated by Kent State University), a score card will be developed with specific goals and objectives related to each focus area to assess progress. The scorecard will be updated annually. The seven goals listed in the 2016 CEDS report will reviewed throughout this process and incorporated into the new goals as appropriate.
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

<table>
<thead>
<tr>
<th></th>
<th>Pre-Disaster Role</th>
<th>Post-Disaster Role</th>
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<tbody>
<tr>
<td><strong>Analyst</strong></td>
<td>Understand how possible disasters could impact local businesses /industries</td>
<td>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</td>
</tr>
<tr>
<td><strong>Catalyst</strong></td>
<td>Establish Business Recovery Task Force to work on preparedness activities</td>
<td>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</td>
</tr>
</tbody>
</table>
| 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
Advocate for tiered business re-entry procedures
Address impacts/adequacy of community’s emergency management plan from businesses’ perspective | Seek funding opportunities for recovery initiatives
Communicate priorities and need for policy changes to state and federal leaders |
| Educator | Educate small businesses on business continuity planning
Educate business community on community’s emergency management plan | Facilitate flow of accurate information to businesses
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
Three Most Common Causes of Natural Disaster in Eastern Ohio

- Flooding
- Landslides
- Strong Seasonal Storms

Note: Mine subsidence also contributes to the potential for disasters in the OMEGA Region.

Below is a map of the floodplains in the OMEGA Region. Floodplain management plays a critical role in disaster resiliency in eastern Ohio.
Indicators

Below is a selection of economic and demographic indicators important to understanding the OMEGA region.

Source: https://development.ohio.gov/files/research

![Median Household Income Chart](chart1.png)

![Housing Affordability Chart](chart2.png)

Source: https://development.ohio.gov/files/research
Median Household Income

High Concentrations of residents living at a low income level are defined as a census tract at or below the OMEGA regional average of $42,792.

Source: U.S. Census 2011 to 2015 ACS Estimates
Source: [https://development.ohio.gov/files/research](https://development.ohio.gov/files/research)
### Annualized Population Change 2010 - 2016

- Belmont: -0.40%
- Carroll: -0.66%
- Columbiana: 0.58%
- Guernsey: -0.63%
- Harrison: -0.41%
- Holmes: -0.70%
- Jefferson: -0.30%
- Ohio: -0.80%
- Muskingum: -0.40%
- OMC region: 0.01%
- Tuscarawas: 0.11%
- State of Ohio: -0.60%

**Source:** U.S. Census Bureau

### Resident Occupations

- Management, Professional & Related: 16%
- Service: 12%
- Sales & Office: 14%
- Farming, Fishing & Forestry: 38%
- Construction, Extraction & Maintenance: 7%
- Production, Transportation & Material Moving: 13%

**Source:** www.statsamerica.org
Appendix
Survey:

The goal of this survey is to better understand the strengths, weaknesses, opportunities and threats of the 10-county region served by the Ohio Mid-Eastern Governments Association (OMEGA). This information will be incorporated into a Comprehensive Economic Development Strategy (CEDS) report that will be available to the public. OMEGA is also interested in your opinion of the services they provide.

The OMEGA 10-county region includes Belmont, Carroll, Columbiana, Coshocton, Guernsey, Harrison, Holmes, Jefferson, Muskingum, and Tuscarawas Counties.

Your responses are confidential and can only be accessed by Kent State University research professionals. The overall results of the survey will be shared with the organization in summary only; individual responses will not be reported.

A SWOT analysis is a planning method used to evaluate strengths, weaknesses, opportunities and threats of a region. Strengths and weaknesses are internal to a region, while opportunities and threats are external.

For example:

Strengths/Weaknesses
Workforce
Infrastructure
Opportunities/Threats
Funding
Economy
Regulations
Environment

Please list what you feel are the strengths of the 10-county region:

Please list what you feel are the weaknesses of the 10-county region:

Please list the opportunities you feel the 10-county region may have:

Please list the threats you feel the 10-county region is facing:

When you think of OMEGA what three words come to mind?

What services provided by OMEGA are most valuable to you?

Are there services you would like to see OMEGA add?

On a scale of 1 to 5 (with 5 being the best) how responsive is OMEGA to your needs?

What is the best way for OMEGA to communicate with your community?

Please enter your ZIP Code below:

What is your connection to OMEGA? (Please select all that apply)

Please enter additional comments here: