

Deerfield Township Community Improvement Corporation Board Meeting Agenda

CIC Staff

- Jim Flick, Executive Director
- Jennifer Richardson, Finance Director

CIC Board:

- Lelle Hedding
- Eric Reiners
- Carrie Fritz
- Ryan Silverman
- Julie Byrne
- Scott Csendes
- Chip Storie

Agenda

1. Welcome and Introductions
2. Executive Director Report
 - Economic Development Plan
 - Intro Binder with formation documents
 - Update on the filing of Articles of Incorporation
3. Finance Director Report
4. New Business
 - Nominations of Board Officers
 - Chairperson
 - Vice Chairperson
 - *Nominations will also be accepted via email as well for those not able to make the meeting*
 - EDA Planning Grant Application Discussion
 - Business Retention and Expansion Plan Discussion

CIC Board Meeting – 6/20/2019

Attendees:

- Lelle Hedding
- Julie Byrne
- Scott Csendes
- James Flick

Absent

- Chip Storie (out of town)
- Ryan Silverman (unavailable)
- Carrie Fritz (family/medical situation)
- Eric Reiners (unavailable)

Executive Director's Report

First of all I want to express thanks to those that could make it to the meeting tonight. Unfortunately we won't end up having quorum so we cannot vote on anything, however, I thought it was still important to convene to get the conversation started.

To update you on where we are in the process, we have sent in our articles of incorporation to the Secretary of State. Once those have been filed we will be officially recognized as a corporation. The next steps would be to approve the agreement designating us as the Economic Development arm of Deerfield Township and to submit our paperwork to be recognized as a 501c3.

In your package you will find all the documentation setting up the CIC and the Economic Development Plan that you may already be familiar with.

This will be a guiding document until the township's Comprehensive Plan update is complete, at which point the Economic Development Plan will be updated to reflect the outcomes of that new report.

I am also working to acquire the URL DeerfieldCIC.com, which will be something that I can direct people to. I will not be setting up a new website, simply updating Deerfield Township's website to broadcast the information related to the CIC. The URL will redirect to the Economic Development page of Deerfield Township's website.

The acquisition of the URL allows me to have a new and unique email that I will be able to use to conduct CIC business as the CIC has slightly different rules and regulations regarding public records than the Township. We are still subject to Sunshine Law and Public Records law, however there are limited exceptions including:

Financial and proprietary information including trade secrets

- Any other information submitted to the CIC in connection with the relocation, location, expansion improvement or preservation of a business is confidential until the entity commits in writing to proceed.

This information and other details about the operations of CICs are including in your packet from a presentation created and disseminated by the Auditor of the State of Ohio.

I look forward to working with you all to advancing Deerfield Township.

Thank you and I can answer any questions.

Finance Director's Report

We are currently working through the process of getting a checking out set up as well as our accounting system to manage the finances for the CIC.

While this is being done, any funding for CIC activities will be approved through the Deerfield Township Board of Trustees.

Anticipated expenditures on the horizon include

- Cost of acquiring deerfieldcic.com (\$12/year)
- Costs associated with the printing and mailing of postcards for the Business Retention and Expansion program as will be discussed in the new business portion of this meeting.
 - Printing Cost – To be determined based on quotes from printing companies
 - Postage - \$0.35 per postcard X 20 postcards = \$7.00

New Business

1. Nominations of Board Officers

- a. In doing my research on other CICs. I am recommending that we nominate board officers, particularly Chairperson and Vice Chairperson. If anyone would be interested in serving in those positions, please let me know.
- b. Nominations will be collected, then voted on at our next meeting, which I will work on scheduling in July.

2. EDA Planning Grant Application Discussion

- a. I would like to pursue an Economic Development Administration Planning grant in order to conduct an Economic Impact Analysis on a potential development at the Foster's Crossing.
 - i. The Little Miami River, which runs on the eastern boundary of Deerfield Township, is a high underutilized asset I identified in the Economic Development Plan as a place I think we should consider, when promoting economic development activity.
 - ii. Foster's Crossing, the point when State Route 22 and 3 crosses the Little Miami River, serves as one of the best options in terms of attractive new development activity. The township already owns approximately 8 acres of land along the waterfront. The Economic Impact Analysis could identify the types and scale of developments that could be successful in this location.
 - iii. A development at Foster's Crossing would enable the opportunity to provide connectivity to the Loveland Bike Trail and Carl Rahe Park, a State Park on the south side of the crossing that has an outdoor picnic area as well as a canoe launch located on it.
- b. I am still in the process of looking into this and what would be required to submit this application, once I am ready, I will be bringing this to the Board for Approval.

3. *Business Retention and Expansion Program Discussion*

- a. As a part of the work of the CIC I would like to start a Business and Retention and Expansion program (BRE), which will give me the opportunity to meet with businesses and understand their needs, challenges, and future plans.
 - i. Attached in your packet is the sample BRE postcard, which would be sent to businesses in the Township as a launch to the program. Also, attached is a draft program overview and a sample survey that would be used during the meeting with the business.
 - ii. The BRE would also provide an opportunity to partner with one or more other community organizations to showcase the full array of tools available to help business succeed. These partner organizations include, but are not limited to:
 1. REDI Cincinnati (The Regional Economic Development Initiative, the Regional Jobs Ohio Designated Organization)
 2. The Warren County Small Business Development Center
 3. The Warren County Port Authority
 4. Mason Deerfield Chamber
 5. Sinclair College
- b. I ask that you please review the BRE program documents and submit any feedback on these documents that you may have. I anticipate starting with the largest employers in the township and working down. The initial postcard will be sent to those companies employing 100 or more employees, of which there is 20 currently, according to data that I have collected.
- c. Prior to the mailing of the postcard and or letter to companies, I will ensure that the business is still operating and is in fact located within the boundaries of Deerfield Township.

DEERFIELD TOWNSHIP RETENTION EXPANSION PROGRAM



Business Retention & Expansion (BRE) Program

The Business Retention & Expansion (BRE) company visitation program will help Deerfield Township businesses expand as well as spur new growth through stronger industry clusters. Taking excellent care of current primary employers provides the most business opportunity and at a significantly less cost than attracting new ones.

- In the past, the BRE program included a support role in with REDI Cincinnati. A Deerfield Township BRE program should be implemented to reduce the risk of local companies being attracted to other regional, national or international locations.
- The Economic Development Director should set goals for a realistic number of companies to visit within a year. The details of each visit should then be entered into a database. If any issues arise that need a response, immediate steps should be taken to resolve them if within the scope of Economic Development Director responsibilities, or referred to the proper agency for resolution.
- The Economic Development Director will identify companies in the township as well as contact information and background on those companies.

○ **ACTION ITEMS**

▪ **EXPECTATION**

- The Economic Development Director will conduct BRE meetings with the targeted companies.
- The purpose of the meeting is to get to know the businesses in the township to understand their needs and connect them with services provided directly by the Township or other agencies that may help them grow.
- The Economic Development Director should be familiar with services offered by township departments, related partners (i.e Chambers of Commerce, Port Authority, National Development Council, etc.) and other outside agencies that provide business assistance and workforce development.

▪ **SETTING UP A MEETING**

The Economic Development Director should develop a basic understanding of the company before making the call to request a meeting

- Identify companies in assigned neighborhoods by;
 - Existing company relationships
 - Personal references from other companies, township staff, and other organizations
 - Database searches (Reference USA, CoStar, etc.)
 - Cold calling; start by driving around Deerfield Township to identify companies and use Auditor, Warren County GIS and Google to identify company name and contact information. Obtain company leads from newspaper press releases and Internet news.
 - Attend Business Association meetings to give a brief description of the program and gather business information
- Visits made by the Economic Development Director may include community leaders such as the Township Administrator, members of Board of Trustees, and other civic, educational, and economic leaders. The Economic Development Director shall invite members of those groups to accompany him/her on visits.

▪ **MEETING PREPERATION**

- The Economic Development Director should bring a copy of our retention form, laptop, or tablet computer to each visit. This will allow the Economic Development Director to input the information they learn from the company. He/She should also bring a township fact sheet and inform the companies of the available tools to help them expand. All forms should be filled out completely and entered into a database.

- **COMPANY FOLLOW-UP**

- If any issues arise that need a response, immediate steps should be taken to resolve them, or referred to the proper agency for resolution.
 - Within **2 Weeks** the Economic Development Director should send a brief Thank You letter. The letter should thank the company for participating in the BRE program meeting as well as confirm the Economic Development Director's action items from the meeting.
 - Within **4 Weeks** after the conclusion of the meeting the Economic Development Director should follow up with the appropriate agencies to ensure they have responded to the company's request for assistance.
- During the visit, the Economic Development Director should identify early warning signals that may cause companies to be at risk of downsizing or leaving Cincinnati all together. Red Flags can include:

Company Factors:

- Declining sales/employment
- Increasing sales/employment
- Obsolete or land-locked facilities
- Older production/technology equipment
- Other in-state or out-of-state facilities
- Capital investment elsewhere
- Facility and site expansion plans
- Lease of property/lease expiration
- Non-local corporate ownership
- Gradual corporate downsizing
- Recent ownership changes
- Loss of supplier contracts
- Union contract expirations

Industry factors:

- Industry undergoing consolidation
- Industry facing rapid change
- Lack of needed skilled labor

Attitude factors:

- Negative attitudes about the community
- Lack of business support in the community

Execution

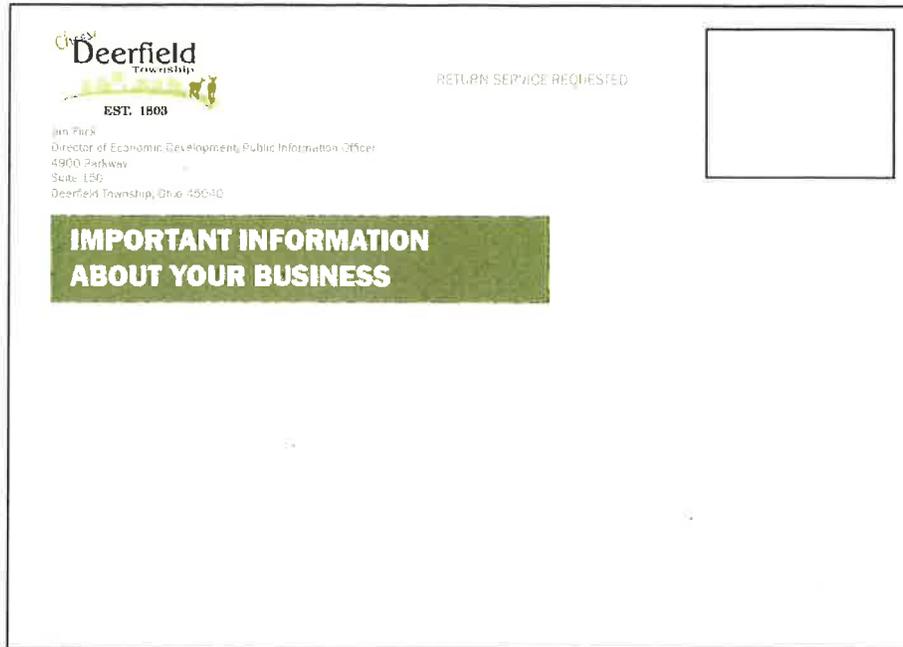
- An official launch will kick-off in the 1ST quarter 2019 with an introduction of the BRE program to the Board of Trustees.
- A BRE marketing campaign via social media outlets and press releases will also be launched to provide an initial push for public awareness of the program.
- An initial mailing of postcards will go to targeted companies. The postcards will give a brief description of the program and will have contact information for the Economic Development Director. The postcard will also serve as an invitation for companies to reach out to Economic Development Director to schedule retention visits.

Marketing the Business Retention & Expansion program after launch

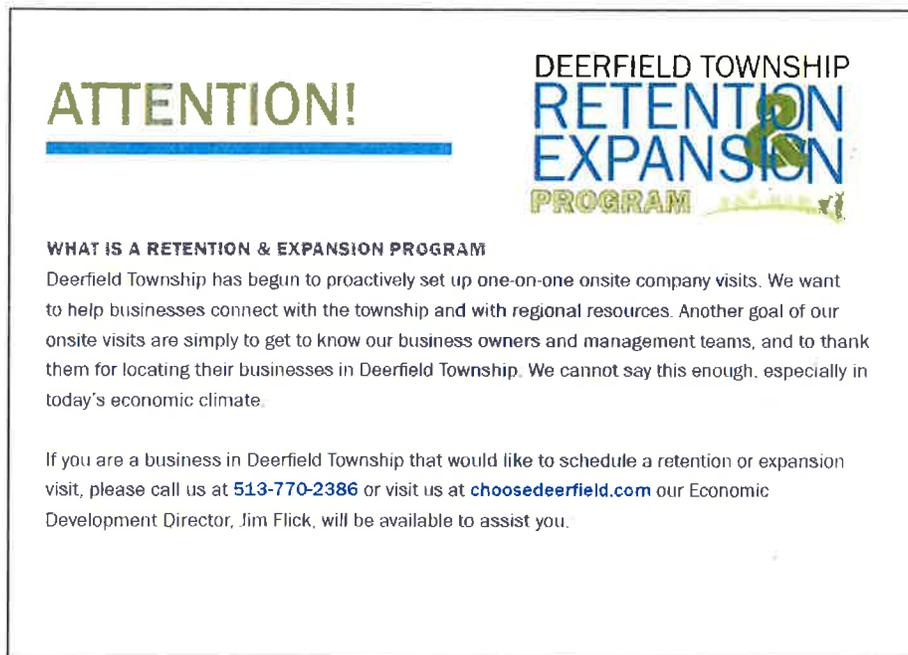
- Invite media outlets to a tour of local companies that have already been aided by the assistance available through the BRE program.
- Press releases and/or social media spotlights that highlight the work being done by local businesses as well as any assistance the township or other agencies provided as a result of the program.
- Report annually on the number of businesses visited and any other metrics related to the BRE visits.
- Write opinion pieces and letters to the editor to promote the importance of the Business Retention & Expansion as a key part of Deerfield Township's overall economic development strategy.

BRE Postcard

Side A:



Side B:





Toll Free: (877) SOS-FILE (877-767-3453)
Central Ohio: (614) 466-3910
www.OhioSecretaryofState.gov
Busserv@OhioSecretaryofState.gov
File online or for more information: www.OHBusinessCentral.com

Mail this form to one of the following:
Regular Filing (non expedite)
P.O. Box 670
Columbus, OH 43216
Expedite Filing (Two business day processing time.
Requires an additional \$100.00)
P.O. Box 1390
Columbus, OH 43216

For screen readers, follow instructions located at this path.

2019 JUN -7 AM 11:37

Initial Articles of Incorporation
(Nonprofit, Domestic Corporation)
Filing Fee: \$99
(114-ARN)
Form Must Be Typed

Please check the box if this nonprofit corporation is being formed for the following purpose:

- Community Improvement Corporation (Economic Development or Land Reutilization) - Please see Ohio Revised Code Chapter 1724 or the instructions at the end of this form for more information.

First: Name of Corporation

Second: Location of Principal Office in Ohio

City State

County

Optional: Effective Date (MM/DD/YYYY) (The legal existence of the corporation begins upon the filing of the articles or on a later date specified that is not more than ninety days after filing.)

Third: Purpose for which corporation is formed

** Note: for Nonprofit Corporations: The Secretary of State does not grant tax exempt status. Filing with our office is not sufficient to obtain state or federal tax exemptions. Contact the Ohio Department of Taxation and the Internal Revenue Service to ensure that the nonprofit corporation secures the proper state and federal tax exemptions. These agencies may require that a purpose clause be provided. **
** Note: ORC Chapter 1702 allows for additional provisions to be included in the Articles of Incorporation that are filed with this office. If including any of these additional provisions, please do so by including them in an attachment to this form. **

Original Appointment of Statutory Agent

The undersigned, being at least a majority of the incorporators of

Deerfield Township Community Improvement Corporation
(Name of Corporation)

hereby appoint the following to be Statutory Agent upon whom any process, notice or demand required or permitted by statute to be served upon the corporation may be served. The complete address of the agent is:

Jim Flick
(Name of Statutory Agent)

4900 Parkway Drive Suite 150
(Mailing Address)

Deerfield Township
(Mailing City)

OH
(Mailing State)

45040
(Mailing ZIP Code)

Must be signed by the incorporators or a majority of the incorporators.

[Signature]
(Signature)

[Signature]
(Signature)

[Signature]
(Signature)

Acceptance of Appointment

The Undersigned, Jim Flick, named herein as the
(Name of Statutory Agent)

Statutory agent for Deerfield Township Community Improvement Corporation
(Name of Corporation)

hereby acknowledges and accepts the appointment of statutory agent for said corporation.

Statutory Agent Signature [Signature]
(Individual Agent's Signature / Signature on Behalf of Business Serving as Agent)

By signing and submitting this form to the Ohio Secretary of State, the undersigned hereby certifies that he or she has the requisite authority to execute this document.

Required

Articles and original appointment of agent must be signed by the incorporator(s).

If the incorporator is an individual, then they must sign in the "signature" box and print his/her name in the "Print Name" box.

If the incorporator is a business entity, not an individual, then please print the entity name in the "signature" box, an authorized representative of the business entity must sign in the "By" box and print his/her name and title/authority in the "Print Name" box.

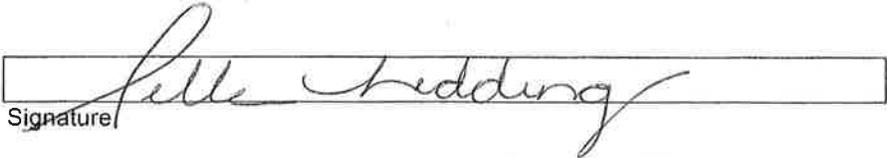


Signature

By (if applicable)

Kristin Malhotra

Print Name

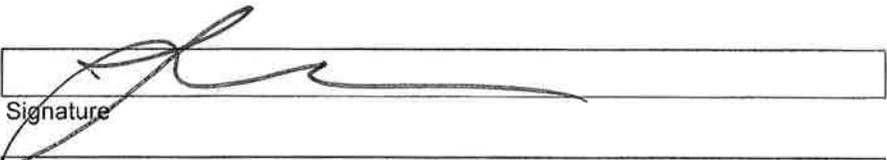


Signature

By (if applicable)

Lelle Lutts Hedding

Print Name



Signature

By (if applicable)

Lennie Vestal

Print Name



Filing Form Cover Letter

Please return the approval certificate to:

Name (Individual or Business Name):

Deerfield Township Community Improvement Corporation

To the Attention of (if necessary):

Jim Flick

Address:

4900 Parkway Drive Suite 150

City:

Deerfield Township

State

Ohio

ZIP Code:

45040

Phone Number:

513-701-6959

E-mail Address:

jflick@deerfieldtwp.com

- Check here if you would like to receive important notices via e-mail from the Ohio Secretary of State's office regarding Business Services.
- Check here if you would like to be signed up for our Filing Notification System for the business entity being created or updated by filing this form. This is a free service provided to notify you via e-mail when any document is filed on your business record.

Please make checks or money orders payable to: "Ohio Secretary of State"
Type of Service Being Requested: (PLEASE CHECK **ONE** BOX BELOW)

- Regular Service:** Only the filing fee listed on page one of the form is required and the filing will be processed in approximately 3-7 business days. The processing time may vary based on the volume of filings received by our office.
- Expedite Service 1:** By including an Expedite fee of \$100.00, **in addition** to the regular filing fee on page one of the form, the filing will be processed within 2 business days after it is received by our office.
- Expedite Service 2:** By including an Expedite fee of \$200.00, **in addition** to the regular filing fee on page one of the form, the filing will be processed within 1 business day after it is received by our office. **This service is only available to walk-in customers who hand deliver the document to the Client Service Center.**
- Expedite Service 3:** By including an Expedite fee of \$300.00, **in addition** to the regular filing fee on page one of the form, the filing will be processed within 4 hours after it is received by our office, if received by 1:00 p.m. **This service is only available to walk-in customers who hand deliver the document to the Client Service Center.**
- Preclearance Filing:** A filing form, to be submitted at a later date for processing, may be submitted to be examined for the purpose of advising as to the acceptability of the proposed filing for a fee of \$50.00. The Preclearance will be complete within 1-2 business days.

RESOLUTION NO. 2019-43

DEERFIELD TOWNSHIP AREA COMMUNITY IMPROVEMENT CORPORATION

**RESOLUTION ACCEPTING THE DESIGNATION AS AN
AGENCY OF DEERFIELD TOWNSHIP, WARREN
COUNTY, OHIO, FOR INDUSTRIAL, COMMERCIAL,
DISTRIBUTION AND RESEARCH DEVELOPMENT
WITHIN THE TOWNSHIP.**

WHEREAS, the Deerfield Township Community Improvement Corporation (the "Corporation") is an existing not-for-profit corporation formed under the laws of the State of Ohio, including Chapter 1724 of the Ohio Revised Code, for the purposes of advancing, encouraging, and promoting industrial, economic, commercial, and civic development within Deerfield Township, Warren County, Ohio (the "Township"); and

WHEREAS, pursuant to Section 1724.10(A) of the Ohio Revised Code, the Township may designate the Corporation as an agency of the Township for industrial, commercial, distribution, and research development within the Township; and

WHEREAS, the Board of Trustees of the Township has so designated the Corporation as an agency thereof for such purposes, pursuant to its Resolution No. 2019-43, and the Corporation hereby desires to accept such designation;

NOW THEREFORE, BE IT RESOLVED by the Board of Directors of the Deerfield Township Community Improvement Corporation:

SECTION 1: That the Corporation hereby accepts the Township's designation as an agency of the Township for industrial, commercial, distribution, and research development within the Township, in accordance with Section 1724.10(A) of the Ohio Revised Code.

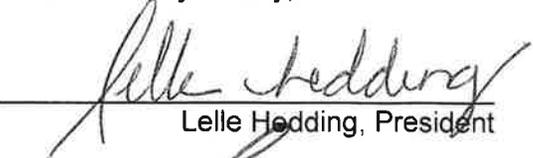
SECTION 2: That this Board of Directors (this "Board") of the Corporation approves the Designation Agreement, in substantially the same form as attached hereto as Exhibit A (the "Agreement"), and further authorizes the President of this Board to execute and deliver the Agreement on behalf of the Corporation.

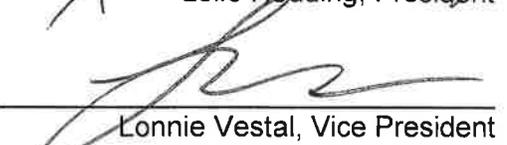
SECTION 3: That it is found and determined that all formal actions of this Board of the Deerfield Township Community Improvement Corporation concerning and relating to the passage of this resolution were adopted in an open meeting of this Board, and that all deliberations of this Board of the Deerfield Township Community Improvement Corporation and of any of its committees that resulted in such formal action, were in meetings open to the public, in compliance with all legal requirements, including Section 121.22 of the Ohio Revised Code.

VOTE RECORD:

Mrs. Hedding Yes Mr. Vestal Yes Ms. Malhotra Yes

PASSED at the meeting of the Board of Trustees this 21st Day of May, 2019.


Lelle Hedding, President

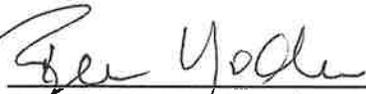

Lonnie Vestal, Vice President


Kristin Malhotra, Trustee

This is to certify that this Resolution was duly passed and filed with the Deerfield Township Fiscal Officer, this 21st day of May, 2019.


Dan Corey, Fiscal Officer

APPROVED AS TO FORM:


Ben Yoder, Law Director

RESOLUTION NO. 2019-42

A RESOLUTION DESIGNATING THE DEERFIELD TOWNSHIP COMMUNITY IMPROVEMENT CORPORATION AS AN AGENCY OF DEERFIELD TOWNSHIP, WARREN COUNTY, OHIO, UNDER THE AUTHORITY OF SECTION 1724.10 OF THE OHIO REVISED CODE.

WHEREAS, pursuant to Chapter 1724 of the Ohio Revised Code, as it may hereafter be amended (the "Act"), there has been formed an economic development corporation (as defined in Section 1724.01(A)(2) of the Ohio Revised Code) known as the Deerfield Township Community Improvement Corporation (the "Corporation"), a corporation not-for-profit as recorded on the records of incorporation of the Secretary of State of Ohio on _____, 2019; and

WHEREAS, it is appropriate to encourage growth and development of business and industry within Deerfield Township, Warren County, Ohio (the "Township"), and it is recognized by the Township that the Corporation has a vital role in such growth and development; and

WHEREAS, having determined that it is the policy of the Township to promote the health, safety, morals, and general welfare of its inhabitants, in accordance with the provisions of the Act, the Township desires to designate the Corporation as an agency thereof for industrial, commercial, distribution, and research development within the Township;

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF TRUSTEES OF DEERFIELD TOWNSHIP, WARREN COUNTY, OHIO, STATE OF OHIO, THAT:

SECTION 1: That the Corporation is hereby designated as an agency of the Township for industrial, commercial, distribution, and research development within the Township, in accordance with Section 1724.10(A) of the Ohio Revised Code.

SECTION 2: That the Board of Trustees approves the Designation Agreement, in substantially the same form as attached hereto as Exhibit A (the "Agreement"), and further authorizes the Board President to execute and deliver the Agreement on behalf of the Township.

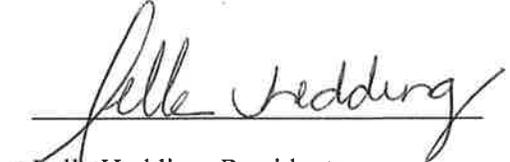
SECTION 3: That it is found and determined that all formal actions relative to the adoption of this resolution were taken in an open meeting of this Board of Trustees, and that all deliberations of this Board of Trustees and of any of its committees, if any, which resulted in such formal action, were taken in meetings open to the public, in full compliance with applicable legal requirements, including Section 121.22 of the Ohio Revised Code.

SECTION 4: That this resolution shall take effect and be in force from and after the earliest period allowed by law.

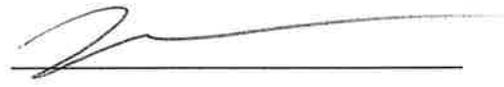
Vote Record:

Mrs. Hedding Y Mr. Vestal Y Ms. Malhotra Y

Passed at the meeting of the Board of Trustees this 21st Day of May, 2019.


Lelle Hedding, President

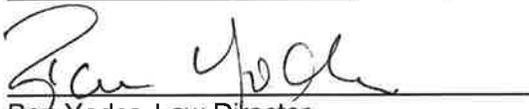

Lonnie Vestal, Vice President


Kristin Malhotra, Trustee

This is to certify that this Resolution was duly passed and filed with the Deerfield Township Fiscal Officer, this 21st day of May, 2019.


Dan Corey, Fiscal Officer

APPROVED AS TO FORM:


Ben Yoder, Law Director

DESIGNATION AGREEMENT

THIS DESIGNATION AGREEMENT (this "Agreement") is made and entered into on the 21st day of June 2019, by and between DEERFIELD TOWNSHIP, WARREN COUNTY, OHIO, an Ohio township and political subdivision (the "Township"), and the DEERFIELD TOWNSHIP COMMUNITY IMPROVEMENT CORPORATION, an Ohio non-profit corporation (the "Corporation").

WHEREAS, in the public interest and for the public purposes authorized by Section 13 of Article VIII of the Ohio Constitution, and pursuant to the provisions of Section 1724.10 of the Ohio Revised Code and in conformity with its policy to promote the health, safety, morals and general welfare of its inhabitants, the Township has designated the Corporation as its agency for industrial, commercial, distribution and research development in the Township; and

WHEREAS, the Corporation desires to accept such designation and to constitute and act as such agency of the Township and, to that end, agrees to participate in the Township's strategic plan for economic development, as confirmed by the Board of Trustees, which, in conjunction with this Agreement, provides the extent to which the Corporation shall participate as the agency of the Township in carrying out such plan;

NOW, THEREFORE, for good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the parties agree as follows:

SECTION 1. Acceptance of Agency Designation. The Corporation hereby accepts the designation made by the Township to act as the agency thereof for industrial, commercial, distribution and research development in the Township and, as such agency, will participate in carrying out the Economic Development Plan for the Township, as amended from time to time (the "Plan"), a copy of which is attached hereto and incorporated herein by reference, to the extent and in the manner provided herein.

SECTION 2. Purpose of the Designation. It is the purpose of the Township in having designated the Corporation as its agency for industrial, commercial, distribution and research development, and the purpose of the Corporation in accepting and agreeing to act under such designation, to create or preserve jobs and employment opportunities and to improve the economic welfare of the people of the Township and the State of Ohio by exercising through the Corporation, as the agency of the Township, the power of the Township granted to it by law, to encourage and cause the maintenance, location, relocation, expansion, modernization and equipping of sites, buildings, structures and appurtenant facilities for industrial, commercial, distribution and research activities within the Township and thereby to maintain and create additional opportunities for employment within the Township and maintain and increase the tax valuation of property within the Township in order that tax revenues may be available to provide services for the preservation of the public peace, property, health, safety, morals and general welfare of the Township. In order to accomplish these purposes, the Plan is hereby incorporated and the Corporation does hereby agree to participate in the Plan and carry out its provisions as the agency of the Township for industrial, commercial, distribution and research development.

The maintenance, location, relocation, expansion or modernization of any industrial, commercial, distribution and research activity or facility within the Township which will further the aforesaid purpose of the Township to create or preserve jobs and employment opportunities and to improve the economic welfare of the people is hereby identified and hereinafter referred to as a "Development Project."

SECTION 3. Powers of the Corporation. The Corporation shall promote and encourage the establishment, growth and maintenance in the Township of industrial, commercial, distribution and research facilities in accordance with and in furtherance of the purposes set forth in Section 2 of this Agreement, and to that end:

(a) May insure mortgage payments required by a first mortgage on any industrial, economic, commercial or civic property for which funds have been loaned by any person, corporation, bank or financial or lending institution upon such terms and conditions as the Corporation may prescribe.

(b) May incur debt, mortgage its property, no matter from what source and by which method acquired, and issue its obligations, for the purpose of acquiring, constructing, improving and equipping buildings, structures and other properties, and acquiring sites therefor, for lease or sale by the Corporation in order to carry out its participation in the Plan; provided, that any such debt shall be solely that of the Corporation and shall not be secured by the pledge of any moneys received or to be received from the Township, the State of Ohio, or any political subdivision thereof.

(c) May borrow money for any of the purposes set forth in Section 2 of this Agreement by means of loans, lines of credit, or any other financial instruments or securities, including the issuance of its bonds, debentures, notes, or other evidences of indebtedness, whether secured or unsecured, and to secure the same by mortgage, pledge, deed of trust, or other lien on its property, franchises, rights, and privileges of every kind and nature or any part thereof or interest therein; provided, that any such debt shall be solely that of the Corporation and shall not be secured by the pledge of any moneys received or to be received from the Township, the State of Ohio, or any political subdivision thereof.

(d) May make loans to any person, firm, partnership, corporation, joint stock company, association, or trust, and establish and regulate the terms and conditions with respect to any such loans; provided, that the Corporation shall not approve any application for a loan unless and until the person applying for said loan shows that the person has applied for the loan through ordinary banking or commercial channels and that the loan has been refused by at least one bank or other financial institution.

(e) May purchase, receive, hold, manage, lease, lease-purchase, or otherwise acquire and may sell, convey, transfer, lease, sublease, or otherwise dispose of real and personal property, together with such rights and privileges as may be incidental and appurtenant thereto and the use thereof, including but not restricted to, any real or personal property acquired by the Corporation from time to time in the satisfaction of debts or enforcement of obligations, and to enter into contracts with third parties,

including the Federal Government, the State of Ohio, any political subdivision thereof, or any other entity.

(f) May acquire the good will, business, rights, real and personal property, and other assets, or any part thereof, or interest therein, of any persons, firms, partnerships, corporations, joint stock companies, associations, or trusts, and may assume, undertake, or pay the obligations, debts, and liabilities of any such person, firm, partnership, corporation, joint stock company, association, or trust; may acquire, reclaim, manage, or contract for the management of improved or unimproved and underutilized real estate for the purpose of constructing industrial plants, other business establishments, or housing thereon, or causing the same to occur, for the purpose of assembling and enhancing utilization of the real estate, or for the purpose of disposing of such real estate to others in whole or in part for the construction of industrial plants, other business establishments, or housing; and may acquire, reclaim, manage, contract for the management of, construct or reconstruct, alter, repair, maintain, operate, sell, convey, transfer, lease, sublease, or otherwise dispose of industrial plants, business establishments, or housing.

(g) May acquire, subscribe for, own, hold, sell, assign, transfer, mortgage, pledge, or otherwise dispose of the stock, shares, bonds, debentures, notes, or other securities and evidences of interest in, or indebtedness of, any person, firm, corporation, joint stock company, association, or trust, and while the owner or holder thereof, may exercise all the rights, powers, and privileges of ownership, including the right to vote therein; provided, that no tax revenue, if any, received by the Corporation shall be used for such acquisition or subscription.

(h) May mortgage, pledge, or otherwise encumber any property acquired pursuant to the powers contained in subsections (e), (f) or (g) of this section.

(i) May serve as an agent for grant applications and for the administration of grants.

(j) May engage in code enforcement and nuisance abatement, including, but not limited to, cutting grass and weeds, boarding up vacant or abandoned structures, and demolishing condemned structures on properties that are subject to a delinquent tax or assessment lien.

(k) May charge fees or exchange in-kind goods or services for services rendered to the Township and other persons or entities for whom services are rendered.

(l) May purchase tax certificates at auction, negotiated sale, or from a third party who purchased and is a holder of one or more tax certificates issued pursuant to Sections 5721.30 to 5721.43 of the Ohio Revised Code.

(m) May be assigned a mortgage on real property from a mortgagee in lieu of acquiring such real property subject to a mortgage.

(n) May do all acts and things necessary or convenient to carry out the purposes of Section 2 of this Agreement and Section 1724.01(B)(1) of the Ohio Revised Code and the powers especially created for a community improvement corporation in Chapter 1724 of the Ohio Revised Code, including, but not limited to, contracting with the Federal Government, the State of Ohio, any political subdivision thereof, and any other party, whether nonprofit or for-profit.

SECTION 4. Authorization to Sell or Lease Township-Owned Property. The Corporation is hereby authorized to sell or to lease any real property or interests in real property owned by the Township, which real property or interests in real property are determined by the Board of Trustees not to be required by the Township for its purposes, for uses determined by the Board of Trustees as those that will promote the welfare of the people of the Township, stabilize the economy, provide employment, assist in the development of industrial, commercial, distribution, and research activities to the benefit of the people of the Township, or will provide additional opportunities for their gainful employment. The Township shall specify the consideration for such sale or lease and any other terms thereof. Any determinations made by the Board of Trustees under this paragraph shall be conclusive. The Corporation, acting through its officers and on behalf and as agent of the Township, shall execute the necessary instruments, including deeds conveying the title of the Township or leases, to accomplish a sale or lease as contemplated by this paragraph and in compliance with all legal requirements for the sale of real property by the Township. A copy of such agreement shall be recorded in the office of the County Recorder of any county in which real property or interests in real property to be sold or leased are situated prior to the recording of a deed or lease executed pursuant to this Agreement.

SECTION 5. Conveyance of Township-Owned Property to the Corporation. The Township may convey to the Corporation real property and interests in real property owned by the Township and determined by the Board of Trustees not to be required by the Township for its purposes and that such conveyance of such real property or interests in real property will promote the welfare of the people of the Township, stabilize the economy, provide employment, assist in the development of industrial, commercial, distribution, and research activities to the benefit of the people of the Township, and provide additional opportunities for their gainful employment. The consideration for any such real property or interests in real property so conveyed shall be as specified by the Board of Trustees of the Township. The terms of any such conveyance shall be as determined by the Board of Trustees. The Corporation may also acquire, from other entities than the Township, additional real property or interests in real property for such consideration and upon such terms as the Corporation may agree upon; provided, however, that any real property or interests in real property located within the Township conveyed to the Corporation, by the Township or by others, shall be conveyed to and used by the Corporation, and held, used, managed, conveyed or leased by it for uses that will promote the welfare of the people of the Township, stabilize the economy, provide employment, assist in the development of industrial, commercial, distribution, and research activities required for the people of the Township and for their gainful employment. Any conveyance or lease by the Township to the Corporation shall be made without advertising and receipt of bids. If any real property or interests in real property conveyed by the Township to the Corporation are sold by the Corporation at a price in excess of the consideration received by the Township from the Corporation, such excess shall be paid to the Township after deducting therefrom the following costs to the extent incurred by the Corporation: the costs of acquisition and sale by the

Corporation, taxes, assessments, costs of maintenance, costs of improvements to the land by the Corporation, debt service charges of the Corporation attributable to such lands or interests, and a reasonable service fee determined by the Corporation.

SECTION 6. Inventory of Real Property. The Corporation shall cause to be prepared and maintained a current inventory and catalog of both publicly and privately owned lands, buildings, or other improvements which are or may become available and which are or may be suitable for the location, relocation, expansion, modernization or conversion of or to industrial, commercial, distribution or research activities and facilities in furtherance of the Plan and the accomplishment of its purposes. The Corporation will commence the preparation and maintenance of such inventory and catalog forthwith and will complete the same as soon as practicable and thereafter from time to time supplement and amend said inventory and catalog so that it may be currently maintained.

SECTION 7. Economic Development Marketing Materials. The Corporation shall cause an analysis of the social, economic, geographic and other advantages which the Township can offer in support of industrial, commercial, distribution or research development and shall cause such analysis to be assembled and reproduced in a form suitable for distribution to those which the Corporation seeks to interest in such development in the Township. Further, the Corporation may cause advertising, promotional and educational material to be prepared, printed or otherwise reproduced and distributed and otherwise made available to such extent and in such manner as in the judgment of the Corporation will best assist the industrial, commercial, distribution and research development in the Township.

SECTION 8. Soliciting Employment Opportunities. The Corporation, in such manner and by such method as it shall deem most effective, shall contact and solicit any person, firm or corporation which then or in the immediate future is likely to or may be induced to locate, relocate, expand, modify or improve industrial, commercial, distribution or research activities or facilities within the Township or which then or in the immediate future threatens to terminate or reduce employment in any such activities or facilities then existing within the Township (any which person, firm or corporation is hereinafter referred to as a "Prospective Employer"), in order to induce said Prospective Employer to locate, relocate, expand, modify, maintain or improve its said industrial, commercial, distribution or research activities or facilities in the Township when such action on the part of the Prospective Employer will be in accord with the policy of the Township to promote the health, safety, morals and general welfare of its inhabitants and will further the purpose of creating or preserving jobs and employment opportunities and improving the economic welfare of the people.

The Township and the Corporation hereby agree that each will exert its best efforts to persuade any Prospective Employer, over which neither has control, to coordinate through the Corporation their activities and efforts for industrial, commercial, distribution and research development in and for the benefit of the Township and its inhabitants.

SECTION 9. Recommendations to the Township. From time to time, the Corporation shall prepare and present to the executive and legislative authorities of the Township recommendation for action to be taken in aid of industrial, commercial, distribution and research development in the Township. Where appropriate, such recommendations shall include the

location, relocation, construction, expansion, modernization, modification or improvement of public utility or Township facilities or services. The Corporation shall review each Development Project proposed to be financed by the Township pursuant to the authority granted by Article VIII, Section 13 of the Ohio Constitution, to determine if such Development Project is in accordance with the Plan and this Agreement. Following such review, the Corporation shall certify to the Board of Trustees its determination whether or not such project is in accordance with the Plan.

SECTION 10. Plan Amendments. From time to time, the Corporation may prepare amendments or supplements to the Plan for submission to the Board of Trustees for confirmation. Said amendments and supplements shall be effective only when and to the extent that they shall be confirmed by the Board of Trustees.

SECTION 11. Dissolution of the Corporation. Pursuant to Chapter 1724 of the Ohio Revised Code, in the event of any voluntary or involuntary dissolution or liquidation of the Corporation, or in the event of failure to reinstate the Articles of Incorporation of the Corporation (the "Articles") after cancellation thereof, any remaining assets of the Corporation shall be paid over and distributed as determined by the Board with the approval of the Court of Common Pleas of Warren County, Ohio, to one or more political subdivisions of the State of Ohio from which on the date of the dissolution, liquidation or cancellation of the Articles there exists a designation of the Corporation to act as agent for industrial, commercial, distribution and research development, to be used exclusively for designated civic projects or public charitable purposes.

SECTION 12. Term. The term of this Agreement shall commence on the date of its making and shall continue in effect thereafter except as otherwise in this paragraph provided. Upon the expiration of twelve (12) months after either party shall have given to the other party notice of intention to withdraw from this Agreement, no further actions, agreements, contracts, liabilities, or obligations shall be initiated or incurred pursuant to this Agreement, but any action, agreement, contract, liability or obligation which has been commenced, entered into, initiated or incurred prior to the expiration of such twelve (12) month period shall not be affected by such withdrawal and this Agreement shall remain in full force and effect as to any such action, agreement, contract, liability or obligation and the Corporation shall continue as the Agency of the Township under this Agreement and the designation made by the Township in the resolution authorizing this Agreement, as to all such actions, agreements, contracts, liabilities or obligations. Notice of withdrawal shall be given to the Township by delivering a copy of such notice to the office of the Fiscal Officer of the Township and to the Corporation by delivering a copy of such notice to the person in charge of its principal office.

SECTION 13. Miscellaneous.

(a) The activities of the Corporation shall be carried out in accordance with the applicable planning and zoning requirements.

(b) The Township shall not be required to make any financial contributions to the Corporation and nothing in this Agreement shall be construed as permitting the Corporation to obligate the Township except as expressly set forth in this Agreement.

(c) All costs of the Corporation shall be paid from the funds of the Corporation and the Township need not contribute any moneys to the Corporation to meet its costs.

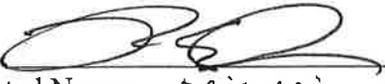
(d) Nothing on this Agreement shall be construed as permitting the Corporation to obligate the Township except as expressly set forth in this Agreement, nor to impose upon the Corporation any duty to act on behalf of the Township, except as expressly required herein.

(e) No provision, term or covenant contained in this Agreement shall be construed as prohibiting or limiting the Township from independently exercising any and all powers it may have under the Constitution of the State of Ohio, or any other law.

(f) This Agreement may be amended or supplemented from time to time as desired and approved by the Board of Trustees and the Board.

IN WITNESS WHEREOF, the Township and the Corporation have caused this Agreement to be executed in their respective names by their duly authorized officers all as of the date hereinbefore written.

**DEERFIELD TOWNSHIP, WARREN
COUNTY, OHIO**

By: 
Printed Name: ERIC REINEIS

Title: ADMINISTRATOR

**DEERFIELD TOWNSHIP
COMMUNITY IMPROVEMENT
CORPORATION**

By: _____
Printed Name: _____

Title: _____

EXHIBIT A

THE ECONOMIC DEVELOPMENT PLAN



ECONOMIC DEVELOPMENT STRATEGIC ACTION PLAN

DEERFIELD TOWNSHIP

Warren County, Ohio

2019

SPECIAL THANKS

The Residents of Deerfield Township

Deerfield Township Board of Trustees

- Lelle Lutts Hedding
- Kristin Malhotra
- Lonnie Vestal

Eric Reiners, Township Administrator

Jim Flick, Economic Development Director

Sam Hill, Planning and Zoning Director

Joel Smiddy, Parks and Recreation Director

Jennifer Wagner, Finance Director

Steering Committee for the Deerfield Action Agenda

CONTENTS

LETTER FROM THE ECONOMIC DEVELOPMENT DIRECTOR

SECTION 1: INTRODUCTION TO THE ECONOMIC DEVELOPMENT STRATEGIC ACTION PLAN

- 1.1 About the Economic Development Plan
- 1.2 Deerfield Action Agenda Process Overview
- 1.3 Deerfield Action Agenda Recommendations and Activities
- 1.4 Developing a Local Economic Development Organization (LEDO)
- 1.5 Analyzing the Current Land Use and Real Estate Products

SECTION 2: INTRODUCTION TO THE ECONOMIC DEVELOPMENT STRATEGIC ACTION PLAN

- 2.1 What is a Community Improvement Corporation?
- 2.2 Powers of the CIC
- 2.3 CIC Funding
- 2.4 Mission and Core Principals
- 2.5 Leadership Structure of the Deerfield Township CIC

SECTION 3: COMMUNITY PROFILE AND DEMOGRAPHICS

- 3.1 About Deerfield Township
- 3.2 Demographics
- 3.3 Education
- 3.4 Business Demographics
- 3.5 Competitive Advantage

SECTION 4: FUTUTRE GROWTH ANALYSIS

- 4.1 Historic and Future Population Growth

SECTION 5: DEVELOPMENT AND REDEVELOPMENT ACTIVITY

- 5.1 Potential Development and Redevelopment Sites
- 5.2 Target Areas
- 5.3 Types of Development to Pursue
- 5.4 Analysis of Property Use in Township
- 5.5 Deerfield Action Agenda Recommendation for Mixed-Use Gathering Space
- 5.6 Infrastructure Needs of the Community

SECTION 6: BUSINESS RETENTION AND EXPANSION

- 6.1 What is Business Retention and Expansion?
- 6.2 Establishing a Business Retention and Expansion Program

LETTER FROM THE DIRECTOR OF ECONOMIC DEVELOPMENT



First of all, I would like to thank the members of the Deerfield Township Board of Trustees and the Township Administrator, who believed in my vision and gave me the opportunity to join the township as Economic Development Director and Public Information Officer in July 2018.

I would also like to thank the members of the Steering Committee for the Deerfield Action Agenda. If not for their diligent and inspired work my job likely would not have been created.

I am extremely humbled and grateful for the opportunity to serve the residents of Deerfield Township. Since taking office, I have worked to build a robust knowledge base, a strong network with regional stakeholders, and bring about greater transparency to the work being done here.

This economic development strategy is the next logical step in my efforts to make Deerfield a vibrant, connected, and thriving place to live, work, visit, and do business.

It is my hope that my work, and the direction I am taking the Deerfield economic development efforts, enables the community to achieve future growth and success.

I look forward to working with the residents, business owners, and site selectors to complete each of the goals set forth in this plan and bring about sustainable and vibrant development that serves the needs of the community now and in the future.

Sincerely,

A handwritten signature in black ink, appearing to read "Jim Flick", written over a horizontal line.

Jim Flick
Economic Development Director and Public Information Officer
Deerfield Township



SECTION 1: INTRODUCTION TO THE ECONOMIC DEVELOPMENT STRATEGIC ACTION PLAN

1.1 About the Economic Development Plan

This economic plan was created internally to drive economic development activities in Deerfield Township. It is guided by the vision of the Board of Trustees, the Township Administrator, and the Economic Development director as well as the community outreach conducted during the formulation of the 2019 Parks Master Plan, the Deerfield Action Agenda (2018), and the township's Comprehensive Plan (2015).

The township is currently undertaking an effort to update the Comprehensive Plan. When complete, this economic development plan will be updated to align with the vision and goals that will be included in the new 2020 Comprehensive Plan. Looking farther ahead, this plan will then be updated every five years to ensure that the economic development goals reflect the growth and changing needs of township residents and businesses.

1.2 Deerfield Action Agenda Process Overview

Work on the Deerfield Action Agenda began in 2017 and was completed in February 2018. It was a five-phase research and strategic planning process. A steering committee, consisting of stakeholders from public, private, and non-profit sectors, guided the process to ensure the residents and businesses continue to thrive in the community.

The five phases of the Deerfield Action Agenda included:

1. Stakeholder Engagement

The Stakeholder Engagement consisted of focus groups, interviews, and surveys which provided qualitative feedback that was used in the other phases of the strategic plan.

2. Community Assessment

The Community Assessment examined the townships ability to compete in terms of placemaking. It sought to frame Deerfield Township as a place to live, work, visit, and do business and included a SWOT (strengths, weaknesses, opportunities, and threats) analysis.

3. Economic Development Service Gap Analysis

The Economic Development Service Gap Analysis examined where Deerfield Township's economic development efforts could be complement existing programs and meet the needs of the community that don't currently have dedicated resources. The economic development services that were examined in the gap analysis included:

- Recruitment and lead generation
- Lead and project management
- Business retention and expansion (BRE) efforts
- Small Business
- Workforce development, attraction, and retention

4. Deerfield Strategic Action Agenda

Based on the results of the first three phases, the Strategic Action Agenda provides a plan for the development of an economic development program for Deerfield Township. The plan consists of tactical, measurable, and actionable items as well as best practices.

5. Implementation Plan

The Implementation Plan is the "how to" road map for the Strategic Action Agenda, outlining economic development activities to be done on daily, monthly, and yearly basis.

1.3 Deerfield Action Agenda Recommendations and Activities

The final Deerfield Action Agenda included several key recommendations pertaining to the economic development activities of Deerfield Township. Ownership and responsibility for these recommendations fell onto both the Deerfield Township administration as well as the Mason Deerfield Chamber (MADE Chamber). Throughout this report, the recommendations that Deerfield Township has responsibility for will be identified and activities associated with them will be used to as the basis for the strategic action items of this economic development plan.

1.4 Developing a Local Economic Development Organization (LEDO)

The Deerfield Action Agenda made three recommendations pertaining to the development of a lead economic development organization (LEDO) within the Deerfield Township administration.

Recommendation 1.1 – Maintain Strong Relationships with all Economic Development Partners

Prior to July 2018 Deerfield Township did not have a dedicated economic development position staffed. As a result of the Action Agenda the township hired an Economic Development Director/Public Information Officer.

Action Step: The Director is to be assigned the task of building the LEDO and serving as the point of contact for all economic development issues.

An integral part of building a LEDO is relationship building. Economic Development activities require the engagement of numerous regional stakeholders and organizations. These include:

- MADE Chamber
- Sinclair College
- United Way of Warren County
- Warren County Small Business Alliance
- Regional Economic Development Initiative (REDI) Cincinnati
- Ohio Means Jobs
- Warren County Economic Development/Port Authority
- City of Mason
- Mason City Schools
- Kings Local School District

Action Step: The Director is to meet regularly with these groups to ensure economic development inquiries are received.

Recommendation 1.2 – Actively Support Economic Development Marketing and Project Management Activities.

Action Step: In the event of an economic development inquiry being received and converting to a project, the Director of Economic Development is to engage regional partners and stakeholders as necessary.

For a LEDO to properly function it is important that the Director stay up to date on the economic development activity occurring throughout the region, understand best practices of other communities, attend any trainings to further skills development, and meet with regional stakeholders to ensure awareness of services they provide that could assist businesses within the community.

Action Step: As opportunities arise, the Director is to participate in any applicable economic development related meetings and events.

Data collection is a vital component of running an effective LEDO. The types of data that should be collected includes:

- Companies/Contacts
- Commercial Real Estate Properties in Deerfield Township
- Economic Development Leads
- Economic Development Projects
- Business Retention and Expansion Visits

Action Step: The Director is to proactively work with stakeholders including businesses, developers, real estate brokers, and others to collect data relevant to economic development activities and build a database capable of storing the data that is collected.

Recommendation 6.2 – Utilize regulations and development tools to promote high-quality redevelopment

The effectiveness of a LEDO is determined by the tools it has to conduct economic development activities. The tools that Deerfield Township is capable of offering the following programs either directly or with the assistance of Warren County, The Warren County Port Authority, REDI Cincinnati, JobsOhio, the State of Ohio, and/or the Small Business Administration (SBA).

Local Incentives and Services

- Tax Increment Financing (TIF)
- Sale of Township Property
- Site Selection Assistance
- Business Development Assistance
- Workforce Development
- Zoning Assistance
- Infrastructure Support
- Network Development

County and State Tax Credits

- Job Creation Tax Credit
- Data Center Tax Abatement
- Job Retention Tax Credit
- Research and Development Investment Tax Credit
- Sales and Inventory tax Exemptions

For Small Business

- SBA 504 Loan

JobsOhio Loan and Grant Funds

- JobsOhio Economic Development Grant
- JobsOhio Growth Fund
- JobsOhio Research and Development Grant
- JobsOhio Revitalization Program
- JobsOhio Workforce Grant

State of Ohio Loan and Grant Programs

- Research and Development Investment Loan Fund
- 166 Direct Loan
- Ohio Enterprise Bond Fund
- Innovation Ohio Loan Fund
- Roadwork Development (629) Funds
- Ohio Investment in Training Program

Action Step: Using the existing tools, the Director will work with businesses, developers, and regional/state partners to identify any applicable incentive, loan, or grant programs that would business with (re)location, business expansion, workforce development, or anything else needed for those businesses to thrive within the Township.

Furthermore, after the examination of existing economic development tools, the township administration has recommended the creation of a community improvement corporation (CIC) as a means to enhance its ability to promote redevelopment activity. Upon creation, the CIC will act as the LEDO for the township and take on the responsibilities and strategies outlined in this plan. Information about the CIC will be discussed in the next section.

Action Step: The Director shall create the Deerfield Township Community Improvement Corporation and utilize it as the LEDO for Deerfield Township.

1.5 Analyzing the Current Land Use and Real Estate Products

The Deerfield Activity Agenda included a recommendations that pertained to analyzing the current real estate market and variety of real estate types that currently exist in the township.

Recommendation 1.3 – Develop and share in-depth information about Deerfield Township's real estate "product"

This recommendation was to develop and share in-depth information about Deerfield Township's real estate "product." Included in this, the Action Agenda tasked the township with developing relationships with key stakeholders and assembling a knowledge back about the locate real estate product and development climate.

Action Step: The Director shall meet regularly with members of the real estate brokerage community, as well as property owners to understand the real estate market, what leads and prospects are looking for space, and to provide them with materials that promote Deerfield Township as a place to do business.

Action Step: The Director shall develop a database of real estate properties in order to maintain contact information and track activity within the township. The Director is to update this information and report on it quarterly to the Board of Trustees and Township Administrator.



SECTION 2: DEERFIELD TOWNSHIP COMMUNITY IMPROVEMENT CORPORATION

2.1 What is a Community Improvement Corporation?

Community Improvement Corporations (CIC) were established by the State of Ohio General Assembly in 1961 under Senate Bill 299 and are currently defined under the Ohio Revised Code (ORC) 1724. CICs essentially are non-profit economic development corporations created for the following purposes:

Advancing, encouraging, and promoting the industrial, economic, commercial, and civic development of a community.

According to Chapter 80 of the Ohio County Commissioners Handbook, "CIC's assist with the promotion and financing of economic development by providing loans to individuals and businesses; buying, selling, and leasing real and personal property for economic development purposes; and, by entering into contracts with the state and local governments."

2.2 Powers of the CIC

By creating a CIC for economic development purposes, the township is better able to control (re)development activity throughout the township.

A CIC can perform the following activities:

- Borrow money for CIC related activities
- Provide loans to individuals or businesses
- Buy, lease, and sell real estate
- Acquire the good will, business rights, property, and assets of an individual or business.
- Charge fees to political subdivisions for services.
- Enter into contracts with government agencies
- Apply for/administer grants.

Additionally, a CIC must comply with Ohio Ethics Law, does not have eminent domain authority, can only recommend tax abatements, and cannot levy taxes.

2.3 CIC Funding

Funding of a CIC can come from a number of different places. These include:

- Township general funds (requires unanimous vote from Board of Trustees)
- Donations from Businesses
- Membership Dues
- Grants
- Property sale proceeds
- Lease revenue
- Contracts for services

2.4 Mission and Core Principals

The Deerfield Township CIC is guided by a mission and core principles that fall into five categories (Functioning CIC, Civic Community, Business Community, Infrastructure, and Sustainability).

Mission

The mission of the Deerfield Township CIC is to:

Facilitate collaborative, strategic, and sustainable economic development in Deerfield Township that improves the lives of residents, increases business investment, and promotes the Township as a thriving and vibrant place to call home.

Core Principals

Functioning CIC

- Develop the operational structure of the CIC including securing board members and resources
- Seek general and project-specific funding from public and private organizations
- Define and develop CIC activities and programs

Civic Community

- Further define the needs of the residential community as identified in Township strategic planning efforts (Deerfield Action Agenda, Parks Master Plan, Comprehensive Plan)
- Increase awareness of CIC

Business Community

- Encourage dialogue between Township, CIC, and local businesses
- Inventory land and buildings that are targets for (re)development
- Identify the needs of the business community through the launch and operation of a Business Retention and Expansion Program
- Recruit new businesses to Deerfield Township

Infrastructure

- Identify opportunities to increase connectivity throughout the township

Sustainability

- Participate in ongoing and future strategic planning efforts of the township
- Promote development that reflects the wants/needs of township residents and promotes aging in place
- Identify and acquire strategic parcels of land to control for future (re)development
- Promote Deerfield Township as a brand and increase awareness and identity

2.5 Leadership Structure of the Deerfield Township CIC

The Deerfield Township CIC is led by the Economic Development Director for Deerfield Township. The Director will serve as the Executive Director under a loan agreement wherein they remain an employee of the Township, but can lead the CIC.

Under a similar arraignment, the township's Finance Director will serve as the Finance Director for the CIC.

The work of the Executive Director and Finance Director is overseen by a five member Board of Directors, 40% of which must be elected or appointed township officials. With that said the five board members includes the President of the Deerfield Township Board of Trustees, the Township Administrator, and three members from residential/business community.

The inclusion of township staff and board members in the leadership structure of the CIC ensures that it acts in the best interest, and with the guidance of the Deerfield Township residents.



SECTION 3: COMMUNITY PROFILE AND DEMOGRAPHICS

3.1 About Deerfield Township

Deerfield Township was formally established on May 10, 1803, although early settlements of the area date back to the 1790s. The area got its name from the large deer population that was supported by numerous springs that scattered the landscape. Today, Deerfield Township is a vibrant community of 38,500 plus residents in the Cincinnati Metropolitan Area who enjoy a diverse housing stock, excellent schools, a top notch park system, and a bustling retail and entertainment scene. It is the most populous jurisdiction in Warren County comprising approximately 16.8 square miles in southwest corner of Warren County and borders both Hamilton and Butler Counties.

Located on I-71 and just 2 miles from I-275, Deerfield Township is situated at an important crossroads for both travel and commerce, as it has since its founding. Residents and businesses enjoy easy access to all parts of the Greater Cincinnati Region and beyond. In fact, Deerfield Township is located within 600 miles of over 50% of the United States' purchasing power, population, and manufacturing establishments.

3.2 Demographics

Population

| | |
|-----------------------|--------|
| Total Population | 38,579 |
| YOY Population Growth | 1% |
| % Male Population | 49% |
| % Female Population | 51% |
| Median Age | 36 |

Income

| | |
|--------------------------|-----------|
| Average Household Income | \$117,655 |
| Median Household Income | \$88,977 |
| Average Earnings | \$119,373 |
| Per Capita Income | \$43,954 |

Labor Force

| | |
|--------------------------------|--------|
| Total Labor Force | 21,244 |
| Labor Force Participation Rate | 73% |
| Unemployment Rate | 3% |

Employment by Industry

| | |
|--|-----|
| Agriculture, forestry, fishing and hunting, and mining | 0% |
| Construction | 3% |
| Manufacturing | 16% |
| Wholesale trade | 3% |
| Retail trade | 11% |
| Transportation and warehousing, and utilities | 4% |
| Information | 2% |
| Finance and insurance, and real estate and rental and leasing | 10% |
| Professional, scientific, and management, and administrative and waste management services | 17% |
| Educational services, and health care and social assistance | 22% |
| Arts, entertainment, and recreation, and accommodation and food services | 7% |
| Other services, except public administration | 4% |
| Public administration | 2% |

Source: US Census Bureau, American Acommunity Survey 2017 - 5yr Estimates

3.3 Education

Deerfield Township offers a well-educated workforce with nearly 66% of its population over 25 years old holding at least an Associate's Degree. Furthermore, there is access within 50 miles of a robust network of colleges and universities including the University of Cincinnati, Cincinnati State, University of Dayton, Miami University, Mount St. Joseph University, Northern Kentucky University, Ohio State University Butler County Extension, Sinclair College (Mason and Main Campuses), Wright State University and Xavier University. Collectively, these schools have a total enrollment of over 158,000 which produces a deep talent pool for companies to get the next generation of well-educated and talented employees.

Educational Attainment (Pop. Over 25)

| | |
|---|-----|
| Less than 9th grade | 1% |
| 9th to 12th grade, no diploma | 1% |
| High school graduate (includes equivalency) | 10% |
| Some college, no degree | 9% |
| Associate's degree | 6% |

| | |
|---------------------------------|-----|
| Bachelor's degree | 25% |
| Graduate or professional degree | 14% |

Source: US Census Bureau, American Acommunity Survey 2017 - 5yr Estimates

Total Enrollment by School

| | |
|------------------------------|--------|
| University of Cincinnati | 45,300 |
| Cincinnati State | 11,200 |
| University of Dayton | 10,800 |
| Miami University | 19,700 |
| Mount St. Joseph University | 2,000 |
| Northern Kentucky University | 14,500 |
| Sinclair College | 32,000 |
| Wright State University | 16,600 |
| Xavier University | 6,500 |

Source: Deerfield Township Research

3.4 Business Demographics

Deerfield Township is a significant economic driver for Warren County. There are over 1,050 companies that call Deerfield home employing over 23,000 employees. These companies span across many business sectors and range in sizes from small firms to large, multinational corporations.

Largest Employers

Large employers in the Township include:

- Anthem
- Macy's Credit and Customer Service
- Cengage Learning Inc
- Atos IT Solutions
- General Revenue Corporation
- MedPlus Inc. a Quest Diagnostics Company
- Down Lite International
- Mercy Health Partners
- Clopay Corporation
- Apex
- Neo Tech

Below is a breakdown of all of businesses in Deerfield Township:

| Sector Description | # of Firms |
|--|--------------|
| Accommodation and Food Services | 116 |
| Administrative and Support and Waste Management and Remediation Services | 62 |
| Agriculture, Forestry, Fishing and Hunting | 2 |
| Arts, Entertainment, and Recreation | 25 |
| Construction | 54 |
| Educational Services | 23 |
| Finance and Insurance | 75 |
| Health Care and Social Assistance | 104 |
| Information | 21 |
| Management of Companies and Enterprises | 1 |
| Manufacturing | 51 |
| Mining, Quarrying, and Oil and Gas Extraction | 3 |
| Other Services (except Public Administration) | 109 |
| Professional, Scientific, and Technical Services | 123 |
| Public Administration | 1 |
| Real Estate and Rental and Leasing | 73 |
| Retail Trade | 167 |
| Transportation and Warehousing | 14 |
| Wholesale Trade | 35 |
| Grand Total | 1,059 |

3.5 Competitive Advantage

Cost of Living

Overall the cost of living in the Cincinnati Metropolitan Area is 9% below the national average making it an affordable amenity rich location to reside in.

- The median gross rent in Deerfield Township is \$1,164.
- The median home value in Deerfield Township is \$228,100

No Local Income Tax

As a Township in the State of Ohio, Deerfield **DOES NOT** have a local income tax.

Fiscal Responsibility and Exceptional Services

After any rollbacks, exemptions, credits, etc., Deerfield Township typically receives about 17.5% of total annual property taxes for its operations—a figure which includes all levies. Those funds go to operate fire, police, public works (roads), cemeteries, parks, zoning, and any other functions associated with a larger suburban township. The remaining 80% of what residents pay annually in property taxes go to schools, the county, and any other special assessments, such as a lighting district to fund street lights.

The Township is continuously exploring and uncovering outside funding sources and grant opportunities for projects and improvements, where available and appropriate. This approach to operations works to stretch every tax dollar, and in some cases, leverages local resources against matching outside dollars to fund improvement projects.



SECTION 4: FUTURE GROWTH ANALYSIS

4.1 Historic and Future Population Growth

Historic Population

| | 1960 | 1970 | 1980 | 1990 | 2000 | 2010 | 2017 |
|---------------------------|--------|--------|--------|---------|---------|---------|---------|
| Deerfield Township | 5,700 | 6,640 | 8,126 | 15,039 | 25,515 | 36,059 | 38,579 |
| Mason | 4,727 | 5,677 | 8,692 | 11,452 | 22,046 | 30,712 | 32,317 |
| Warren County | 65,711 | 85,505 | 99,276 | 113,927 | 158,383 | 212,693 | 223,868 |

American Community Survey, 2017- 5yr Estimates

Deerfield's 2017 population, according to the American Community Survey, was 38,579, which represents an approximately 3% annual population growth since 2000. Deerfield and its neighbor, the City of Mason, have seen relatively high rates of population growth since the 1960s, with annual growth in Deerfield ranging between 2% in the 1960s to as much as 6% in the

1980s. The table above shows the Deerfield Township population for the last several decades along with the current population in Warren County and the City of Mason.

Percentage of Warren County Population

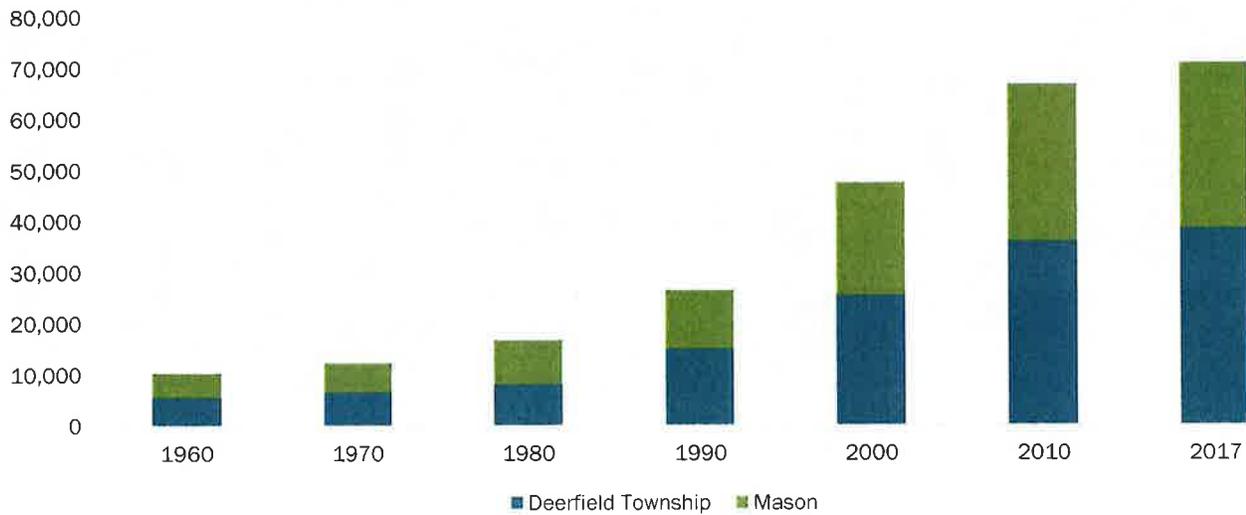
| | 1960 | 1970 | 1980 | 1990 | 2000 | 2010 | 2017 |
|---------------------------|------|------|------|-------|-------|-------|-------|
| Deerfield Township | 8.7% | 7.8% | 8.2% | 13.2% | 16.1% | 17.0% | 17.2% |

American Community Survey, 2017- 5yr Estimates

The population of Deerfield Township has grown to nearly seven times what it was in the 1960s. Deerfield Township's portion of the Warren County population has continued to grow since 1960 showing that new development is happening in the township at a larger scale than other communities.

The table above shows the percentage of the Warren County population in Deerfield Township.

Growth in the Mason Deerfield Area



American Community Survey, 2017- 5yr Estimates

The Chart above shows in the increase in population in the Mason-Deerfield area since 1960. Since 2010, Deerfield has been out-pacing the City of Mason with a significant increase in population growth and the percentage of the Warren County population.

Understanding the growth of the combined Mason-Deerfield area is important because the two jurisdictions share roads and area residents frequent business establishments in both areas.

Population Density

The township consists of approximately 10,752 acres, or 16.8 square miles. With a population of 38,579, the township's average population density is 3.59 persons per acre or 2,296 person per square mile. This density will continue to increase as the population grows within the township. Further increases in population density will result in an expanded need for services, infrastructure, and amenities. All of which will need to be factored in when considering new economic development projects. Strategies to limit the amount of density that occurs in the township will be addressed in Section 5 of this report, but consists of pursuing single family residential instead of multi-family residential and to focus on the redevelopment of existing assets instead of new construction activity.

Population Forecasts

Forecasting population is challenging because it is impossible to predict the future, however, using historic trends to create an estimate of what future growth may occur provides a point of comparison for how long it may take a community to reach a certain population, or in the township's case, buildout. The Deerfield Township Comprehensive Plan (2015) started with the year 2012 and forecasted the community's population to 2035 under five different scenarios. They were as follows:

- **Scenario 1:** assumes that the population will continue to grow at an average annual rate of 4% through 2035.
- **Scenario 2:** assumes the population will continue to grow at an average annual rate of 2% through 2035.
- **Scenario 3:** assumes the population will continue to grow at an average annual rate of 1% through 2035, which accounts for the fact that the township now has a population in excess of 30,000 people, is about 85% built-out, and that opportunities for growth are becoming more limited thereby slowing the rate of growth for the future.
- **Scenario 4:** assumes that the rate of growth will fluctuate in the future slowing to 2% annually from 2020 to 2030 and then to 1% from 2030 to 2035, for the same reason as indicated in Scenario 3.
- **Scenario 5:** assumes that the township will continue to grow by 602 people annually to 2035.

These scenarios resulted in the following population projections for 2020-2035:

| | 2020 | 2025 | 2030 | 2035 | Change |
|-------------------|--------|--------|--------|--------|--------|
| Scenario 1 | 51,487 | 62,642 | 76,213 | 92,725 | 55,104 |
| Scenario 2 | 44,079 | 48,667 | 53,732 | 59,325 | 21,704 |
| Scenario 3 | 40,738 | 42,816 | 45,000 | 47,296 | 9,675 |
| Scenario 4 | 46,723 | 51,586 | 54,217 | 56,983 | 19,362 |
| Scenario 5 | 42,437 | 45,447 | 48,457 | 51,467 | 13,846 |

Deerfield Township Comprehensive Plan (2015)

Population Assessment

The wide range of potential population growth pointed out in the Comprehensive Plan (2015) stresses the importance of examining potential areas of growth in township to determine capacity. As this report will show, there is limited available land for greenfield development. The density at which this land is developed will ultimately determine the future population in the township. If the population were to continue to grow in a manner reflective of historic trends, the 2035 population could reach somewhere between 47,296 and 92,725. If the land were able to accommodate this, it would result in an additional population of between 9,573 and 54,526 people.



SECTION 5: DEVELOPMENT AND REDEVELOPMENT ACTIVITY

5.1 Potential Development and Redevelopment Sites

The Deerfield Action Agenda included a recommendation (number 6.1) that would enable township staff to evaluate potential sites for development or redevelopment activities.

Recommendation 6.1 – Inventory all potential redevelopment sites in Deerfield Township

The database of real estate product discussed in Section 1 of this report would enable the Economic Development Director to inventory all potential redevelopment and greenfield sites in Deerfield Township. Once this information is collected the Director could work with the community to identify potential projects.

5.2 Target Areas

Based on the Comprehensive Plan and early discussions with the business community, a number of sites stand out as existing targets for development activity.

Business Redevelopment Districts

The current zoning map (see previous page) showcases a number of zoned Business Redevelopment Districts. These areas are located along Fields Ertle Road near the intersections of Mason Montgomery Road and US 22-3 are vital gateways into the main business and retail centers of Deerfield Township and therefore are prime targets for redevelopment efforts to achieve a higher and better use for these properties. Redevelopment of these sites could be in the form of:

- Office
- Mixed Use
- Retail

Action Item: The Director will pursue redevelopment activity focused in the zoned Business Redevelopment Districts

Fosters Crossing

The Little Miami River, which runs on the eastern boundary of Deerfield Township, is a high underutilized asset the Township should consider, when promoting economic development activity. Foster's Crossing, the point when State Route 22 and 3 crosses the Little Miami River, serves as the best option in terms of attractive development activity.

The township already owns approximately 8 acres of land along the waterfront at Fosters Crossing. The the types of development that could be attracted to this location is:

- Retail
- Community Space
- Outdoor Activity Hub

Furthermore, a development at Foster's Crossing would enable the opportunity to provide connectivity to the Loveland Bike Trail and Carl Rahe Park, a State Park on the south side of the crossing that has an outdoor picnic area as well as a canoe launch located on it.

Action Item: The Director will work with the development community to determine the scope and type of development activity to pursue on the Township owned parcels near Foster's Crossing.

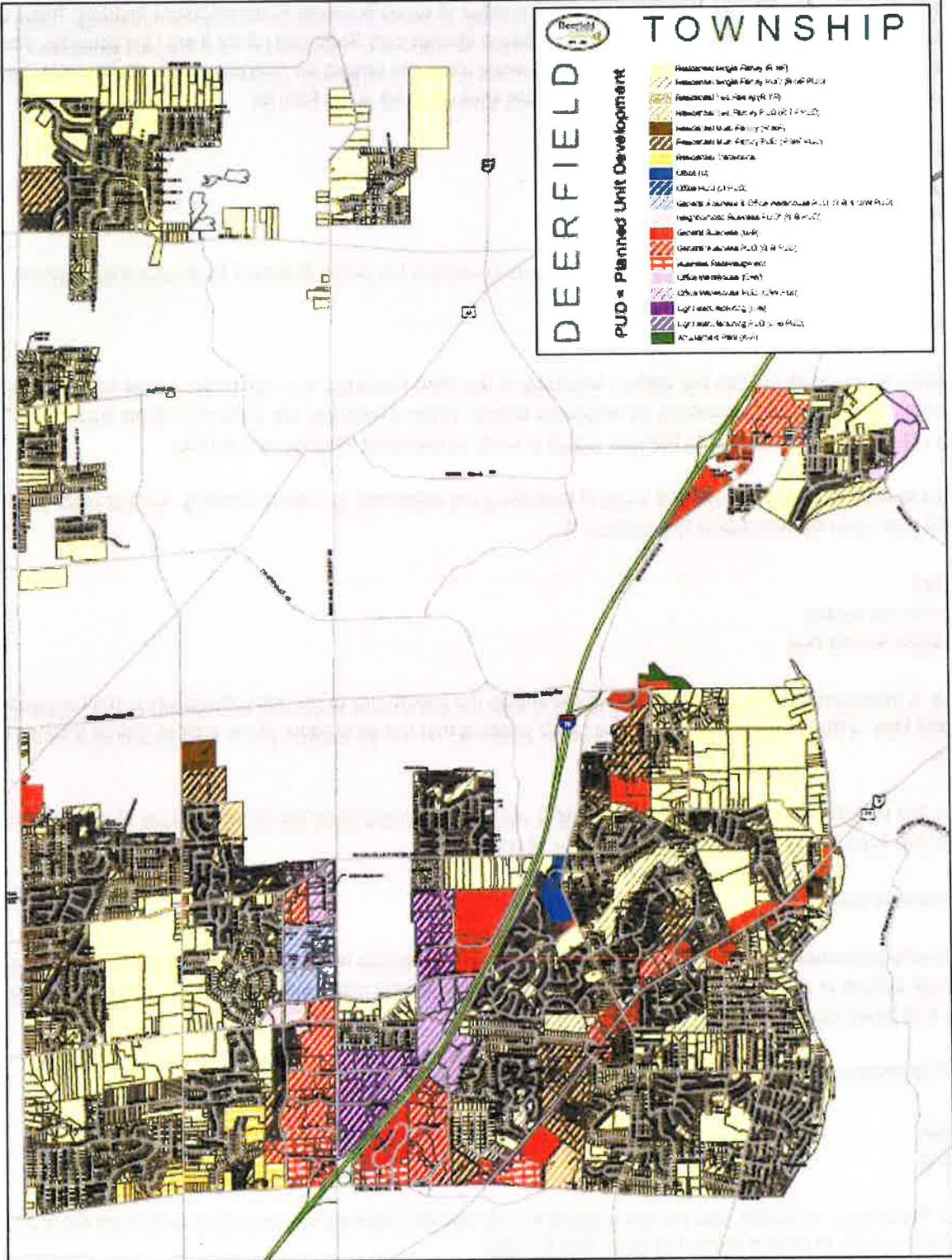
Duke Boulevard Corridor

There are several properties along Duke Boulevard that could serve as targets for (re)development activity. These properties include several parcels of vacant land varying in size, as well as multi-tenant single story office buildings that could be targets for a higher and better use.

The types of development that could be attracted to this location include:

- Retail
- Office

Action Item: The Director will work with current building owners and development community to determine the scope and type of development activity to pursue within the Duke Blvd Corridor



5.3 Types of Development to Pursue

Recent public engagement efforts as well as projects that have come before the Board of Trustees for approval have shown a preference for hospitality, office, retail, and single family housing development. The economic development efforts in Deerfield Township should primary focus attention to these types of developments.

Office

Office is a targeted as a means to grow the employment base in the township. Currently, Deerfield Township is the primary economic driver for Warren County, and companies are attracted to the township for a variety of reasons including the location, amenities and the fact that the township does not have a local income tax.

Based on the business community analysis in Section 3 of this report, economic development activity will target industries where there is already of cluster of businesses. This includes finance and insurance, administrative and support services, health care and social assistance, and educational services.

Retail, Entertainment, and Hospitality

As the population continues to grow in the township, additional retail services will be needed to ensure that the community has all the amenities and products they need. Retail attraction efforts will be focused on bringing boutique shops, non-chain restaurants, and entertainment options designed for families.

Furthermore, hospitality uses offer opportunities due to the large business community in the area, as well as sporting and family events that take place in the region. Hotels also provide the township with an additional revenue stream through the hotel and excise tax.

Single Family Housing

Additional single family housing will be needed as the population continues to grow. By pursuing single family housing in favor of multi-family residential, the township will minimize the rise in population density caused by the growth.

Multi-Family Residential

While multi-family development is not among the preferred property types, any multi-family projects that are proposed within the township boundaries will be assessed on a project by project basis. Furthermore, the 2020 Comprehensive Plan Update will reevaluate the needs and desires for multi-family housing based on population trends analyzed as a part of that report.

Zoning

Current zoning of the township, for the most part, allows for the growth in these property types. The zoning classifications in the township will be further examined by the 2020 Comprehensive Plan Update and any adjustments needed to this report will be made using that analysis.

Action Item: The Director will pursue development opportunities that feature office space, retail, hospitality, and single family housing.

5.4 Analysis of Property Use in Township

An analysis of Warren County Auditor Data shows that the mix of property use (based on acres) in the township is as follows:

- Retail – 6%
- Office – 3%
- Industrial/Warehouse – 1%
- Single Family Residential – 46%
- Multi-Family Residential – 5%
- Hospitality - 1%
- Farm/Vacant Land – 21%
 - Agricultural Farm Land – 12%
 - Vacant Residential Land – 6%

- Vacant Commercial Land - 3%
- Parks/Open Space - 7%*
- Other - 10%

*Data from Parks Master Plan Process

With economic development activity focused on retail, office, single family residential, and hospitality uses, these percentages will likely fluctuate. Additionally, based on feedback from the community from the Parks Master Plan process, park space and open space will be preserved and potentially expanded. Staff will work to balance activity and achieve a property mix that will feature:

- Retail between 6% and 10%
- Office between 3% and 10%
- Single Family Residential between 46% and 55%
- Hospitality between 1% and 3%
- Multi-Family Residential - 5%
- Park/Open Space between 7% and 10%

According to the analysis of Warren County Auditor data, the value per acre of retail, office, single family residential and hospitality uses, is as follows:

- Retail - \$725,486
- Office - \$1,019,739
- Single Family Residential - \$516,866
- Hospitality - \$1,934,825
- Multi-Family Residential - \$907,474

By targeting growth in retail, office, single family residential, and hospitality, the township would be poised to see significant property tax revenue increases based on the value per acre of land within these types. This additional revenue would help offset the cost of any infrastructure or service improvements caused by the growth.

5.5 Deerfield Action Agenda Recommendation for Mixed-Use Gathering Space

The Deerfield Action Agenda made the following recommendation and action steps.

Recommendation 5.1 - Identify a potential scope, site, and development partners for a vibrant, mixed-use gathering place

While plans have shifted for Kingswood Park to an open-space park setting from a mixed-use development based on feedback from residents gathering during the Parks Master Plan Process, there is still the possibility of transitioning a portion of that property to a vibrant gathering space for the community.

The participating community members and Parks Master Plan Steering committee has given feedback that will help the economic development staff to understand what the revised vision for a vibrant mixed-use gathering space at Kingswood Park could look like and how it can be developed to meet the community's vision. With this guidance economic development efforts will be focused to ensure that property offers a park setting that is unique from the other parks in Deerfield Township and provides space for the community to gather for a variety of activities.

With that said, the District of Deerfield is now underway with the ground breaking of a medical office building for Mercy Health. This development, when completed, should fulfill the Deerfield Action Agenda's initial vision as it will feature 300+ apartments, 90,000 square feet of retail space, a community gathering space that will be actively programmed, and a space for a hospitality use.

Looking ahead, economic development staff will continue to look at other areas within the township that may be suitable for redevelopment into the vibrant mixed use space this recommendation speaks of.

5.6 Infrastructure Needs of the Community

The Deerfield Action Agenda sought to address the infrastructure needs of the community. Considering these, along with the pursuit of economic development projects should be a major focus of staff. The recommendations that the Action Agenda included were:

Recommendation 6.3 – Improve walking and biking connectivity throughout Deerfield Township

The Parks Master Plan process is helping to gather information on this topic. When that report is complete and the feedback from the community is compiled, staff will be able to better access the community's desire for expanded pedestrian and trail systems.

Additionally, this item is likely to play a significant role in the 2020 Comprehensive Plan Update. During that process the Director will work with the Planning and Zoning Department, and the selected consultant, to identify opportunities to provide more pedestrian connectivity throughout the Township.

Recommendation 6.3 – Support regional efforts to enhance transit connectivity

Much like the pedestrian and trail systems, this topic is going to play a significant role in the 2020 Comprehensive Plan Update and the Director be a critical part of this effort.

One potential target for the Director is a bike share system that would not only provide a new and popular means of transit, but also improve the biking connectivity throughout the township.

Action Item: the Director will research and advocate for additional transit connectivity throughout the region and assess the feasibility of bringing a bike share to the community.



SECTION 6: BUSINESS RETENTION AND EXPANSION

6.1 What is Business Retention and Expansion?

Business Retention & Expansion (BRE) is an economic development strategy of proactively connecting with existing businesses to understand and respond to local business needs.

6.2 Establishing a Business Retention and Expansion Program

In addition to the (re)development activities expressed in this strategic action plan, the township needs to establish a BRE program. The Deerfield Action Agenda emphasizes this point through recommendation 2.1, which states:

Recommendation 2.1 – Actively support the business retention and expansion (BRE) efforts of regional partners

In a similar way that a database is needed in order to assemble knowledge about the local real estate market, prior to being able to launching a BRE program a complete a business inventory must be completed to know all the businesses in the township and contact information for them.

Action Item: the Director will complete a full business survey of all the companies in Deerfield Township.

Once the database is complete, the Director should work launch the program with an information blast to local businesses to inform them that the township will be reaching out to meet with them to understand how their business is performing and if there is any assistance that is needed to continue to operate in the township at a high level. This can be accomplished through:

- Social media posts

- Postcard mailed to businesses
- Website page

Action Item: the Director will develop and implement a marketing strategy to reach out to businesses to inform them of the BRE program.

Finally, the Director should work with regional partners to meet with local businesses. The regional partners that should be included in BRE visits include:

- REDI Cincinnati
- Warren County Economic Development/Port Authority
- MADE Chamber
- Sinclair College
- Warren County Small Business Development Center

Action Item: the Director will work with regional partners to meet with local businesses through the BRE program.

RESOLUTION NO. 2019-43

DEERFIELD TOWNSHIP AREA COMMUNITY IMPROVEMENT CORPORATION

**RESOLUTION ACCEPTING THE DESIGNATION AS AN
AGENCY OF DEERFIELD TOWNSHIP, WARREN
COUNTY, OHIO, FOR INDUSTRIAL, COMMERCIAL,
DISTRIBUTION AND RESEARCH DEVELOPMENT
WITHIN THE TOWNSHIP.**

WHEREAS, the Deerfield Township Community Improvement Corporation (the "Corporation") is an existing not-for-profit corporation formed under the laws of the State of Ohio, including Chapter 1724 of the Ohio Revised Code, for the purposes of advancing, encouraging, and promoting industrial, economic, commercial, and civic development within Deerfield Township, Warren County, Ohio (the "Township"); and

WHEREAS, pursuant to Section 1724.10(A) of the Ohio Revised Code, the Township may designate the Corporation as an agency of the Township for industrial, commercial, distribution, and research development within the Township; and

WHEREAS, the Board of Trustees of the Township has so designated the Corporation as an agency thereof for such purposes, pursuant to its Resolution No. 2019-43, and the Corporation hereby desires to accept such designation;

NOW THEREFORE, BE IT RESOLVED by the Board of Directors of the Deerfield Township Community Improvement Corporation:

SECTION 1: That the Corporation hereby accepts the Township's designation as an agency of the Township for industrial, commercial, distribution, and research development within the Township, in accordance with Section 1724.10(A) of the Ohio Revised Code.

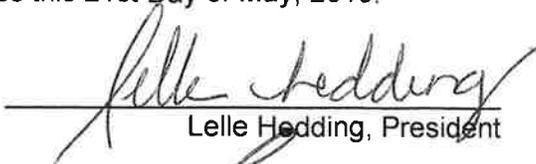
SECTION 2: That this Board of Directors (this "Board") of the Corporation approves the Designation Agreement, in substantially the same form as attached hereto as Exhibit A (the "Agreement"), and further authorizes the President of this Board to execute and deliver the Agreement on behalf of the Corporation.

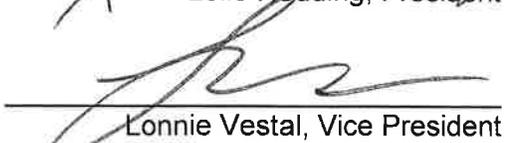
SECTION 3: That it is found and determined that all formal actions of this Board of the Deerfield Township Community Improvement Corporation concerning and relating to the passage of this resolution were adopted in an open meeting of this Board, and that all deliberations of this Board of the Deerfield Township Community Improvement Corporation and of any of its committees that resulted in such formal action, were in meetings open to the public, in compliance with all legal requirements, including Section 121.22 of the Ohio Revised Code.

VOTE RECORD:

Mrs. Hedding Yes Mr. Vestal Yes Ms. Malhotra Yes

PASSED at the meeting of the Board of Trustees this 21st Day of May, 2019.


Lelle Hedding, President


Lonnie Vestal, Vice President


Kristin Malhotra, Trustee

This is to certify that this Resolution was duly passed and filed with the Deerfield Township Fiscal Officer, this 21st day of May, 2019.


Dan Corey, Fiscal Officer

APPROVED AS TO FORM:


Ben Yoder, Law Director

Community Improvement Corporations CLC's

**Auditor of State's
17th Annual Local Government Officials'
Conference**

March 23, 2015 • 1:15-2:30



Presented by

**Larry L. Long, CEO
The Ohio Projects
Group LLC**

**968 S. Remington Rd.
Bexley, Ohio 43209**
larrylongopg@gmail.com

614-560-0562



Two Types of CIC's

Both types of CIC's are quasi-governmental non-profit corporations authorized under ORC Chapter 1724 & organized under ORC Chapter 1702

- Traditional CIC's are **Economic Development Corporations.**
- Newer CIC's can be organized as **County Land Reutilization Corporations**, commonly known as **County Land Banks.**

Township & Municipal Land Reutilization Programs— “Land Banks”

- Local Governments could engage in “land banking” since 1970’s **Land Reutilization Programs** were “passive” land banks
- Allowed local governments to acquire vacant, tax delinquent property being **foreclosed or forfeited** to state
- Purpose of land reutilization program was to **foster return to tax paying status or devotion to public use**

Establishment of Municipal & Township Land Reutilization Programs

- **Resolution to adopt and implement the procedures of ORC Chapter 5722.02 to facilitate the effective reutilization of nonproductive land (ORC 5722.02(A)).**
 - **Existence of nonproductive land**
 - **This necessitates implementation of land reutilization to foster either return to tax paying status or devotion to public use.**

Establishment of Municipal & Township Land Reutilization Programs

- Resolution sent to Auditor, Treasurer & Prosecutor.
- Thereafter the foreclosure, sale, management, and disposition of all nonproductive land shall be governed by the procedures of ORC Sections 5722.02-.15 (ORC 5722.02(C)).
- This essentially means that the Municipality or Township has the first right to acquire such nonproductive land.

*Boardman Township
Land Reutilization Program*



What is Nonproductive Land?

ORC 5722.01 (F)

All parcels must be in tax foreclosure proceedings by Prosecutor or have been forfeited to the State



- Delinquent Vacant Land.
- Delinquent Unoccupied buildings where Municipality or Township is proceeding to remove or demolish buildings because they are unsafe, insecure, or structurally defective.
- Delinquent unoccupied buildings that are not structurally defective if Municipality or Township determines they are needed to implement the Reutilization Program.

County Land Banks

(County Land Reutilization Corporations)

- Legislation in 2008 allowed their creation but only in Cuyahoga County.



- Legislation later allowed Land Banks in any county with population of 60,000 or more.
- Law changed last year so that all counties now have authority to establish Land Bank.

County Land Bank Statutory Purposes

ORC 1724.01(B)(2)

- To facilitate the reclamation, rehabilitation, and reutilization of vacant, abandoned, tax-foreclosed, or other real property in the county for whose benefit the land bank is organized.
- To efficiently hold and manage vacant, abandoned, or tax-foreclosed real property pending its reclamation, rehabilitation, and reutilization.
- To assist governmental entities and other non-profit or for-profit persons to assemble, clear, and clear the title to property in a coordinated manner.
- To promote economic and housing development in the county or region.



Hamilton County

Land Reutilization Corporation

Primary Land Bank Functions

- To facilitate the return of vacant, abandoned, and tax foreclosed property to productive tax paying economic uses or to beneficial public uses including land assemblage for economic development purposes.
- To demolish dilapidated, vacant, abandoned, and tax foreclosed property to remove neighborhood eyesores and to stabilize property values of other properties in the vicinity.
- If County Land Bank Obtains Property other than by foreclosure the Township has 30 days to claim the property for cost incurred by Land Bank.



Land Bank Board of Directors

Composed of 5, 7 or 9 members as follows

- **The county treasurer.**
- **Two or all three county commissioners.**
- **One representative of the largest municipality in the county.**
- **One township representative if at least 2 townships in the county have a population of 10,000 or more. Smaller townships have not guarantee but can be appointed as specified below.**
- **Any other members appointed to the board by the commissioners and the county treasurer.**

At least one member must have private or non-profit experience in rehabilitation or real estate acquisitions. Both the county treasurer and the commissioners can appoint an individual to represent them and to act on their behalf at meetings.



Funding For Demolition



Ohio Housing Finance Agency (OHFA)
Neighborhood Initiative Program (NIP) — Only County Land Banks Can
Apply

From Federal “Hardest Hit Fund”

Funding to Date: • Round 1 - \$49.6 M • Round 2 - \$10.4 M
• Round 3 - \$6.5 M • Round 4 - \$ 13 M

Recent Federal Appropriations Bill allocated an
additional \$2 Billion nationally so additional funds
may become available. Original Funds at federal level
were \$7.6 B went to 17 States and DC

County Land Bank Programs

- **Inspection of Properties**
- **Demolition (Safety, Appearance, Property Value).**
- **Environmental Remediation.**
- **Sale of Side Lots to Adjoining Property Owners**
- **Sale of Residential Properties.**
 - **Owner Occupied Preferences.**
 - **Deed in Escrow—deed transfers when improvements are completed.**
 - **Land Bank Renovates/Sells Properties.**

County Land Bank Programs

- **Urban & Community Gardening—community groups, co-ops, other institutions.**
- **Urban Agriculture—larger scale Urban Agriculture & Farming & Greenhouses.**
- **Strategic Land Assembly—assembling smaller parcels for meaningful future development.**
- **Mothballing of Properties for the future**
- **Maintenance.**



Current County Land Banks & Funding by Retaining % of Delinquent Taxes Paid

27 County Land Banks

15 @ 5% • 8 with no fee • 4 with other & lower than 5%

- Ashtabula 3% • Belmont • Butler 1% • Clark 2.5% • Columbiana • Crawford • Cuyahoga 5% • Erie • Fairfield
- Franklin 5% • Hamilton 5% • Jefferson 5% • Lake 5% • Licking 3% • Lorain 5% • Lucas 5% • Mahoning 5% • Montgomery 5% • Morrow • Muskingum • Portage 5% • Richland 5% • Sandusky 5% • Seneca • Stark 5% • Summit 5% • Trumbull 5%

Source: Western Reserve Land Conservancy, Thriving Communities Institute



County Land Banks In Smaller Counties

Jim Rokakis, Director, Thriving Communities Institute:

“Land banks can work for counties all over Ohio, not just the larger counties. Tax delinquent, abandoned properties are present in every county of Ohio – and land banks are a powerful way to deal with them.”



Western Reserve Land Conservancy

land • people • community

Robin Thomas, Thriving Communities Institute:

“Smaller counties have experienced many of the same issues as larger ones. They have seen the success of county land banks in removing blighted properties through demolition, greening and transferring those properties into the hands of responsible property owners.”



Economic Development CIC's

- There are nearly 300 Economic Development CIC's today.
- CIC's can be created by individual counties, townships, or municipalities OR by multiple counties.
- When you hear someone talk about a CIC they generally mean an Economic Development CIC

Role of Government in Economic Development

- **Government has been involved in economic development since statehood.**
- **Example—Canal, Turnpike & Railroads.**
- **Erie Canal in NY brought on call for Ohio canals.**
- **Ohio State & Local Governments invested and loaned money for internal improvements to get produce and products to market.**

Role of Government in Economic Development

1851

**Ohio Constitution amended to restricting State
& Local Governments to Lend Credit/ Become
Stockholder in Private Corporations.**

Ohio Constitution, Article VIII, Sections 4 and 6

CIC authorized by legislation in 1961

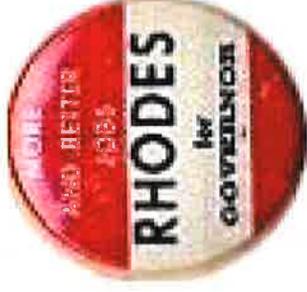
SPRINGFIELD TOWNSHIP **CIC**
COMMUNITY IMPROVEMENT CORPORATION

Short History of CIC's

**CIC authorized by legislation in 1961 under
Governor DiSalle**

**Jim Rhodes beats Mike DiSalle in 1962 on a
“Jobs and Progress Platform”**

“Profit is not a dirty word in Ohio”



Short History of CIC's

1963

**Ohio Department of Development & Ohio
Development Finance Commission (ODFC)
Created by General Assembly**

Ohio

Department of
Development

**ODFC was State Entity to Issue Revenue Bonds
to Help Private Business & Industry**

Short History of CIC's

1964

- **Ohio Supreme Court** finds that the bonds issued by ODFC to assist business and industry violates Article 8, Section 4 of the Ohio Constitution.
- **Governor Rhodes** pleads for Constitutional Amendment so Ohio can compete with other States for development.



Kingsley Arter Taft

Chief Justice

1963-1970

Short History of CIC's

Ohio Constitution Amended by Adding Article VIII, Section 13 making an exception to the lending aid and credit prohibition

“To create or preserve jobs and employment opportunities, to improve the economic welfare of the people of the state . . . it is hereby determined to be in the public interest and a proper public purpose for the state or its political subdivisions . . . its or their agencies or instrumentalities, or corporations not for profit designated by any of them as such agencies or instrumentalities, to acquire, construct, enlarge, improve, or equip, and to sell, lease, exchange, or otherwise dispose of property, structures, equipment, and facilities . . . for industry, commerce, distribution, and research, to make or guarantee loans and to borrow money and issue bonds or other obligations . . .”

The Ohio Constitution

Short History of CIC's

1965

- H. B. 941 enacted that addressed the provision of the Constitution dealing with the designation of non-profits by local government to serve as agents of the local government for the purpose of the Amendment:

“or corporations not for profit designated by any of them . . . to acquire, construct, enlarge, improve, or equip, and to sell, lease, exchange, or otherwise dispose of property, structures, equipment, and facilities”

Formation & Statutory Purpose of a CIC

A CIC is a non-profit corporation created and administered under ORC 1702 and 1724, for the following purposes:



“advancing, encouraging, and promoting the industrial, economic, commercial, and civic development of a community or area” (ORC 1724.01(B)(1))

Must specify the territory of the CIC

Formation of a CLC

- **File Articles of Incorporation with Secretary of State**
- **Must Designate a Statutory Agent, Location & Purpose**
- **Attorney General reviews and approves Articles of Incorporation**
- **Adopt Code of Regulations**
- **Governed by a Board of Directors & Officers**



CIC Board of Directors

- Unlike Land Bank Board, CIC Board may have any number of members, provided:
- If the CIC is “ a designated agency” for a county, township, or municipality then at least 40% must be elected or appointed officials of the political subdivision



CIC Powers

**Broad powers authorized under ORC Section 1724.02.
Most Important Include:**

- **Borrow money for any purpose of the CIC.**
- **Provide loans to individuals or businesses.**
- **Buy, lease, sell real or personal property.**
- **Acquire the good will, business rights, real or personal property, and assets of an individual or business.**
- **Charge fees to political subdivisions for services.**
- **Enter into contracts with federal, state and local governments**
- **Apply for and administer grants.**
- **Do all acts necessary or convenient to carry out statutory powers.**

Economic Development

Funding for CLC's

- **County general funds**
- **County ED property tax levy**
- **Township general funds—only administrative costs—unanimous vote**
- **Municipal general funds**
- **Donations from Companies**
- **Membership Dues**
- **Grants**
- **Proceeds/fees from property sales**
- **Contracts for services**



Designation of CIC's by Political Subdivisions

- One or more political subdivisions may designate a CIC as its agent by ordinance or resolution.
- Designated CIC's becomes the agent of the political subdivision for the "industrial, commercial, distribution, and research development."
- After designation CIC and political subdivision(s) may enter into an agreement under ORC Section 1724.10.

Agreements Between CIC & Political Subdivisions

Preparation of Economic Development Plan for Industrial, Distribution, & Research Development & in Conformance with Plan:

- **Insure mortgage payments.**
- **Incur debt, mortgage property and issue obligations for the purpose of obtaining, constructing and improving buildings, properties and sites. Debt is not political subdivision debt.**
- **Promote and encourage growth in the political subdivision of industrial, commercial, distribution and research facilities.**



Agreements Between CIC & Political Subdivisions

CIC may sell land owned by political subdivisions for development without advertising & bidding

Sale can be at or below fair market value

Political subdivisions may convey public property to a CIC without advertising or bidding

Political subdivision must find transactions will promote welfare, stabilize the economy provide employment and assist in development of industrial, commercial, distribution & research facilities



CLC Transparency Requirements

- **Must file Annual Financial Report with AOS.**
- **Subject to Audits by AOS**
- **Subject to Sunshine Law & Public Records Law with limited exceptions:**
 - **Financial and proprietary information, including trade secrets**
 - **Any other information submitted to the CLC in connection with the relocation, location, expansion improvement or preservation of a business is confidential until the entity commits in writing to proceed**

OPEN
GOVERNMENT
DIRECTIVE

Other CLC Issues

- Must generally comply with Ohio Ethics Law but no conflict for local government representatives on board—ask for advice first.
- **No eminent domain authority.**
- Can only recommend tax abatements.
- **Cannot levy taxes.**
- Generally exempt from paying prevailing wages—check with Counsel as it relates to specific public projects.

CLC Programs Around Ohio: Broad & Varied

- **Serve as ED Department**
- **Facilitate Tax Abatements**
- **Promote FTZ's**
- **Coordinate with Ports, CDC's & Chambers**
- **Works with Jobs Ohio & Regional Entities**
- **Access to DSA Incentives**
- **Retention/Expansion**
- **Local Food Councils—market development for farmers / farmers markets**
- **Marketing for Local Handcrafts**
- **Site Surveys & Selection**
- **Sale, lease, & construction of facilities**
- **Construction & Management of Industrial Parks**
- **Brownfield Development**
- **Service Station Clean Ups**
- **Land Assembly**
- **Entrepreneur Centers**
- **Technology & Broadband Initiatives**



CIC Programs Around Ohio: Broad & Varied

- **Certify project for IDB issuance**
- **Grants/Loans to startup business**
- **GAP Financing**
- **Revolving Loan Funds**
- **SBA 504 Loans**
- **Facilitate State Development Assistance**
- **Town Center Design Improvements**
- **Linked Deposits**
- **Promotion & Marketing**
- **ED Branding**
- **Targeted Development Planning**
- **Web Site Promotion**
- **Networking Forums for Local Business**
- **Economic Summit**
- **Trade shows**



Additional Land Bank Information

- Ohio Revised Code Chapter 1724:
<http://codes.ohio.gov/orc/1724>.
- **County Commissioners Handbook**, Chapter 81: *County Land Reutilization Corporations: Land Banks* www.ccao.org. Click on Resources, County Commissioners Handbook, Chapter 81.



Additional Land Bank Information



Western Reserve Land Conservancy

land • people • community



Thriving Communities Institute

Helping cities across Ohio go from vacancy to vitality.

The web site of the Thriving Communities Institute (TCI) contains a wealth of information about county land banks. In particular, TCI has prepared a [*Land Bank Playbook*](#) entitled: *Ohio's Land Reutilization Corporations Under Chapter 1724 of the Ohio Revised Code: A Reference Guide to Land Bank Set-Up and Operations* which is available on their website at:

http://www.wrlandconservancy.org/county-land-banks/playbook_home/



Additional CLC Information

Economic Development Corporations

- **Ohio Revised Code Chapter 1724:**
<http://codes.ohio.gov/orc/1724> .
- **County Commissioners Handbook, Chapter 80: *Community Improvement Corporations and Industrial Development Bonds***
www.ccao.org . Click on Resources, County Commissioners Handbook, and finally, Chapter 80.



Questions?

Larry L. Long, CEO
The Ohio Projects Group
LLC

968 S. Remington Rd.

Bexley, Ohio 43209

larrylongopg@gmail.com

614-560-0562

