

Chapter 4: Economic Development

Shawnee Township houses a mixture of economic activity ranging from the heavy industry found in its northeastern portion to a nascent commercial sector largely oriented along Shawnee Road, and to the agricultural land that supports crops and livestock, primarily in the southern half and western portion of the Township. Shawnee Township has historically relied on its agricultural base, with most of its land devoted to crops and livestock. However, the close proximity of the City of Lima and the Interstate highway to the east has led to more intensive land uses closer to these attractors.

Residential land use has seen the most growth within the Township, with new subdivisions pushing out to the west and south from Lima. The growth of the Township as an attractive residential location has strained some roadways, water distribution lines, and sanitary waste collectors. It has led to the growth of the Township's Police and Fire Departments, and has brought a number of solid waste collection firms into the Township to enter into contracts with residents, as well as businesses.

The expansion of public services accompanying this residential growth comes at a cost, and it is important to maintain and expand a tax base within the Township that can provide the financial support necessary for the Township budget. The location of new commercial and industrial businesses can also help provide employment opportunities for local residents as well.

Cost of Services studies typically find that a balance of land uses – with a mix of residential, commercial, and industrial properties – is required to make public services affordable. A heavy tilt toward residential uses generally provides less public revenue, but a greater demand for public services, particularly including public schools. Added to this necessary balance is the desire to preserve productive farmland and maintain a viable agribusiness sector.

The need to allow such diverse sectors to coexist and grow requires forethought and planning. It is important to understand the existing economic makeup of the Township, in order to plan for orderly future growth with a minimum of conflict. This chapter provides information on the status and characteristics of economic activity in the Township, and offers some recommendations and potential strategies to follow the desired course of development.

Existing Economic Development Planning

Economic development planning and activity is carried out by a number of interlinked entities, many of which are housed in the Allen County Center for Business Services, located at 147 North Main Street in Lima. Those entities of most interest to Shawnee Township are:

- The **Allen Economic Development Group (AEDG)**, charged with business retention, expansion and attraction services for all of Allen County. This professional, full service organization's services include demographic profiling, retail attraction, and development of industrial sites and buildings. AEDG also offers technical assistance with structuring

of incentive packages for development projects, workforce training, and infrastructure development and financing. AEDG also administers a revolving loan fund for businesses. www.aedg.org

- The **Lima/Allen County Chamber of Commerce**'s mission is to “serve, represent, and enhance business growth and success.” Among the Chamber’s long term goals are:
 - Be a catalyst for business and education to increase the number of students and adults achieving post secondary education.
 - Work collaboratively with individuals, businesses and governmental entities in developing a community vision to focus on planned growth of the Lima/Allen community.
 - Identify and advance opportunities to support economic development and expansion of small business.www.limachamber.com
- The **Lima/Allen County Convention and Visitors Bureau** promotes Lima/Allen County as a destination site to leisure and business travelers as well as organizational and group event planners, creating awareness about Lima and Allen County and increasing the number of visitors to the area, targeting especially overnight visitors. www.lima-allencvb.com
- The **Allen County Port Authority** provides a source of business investment financing with small business loans and other incentives, and also has the capability to own and lease industrial and other properties, serving as a development catalyst. The Port Authority also holds a lease on a railway. It is located at 545 W. Market St., Suite 300, in Lima.

State Partners

- The State of Ohio and its **Ohio Department of Development** are partners in development activities. Specific programs provide business and infrastructure financing for qualifying projects. A regional economic development representative is located in Lima at 545 W. Market Street, Suite 305. <http://development.ohio.gov>
- The **Small Business Development Center (SBDC)** at Rhodes State College, 4240 Campus Drive in Lima, offers free-of-charge business counseling and seminars pertaining to entrepreneurship and business planning and operations. <http://www.solutions-etc.com/entrepreneurship/sbdc>

Previous Planning: *2020 Visioning Project Task Force*

A task force within the multi-discipline “2020 Visioning” project focused upon economic development and found the following factors to foster economic development:

- An environment which provides the opportunity or the creation of wealth for the benefit of the community and all its residents. This includes the areas of agriculture, retail, services, medical, industrial, and leisure, and new job creation in these areas.

- An environment which creates both the private and public opportunities for economic development to happen, opportunity to create jobs and better living.
- A climate that empowers existing businesses to prosper and attracts new business.

Proposed actions resulting from the work of the task force, as outlined in the report prepared by this citizen-led group, included initiating a county-wide economic development strategic plan; collaborating regionally on economic development under the direction of the regional economic development group (AEDG); developing a land use plan for Allen County with focus on retail and industry, and setting up regulations or a plan; identifying target industry groupings with a list of industries that would match the resources offered, such as agriculture, alternative fuels, and logistics; and educating the public about the economic development strategic plan.

Comprehensive Economic Development Strategy for Allen County (CEDS)

The development of a CEDS is a prerequisite for funding from the U.S. Department of Commerce's Economic Development Administration, and its generation requires the formation and engagement of a county-wide committee from all economic sectors and interests. Under the economic development leadership of AEDG, a CEDS document was prepared by the Lima Allen Regional Planning Commission in 2005, with updates listing priority projects in 2006 and 2007.

The process resulted in the vision that "Allen County is a community that supports the aspirations of its residents by providing an environment where a high quality of life is supported by locally-based and globally-competitive businesses that offer ever increasing job opportunities and growing personal incomes for area residents."

Based upon a SWOT (strengths, weaknesses, opportunities, and threats) analysis and the inclusion of values and beliefs of participants, a set of "common sense supportable goal statements" was derived. The ten strategic goals were supported by a set of 41 goal statements. The ten goals are as follows:

1. Attract, expand, and retain jobs that share wage rates equal to, or greater than, comparative statewide averages.
2. Preserve and enhance agriculture as a competitive industry and way of life.
3. Reduce long-term unemployment and poverty, especially among minority groups.
4. Rehabilitate unsafe, aging and insufficient infrastructure to include roads, utilities, schools, parks, and housing.
5. Increase residents' educational attainment and skill levels through improved access to educational/vocational facilities/programs.
6. Alleviate local government fiscal strain.
7. Monitor and improve Allen County's national, state, and regional competitiveness in attracting new business.
8. Promote and increase entrepreneurial spirit within the community.
9. Balance the protection of our natural resources such as ground water, wetlands, and animal habitats with growth and prosperity.

10. Guide controlled residential developments into planned places and encourage urban redevelopment.

These goals were then accompanied by measurable benchmarks to assess progress and re-evaluate strategies implemented.

The Economic Base of Shawnee Township

The U.S. decennial Census provides a look at employment by sector at the township level. The table on the following page offers a count of Shawnee Township residents by economic sector.

| TABLE 4-1 2000 SHAWNEE TOWNSHIP RESIDENT EMPLOYMENT BY SECTOR | | | |
|--|--------------|------------------|----------------|
| Sector | NAICS | Employees | Percent |
| Agricultural, Forestry, Fishing & Hunting – Services | 11 | 19 | 0.3 |
| Mining | 21 | 0 | 0.0 |
| Utilities | 22 | 24 | 0.4 |
| Construction | 23 | 284 | 4.7 |
| Manufacturing | 31-33 | 1,356 | 22.4 |
| Wholesale Trade | 42 | 255 | 4.2 |
| Retail Trade | 44-45 | 831 | 13.7 |
| Transportation & Warehousing | 48-49 | 153 | 2.5 |
| Information | 51 | 136 | 2.2 |
| Finance & Insurance | 52 | 201 | 3.3 |
| Real Estate and Rental & Leasing | 53 | 46 | 0.8 |
| Professional, Scientific & Technical Services | 54 | 153 | 2.5 |
| Management of Companies/Enterprises | 55 | 0 | 0.0 |
| Administrative Support & Waste Management Services | 56 | 154 | 2.5 |
| Education Services | 61 | 633 | 10.4 |
| Health Care/Social Assistance | 62 | 910 | 15.0 |
| Arts/Entertainment /Recreation | 71 | 72 | 1.2 |
| Accommodation & Food | 72 | 372 | 6.1 |
| Non-Public Other Services | 81 | 195 | 3.2 |
| Public Administration | 92 | 268 | 4.4 |
| Total | | 6,062 | 100 |

The above table presents data for all of Shawnee Township. Percentages vary somewhat in some cases (such as manufacturing) between tables 4-1 and 4-2. This is because the former is counted using Shawnee Township as the place of residence, where the latter is based on the Township being the place of employment. Both tables show that manufacturing remains vitally important, accounting for nearly one-fourth of the jobs held by Township residents (1,356 jobs; 22.4% in Table 4-1). Other strong sectors include retail trade (831 jobs or 13.7%; including residents employed at the retail center to the immediate north in American Township, among other areas) and health care/social assistance (910 jobs, 15.0%; owing in large part to the proximity of the St. Rita's Medical Center and Lima Memorial Hospital.

After those three sectors, which together account for approximately 51 percent of all jobs, the next common ones are education services (633 jobs, 10.4%; with the Township hosting a public school system and the Apollo Career Center), accommodations and food (372 jobs, 6.1%), construction (284 jobs, 4.7%), and public administration (268 jobs, 4.4%).

| TABLE 4-2 WORK BEING PERFORMED IN SHAWNEE TOWNSHIP AND ALLEN COUNTY BY NAICS IN 2000 CENSUS | | | | | |
|--|--------------|----------------------------|------------|----------------------------|-------------|
| Sector | NAICS | Shawnee Township | | Allen County | |
| | | Number of Employees | % | Number of Employees | % |
| Agricultural, Forestry, Fishing & Hunting - Services | 11 | 0 | 0 | 81 | 0.1 |
| Mining | 21 | 0 | 0 | 76 | 0.1 |
| Utilities | 22 | 6 | 0.1 | 188 | 0.3 |
| Construction | 23 | 302 | 6.6 | 2,046 | 3.5 |
| Manufacturing | 31-33 | 1,782 | 38.9 | 11,224 | 19.4 |
| Wholesale Trade | 42 | 94 | 2.1 | 3,028 | 5.2 |
| Retail Trade | 44-45 | 123 | 2.7 | 7,289 | 12.6 |
| Transportation & Warehousing | 48-49 | 33 | 0.7 | 1,709 | 3.0 |
| Information | 51 | 3 | .01 | 1,125 | 1.9 |
| Finance & Insurance | 52 | 54 | 1.2 | 1,676 | 2.9 |
| Real Estate & Rental & Leasing | 53 | 22 | 0.5 | 589 | 1.0 |
| Professional, Scientific & Technical Services | 54 | 330 | 7.2 | 1,262 | 2.2 |
| Management of Companies/Enterprises | 55 | 71 | 1.6 | 22 | 0.0 |
| Administrative Support/Waste Mgmt. Services | 56 | 103 | 2.2 | 1,135 | 2.0 |
| Education Services | 61 | 528 | 11.5 | 4,110 | 7.1 |
| Health Care/Social Assistance | 62 | 574 | 12.5 | 11,322 | 19.6 |
| Arts/Entertainment/Recreation | 71 | 61 | 1.3 | 668 | 1.2 |
| Accommodation & Food | 72 | 237 | 5.2 | 4,579 | 7.9 |
| Non-public Other Services | 81 | 101 | 2.2 | 2,379 | 4.1 |
| Public Administration | 92 | 156 | 3.4 | 3,220 | 5.6 |
| Total | | 4,580 | 100 | 57,728 | 100% |

Table 4-2 compares the work being performed by establishments located within Shawnee Township and throughout Allen County. Based on place of work, manufacturing is a much more predominant sector within the Township, employing nearly four out of ten Township employees (38.9%). The next largest sector, health care/social assistance, employs only one-eighth (12.5%, or 574) of the Township's employees. The next sectors, in order, are education services (528, 11.5%), professional, scientific, and technical services (330, 7.2%), and construction (302, 6.6%).

Greatest proportionate variations between the Township and Allen County as a whole include the manufacturing sector, where county-wide, only half the Township's proportion, or 19.4 percent of the labor force, works; retail trade, where only 2.7 percent work in the Township but 12.6 percent work county-wide; health care, where 12.5 percent work in the Township compared with 19.6 percent county-wide; and to a lesser extent, professional,

scientific, and technical services, where 7.2 percent work in the Township but only 2.2 percent work county-wide.

It is important to note changes by sector over time, to determine trends and identify growth sectors for potential future development. Table 4-3 provides data on employment by sector in 1990 and 2000.

| Sector | 1990 Census | Percent | 2000 Census | Percent | Percent Net Change |
|--|------------------------|----------------|------------------------|----------------|-----------------------------------|
| Employed 16 and over | 3,819 | 100 | 4,044 | 100 | 7.9 |
| Agriculture, Forestry, Fishing, Hunting & Mining | 29 | 0.6 | 19 | 0.3 | -34.5 |
| Construction | 182 | 4.7 | 182 | 4.7 | 0.0 |
| Manufacturing | 980 | 27.1 | 856 | 22.4 | -16.7 |
| Transportation & Warehousing | 188 | 4.7 | 84 | 4.2 | -55.3 |
| Wholesale Trade | 175 | 4.5 | 200 | 13.7 | 14.3 |
| Retail Trade | 684 | 17.6 | 534 | 2.9 | -21.9 |
| Information | 0 | 0.0 | 84 | 2.2 | 100.0 |
| Professional Management, etc. | 57 | 4.2 | 218 | 4.1 | 282.5 |
| Finance, Insurance & Real Estate | 215 | 6.1 | 200 | 3.4 | -7.0 |
| Health, Education & Social Service | 781 | 18.5 | 1,083 | 25.5 | 38.7 |
| Entertainment, Recreation, Food & Accommodations | 106 | 3.3 | 297 | 7.3 | 180.2 |
| Other Services | 223 | 4.7 | 107 | 3.2 | -52.0 |
| Public Administration | 128 | 3.9 | 156 | 4.4 | 21.9 |

How has the Township's employment changed over time? Table 4-3 shows a decline in manufacturing, with a net loss of 124 jobs in that sector, despite a 7.9 percent increase in overall employment from 3,819 to 4,044. Transportation/warehousing also experienced a decline, cutting the former employment level of 188 by more than half, to 84. Retail employment also fell, by nearly 22 percent, from 684 to 534, a loss of 150 jobs.

Other sectors have more than made up for this loss. Health, education and social services increased by over one-third, adding 302 jobs. Other big gainers included professional management (adding 161), and entertainment, recreation, food and accommodations (adding 191). Overall, employment in the Township increased by 225 jobs between 1990 and 2000.

Table 4-4 (next page) indicated the work force population by type of occupation, as reported in the 2000 Census. The Township experiences a large proportion of workers who are managers, professionals, or in related positions. This reflects the relatively "white collar" nature of the Township and its residents. While 1,608 are in these professional positions, another 1,060 work in sales or office occupations. By contrast, only 681, or 16.8 percent of the workforce, are in production, transportation and material moving occupations, many of the traditional "blue collar" jobs.

| Occupation | Number | Percent |
|--|--------------|------------|
| Management, Professional and Related Occupations | 1,608 | 39.8 |
| Service Occupations | 471 | 11.6 |
| Sales and Office Occupations | 1,060 | 26.2 |
| Farming, Fishing, and Forestry Occupations | 14 | 0.3 |
| Construction, Extraction, and Maintenance Occupations | 210 | 5.2 |
| Production, Transportation and Material Moving Occupations | 681 | 16.8 |
| Total | 4,044 | 100 |

Employment by Sector

Manufacturing

Table 4-5 reveals changes in specific manufacturing firms within the Township. In total, manufacturing employment has increased by 8.8 percent among these firms. Fortunately, none of the larger businesses has experienced a significant loss (beyond the 49 jobs lost at BP Chemicals), and General Dynamics, the largest employer, experienced an employment growth of over one-third.

Table 4-5 indicates that three businesses, with a combined 61 jobs, ceased to operate during this time frame, but another four businesses began operations and hired some 133 individuals.

| Company Name | 2001 | 2005 | % Change |
|---------------------------------|--------------|--------------|--------------|
| General Dynamics | 476 | 644 | +35.2% |
| Premcor / Husky | 409 | 400 | -2.3% |
| BP Chemicals | 390 | 341 | -12.6% |
| Whemco-Ohio Foundry | 145 | 131 | -9.7% |
| Superior Forge | 131 | 105 | -19.9% |
| Lima Precision Group | 33 | 0 | -100% |
| Lima Cement Products | 17 | 0 | -100% |
| Ran Mor Corp. | 11 | 0 | +100% |
| Akzo Nobel Chemicals | 0 | 79 | +100% |
| Oberfield Building Materials | 0 | 20 | +100% |
| Katies Lighthouse | 0 | 19 | +100% |
| Leadar Roll | 0 | 15 | +100% |
| Total | 1,612 | 1,754 | +8.8% |

Wholesale Trade

Table 4-6 presents the wholesale trade sector, a relatively small segment within the Township representing only 94 jobs. However, despite the limited number of jobs within most of the

listed businesses, the overall trend has been toward an increased employment level, from 58 to 94 jobs, and with the introduction of nine new businesses (outnumbering the loss of four businesses). This may indicate a growing recognition of the advantageous location of the Township, in close proximity to I-75, as an asset that can draw wholesale sector business.

| TABLE 4-6 SHAWNEE TOWNSHIP: CHANGES IN WHOLESALE TRADE SECTOR (2001-2005) | | | |
|--|-------------|-------------|----------------|
| Company Name | 2001 | 2005 | %Change |
| Marathon Oil | 20 | 17 | -15.0% |
| GMR | 10 | 0 | -100% |
| Lima Supply | 9 | 0 | -100% |
| T J Ellis | 7 | 0 | -100% |
| Clifford Frysinger | 6 | 0 | -100% |
| The BOC Group | 6 | 6 | 0.0% |
| Better Brake Parts | 0 | 39 | +100% |
| Flex Rod Sewer Equip. | 0 | 2 | +100% |
| HJP | 0 | 7 | +100% |
| AGA Gas | 0 | 15 | +100% |
| BASF | 0 | 1 | +100% |
| M & M Belton | 0 | 3 | +100% |
| R J Pets | 0 | 1 | +100% |
| G & B Tools | 0 | 2 | +100% |
| Preston Sales | 0 | 1 | +100% |
| Total | 58 | 94 | +62.0% |

Retail Trade

Table 4-7 depicts the major retail businesses within the Township. The trend has been a decrease in employment, from 221 to 132 jobs, in this sector between 2001 and 2005. The major cause of such a decline appears to be the closing of a large retailer within the Township, Dave's Markets, a supermarket that remains vacant today, eliminating 53 jobs. This is offset partially by the growth of De Haven Home and Garden. It appears that Shawnee Township has been displaced, to some degree, by other nearby locations (especially American Township) as a regional location for more than routine items purchased at a pharmacy or convenience store.

The current state of the retail sector in 2005 in Shawnee Township points toward a limited number of small establishments. Not counting the De Haven Home, employment in this sector only reaches 59, and there are only thirteen establishments with employees on this list.

| TABLE 4-7 SHAWNEE TOWNSHIP: CHANGES IN RETAIL TRADE SECTOR (2001-2005) | | | |
|---|-------------|-------------|----------------|
| Company Name | 2001 | 2005 | %Change |
| Pine Market Auto Sales | 4 | 0 | -100% |
| Radio Shack | 3 | 0 | -100% |
| De Haven Home & Garden | 29 | 73 | +151.7% |
| Dave's Markets | 53 | 0 | -100% |

| Company Name | 2001 | 2005 | %Change |
|-----------------------|-------------|-------------|----------------|
| Pony Keg | 10 | 10 | 0.0% |
| Rite Aid | 22 | 15 | -31.9% |
| Marks Marathon | 8 | 3 | -62.5% |
| BP / Dutchess | 10 | 10 | 0.0% |
| Fisca Oil | 4 | 3 | -25.0% |
| Miles Meldisco | 1 | 0 | -100% |
| Sterling Jewelers | 7 | 0 | -100% |
| Ranes Jewelry | 1 | 1 | 0.0% |
| Ames Department Store | 48 | 0 | -100% |
| Family Florist | 6 | 0 | -100% |
| Hallmark Gold Crown | 7 | 9 | +28.5% |
| Cottage Treasures | 4 | 4 | 0.0% |
| Vintage Boutique | 2 | 0 | -100% |
| Engelfield Oil | 0 | 10 | +100% |
| F & L Jewelry | 0 | 1 | +100% |
| Family Florist | 0 | 5 | +100% |
| Tom the Tool Man | 0 | 1 | +100% |
| Total | 221 | 132 | -40.3% |

Health and Social Services

The health and social service sector has witnessed 30 percent growth between 2000 and 2007. The Township has seen the addition of several medical facilities, including two dental offices, the Cora Health Services center that hired 70 people, Briarwood Manor, and Burton's Ridge. Over the same time, four medical-related businesses ceased operations in the Township, with a combined loss of 79 jobs. However, despite these losses, the Township has followed national trends in the growth in this service sector.

| TABLE 4-8 SHAWNEE TOWNSHIP: CHANGES IN HEALTH & SOCIAL SERVICE SECTOR FOR FIRMS WITH 10 OR MORE EMPLOYEES (2001-2005) | | | |
|--|-------------|-------------|-----------------|
| Company Name | 2000 | 2007 | % Change |
| Charles Butts DDS | 0 | 12 | +100% |
| Children's Smiles Dental care | 0 | 11 | +100% |
| Cora Health Service | 0 | 70 | +100% |
| Private Duty Services | 26 | 12 | -54.2% |
| Shawnee Manor | 235 | 174 | -26.0% |
| Briarwood Manor | 0 | 139 | +100% |
| Ottawa Valley Center | 16 | 16 | 0.00% |
| Burtons Ridge | 0 | 30 | +100% |
| Community Health Professionals | 10 | 0 | -100% |
| Continued Care Inc. | 19 | 0 | -100% |
| Health Pro Medical Billing | 27 | 0 | -100% |
| Beverly Rehabilitation | 23 | 0 | -100% |
| Total | 356 | 464 | +30.3% |

Food and Accommodations

The food and accommodations sector has increased between 2000 and 2007, with the addition of four new businesses, including an Arby's franchise and Ike's and Jerry's, which together have added 150 new Township jobs. Employment in this sector increased by eighty-five percent during these seven years. Further growth in this sector is expected.

| TABLE 4-9 SHAWNEE TOWNSHIP: CHANGES IN FOOD & ACCOMMODATIONS SECTOR FOR FIRMS WITH 10 OR MORE EMPLOYEES (2000-2007) | | | |
|--|-------------|-------------|-----------------|
| Company Name | 2000 | 2007 | % Change |
| Northern Ohio Pizza | 16 | 0 | -100% |
| Beer Barrel Pizza | 12 | 43 | +258.3% |
| WG Grinders | 48 | 0 | -100% |
| Burger King | 29 | 17 | -41.4% |
| McDonalds | 35 | 50 | +42.9% |
| Taco Bell | 22 | 17 | -2.7% |
| Ike's & Jerry's | 0 | 80 | +100% |
| Custer's Chateau | 0 | 10 | +100% |
| Arby's Roast Beef | 0 | 70 | +100% |
| Subway | 0 | 14 | +100% |
| Total | 162 | 303 | +85.5% |

Transportation and Warehousing

Transportation and warehousing has decreased in employment between 2000 and 2007, due in great part to the loss of one business that employed fifty persons, as well as the discontinuation of a K&L Truck Lines facility that employed five.

| TABLE 4-10 SHAWNEE TOWNSHIP: CHANGES IN TRANSPORTATION / WAREHOUSING SECTOR FOR FIRMS WITH 10 OR MORE EMPLOYEES (2000-2007) | | | |
|--|-------------|-------------|-----------------|
| Name | 2000 | 2007 | % Change |
| DAP Lumping Srvc. | 50 | 0 | -100% |
| K & L Trucking | 5 | 0 | -100% |
| Buckeye Pipeline | 0 | 11 | +100% |
| Fed Ex | 0 | 26 | +100% |
| Total | 55 | 37 | -32.8% |

Agriculture

The 2000 Census identified only 19 persons who were claiming to be employed in "Agricultural production, forestry, fishing and hunting". This number is a decrease from 26 in this category in the 1990 Census, but the agricultural sector, while using a significant portion of Allen County's acreage, is not a major full-time employer. However, it is fairly common for a larger number to be employed full-time in occupations outside of agriculture, but to also work part-time in agriculture, often on their own property. Further, family farms are considered owner-occupied and their owners are classified as self-employed, rather than

as employees of an enterprise. Thus, the number of workers employed in agriculture, particularly those who are part-time, are typically under counted.

While data on farm outputs and sales are very limited on the township level, the following tables offer insight into the scale of acreage and land value that is used in agriculture, as well as other sectors, in Shawnee Township.

Tax Base

A review of the Township's local tax base provides an overview of the nature and origin of the community's assets and liabilities regarding taxes and government services.

It also helps provide some perspective on the balance and relative size of land uses within the Township.

| Land Use | Acres | Value | Gross tax |
|------------------------|---------------|----------------------|---------------------|
| Residential | 4,296 | \$522,806,330 | \$8,550,558 |
| Agriculture | 6,710 | \$9,466,360 | \$161,419 |
| Commercial/Trans/Other | 341 | \$33,287,500 | \$656,587 |
| Industrial | 1,096 | \$36,962,400 | \$720,857 |
| Quasi Public | 815 | \$48,621,300 | \$15,285 |
| Total | 13,258 | \$651,143,890 | \$10,104,706 |

Table 4-11 helps bring into focus the relatively large portion of developed acreage, land value, and gross taxes. Of the Township's 13,258 acres, just over half (50.6 percent) is devoted to agriculture, for tax calculation purposes. Roughly another third (32.4 percent) is in residential use, leaving approximately one-sixth of the Township's acreage for other uses, including 8.3 percent for industrial use, 6.2 percent for quasi-public uses, and 2.6 percent for commercial, transportation, and other uses.

In terms of gross taxes, the residential sector plays an even larger role. Of the total \$10,104,706 in gross taxes, nearly 85 percent is derived from the residential sector. Second in importance are industrial uses, accounting for just 7.1 percent, followed closely by commercial, transportation, and other, with 6.5 percent.

Table 4-12 presents data made available by the Allen County Auditor's office and depicting tax valuation trends over time, for the five-year period from 2003 to 2007, for Shawnee Township. Because of changes in Ohio's property taxes and replacement of personal property tax with the commercial activity tax system, personal property taxes are no longer a viable measure, and the severe change in personal property in 2007 is not a cause for concern.

A review of the real property tax valuations (Table 4-12, next page) shows a growth trend in real property taxes for all sectors measured.

| TABLE 4-12 | | | | | |
|---|--------------------|--------------------|--------------------|--------------------|--------------------|
| TAX VALUATION BY TYPE & YEAR | | | | | |
| Type | Year | | | | |
| | 2003 | 2004 | 2005 | 2006 | 2007 |
| Real Property | | | | | |
| Agricultural & Residential | 203,491,360 | 209,237,120 | 214,914,990 | 239,447,800 | 243,367,010 |
| Commercial & Industrial | 32,906,770 | 33,408,480 | 33,659,120 | 36,269,800 | 37,023,730 |
| Utilities | 92,150 | 91,830 | 94,540 | 107,100 | 125,320 |
| Sub Total | 236,490,280 | 242,737,430 | 248,668,650 | 275,824,700 | 280,516,060 |
| Personal Property | | | | | |
| Utility Personal | 18,072,020 | 18,155,120 | 18,295,120 | 19,049,070 | 18,263,200 |
| Tangible Personal | 121,441,170 | 109,953,748 | 85,913,835 | 60,287,799 | 110,408 |
| Sub Total | 139,513,190 | 128,108,958 | 104,208,955 | 79,336,869 | 18,373,608 |
| Total | 376,003,470 | 370,848,388 | 352,877,605 | 355,161,569 | 298,889,668 |

Over the five year period covered by Table 4-12, with respect to real property:

- Agricultural and residential valuation increased by 19.6 percent, or \$39,875,650.
- Commercial and industrial valuation increased by 12.5 percent, or \$4,116,960.
- Utility tax valuation increased greatly on a proportionate basis (36 percent), but by only \$33,170 in absolute terms.

In 2007, agricultural and residential real property tax valuation was 86.8 percent of total valuation. This is very close to its portion of total valuation in 2003, 86.1 percent, thus there is no significant trend and only a slight upward movement in its overall importance. The percentage for commercial and industrial property diminished slightly from 13.9 percent in 2003 to 13.2 percent in 2007, indicating that these sectors actually lost ground to agricultural and residential valuation in recent years.

The upward trend in tax base, which coincides largely with the construction of new residential units and subdivisions in the Township, has been helpful to the budgets of those entities that rely on real property taxes, notably the public school district, but also of those Township services that rely upon property tax levies for operating revenue. It could be argued that economic development initiatives targeted toward the generation of desired new and balanced economic activities that in turn generate new tax base should be encouraged and carefully planned. Further, the impact of the decline in personal property tax revenues and their replacement by alternative revenue sources should be analyzed to ensure the proper funding of essential and desired services.

Goals and Objectives

The Steering Committee, with input from a public meeting, developed a series of seven economic development goals. Those goals are presented below, with more specific recommendations describing methods by which to achieve each goal.

Goal A: Take actions to expand and diversify the Township's tax base, with increased land available for development reflecting a mix of uses including residential, as well as existing and newly attracted businesses.

This goal is directly responsive to the above analysis of the Township's tax valuation and its paramount importance.

1. Plan for the accommodation of a variety of new businesses, as the economy becomes more diversified and service businesses become more prominent. (AEDG, Chamber of Commerce, LACRPC, Township Trustees)
2. Promote the concept of co-locating residential, retail, finance, personal and business service, entertainment and restaurants, and governmental services to create a vibrant community center. Review the Township zoning code to ensure that it can allow for such mixed uses, rather than the segregation of uses. (LACRPC, Township Trustees, Zoning Commission)
3. Wherever transitional areas emerge between residential areas and mixed use/commercial districts, support their development with proper roadway designs accommodating pedestrians and bicycles as well as vehicles. Development should be limited in such transitional areas to a scale designed to serve residents in the immediate area. (Allen County Engineer's office, LACRPC, Township Trustees, Road Supervisor, Zoning Commission)
4. Encourage mixed use planned unit developments, in cases where they conform to local requirements and are compatible with this comprehensive plan. (ACEO, LACRPC, Township Trustees, Roads Supervisor and Zoning Commission)

Goal B: Provide and promote additional capacity for expansion to meet the growing needs of the community, possibly accommodating a new grocery, hotel, franchise opportunities, and meeting facilities.

1. Work with the Allen Economic Development Group, Lima/Allen Chamber of Commerce, developers, and Realtors to catalog and market available industrial and commercial buildings and sites within the Township. Such properties should be served with adequate utilities, free of any environmental obstacles to their use, adjacent or near roadways that can handle projected traffic generated by anticipated occupant businesses, and listed for a specific selling price. Identify existing utility service and capacity (water, sanitary sewer, energy) by site. (AEDG, Chamber of Commerce, Township Trustees, Visitors Bureau)

2. Make economic development officials, Realtors, and other stakeholders in the community aware of the desire to target specific businesses, such as a grocery store or hotel, and help in the recruitment of such specific businesses as opportunities arise. (AEDG, Chamber, Township Trustees, Realtor's association)
3. Work with AEDG to analyze and identify specific business clusters that would be most advantageously matched with the identified assets of Shawnee Township. Consider alternative energy providers as one potential sector. (AEDG, Township Trustees)

Goal C: Ensure that traffic problems in commercial areas are overcome through planning for optimal economic development:

- a. ***Reconstruction of the bridge and intersection (Shawnee Road; Intersection with Fort Amanda Road) will address significant current problems.***
- b. ***Address access management along business corridors (such as Shawnee Rd.) by limited access/egress points, use of access roads, and other means.***
- c. ***Plan transportation access to accommodate new residential developments, such as between Fort Amanda and Zurmehley Roads.***

This goal is included here because of its implications for economic development, and the intrinsic linkage between economic development and transportation. The intricacies of this goal and its component parts are discussed in more detail in the transportation chapter (Chapter 6) of this plan.

Goal D: With improved Shawnee Road access, grow the selection of shopping and commercial opportunities, and add office parks.

Recent growth along the Shawnee Road corridor has seen the development of mixed uses ranging from commercial and restaurant business to professional and medical office developments. This goal would involve developers with the County Engineer and, in some cases, ODOT; and also the Township Trustees, zoning officials, and the Road Supervisor, as well as LACRPC, AEDG, and the Chamber.

1. Ensure that roadway and infrastructure improvements are designed to accommodate projected business-generated traffic and demands.
2. Integrate pedestrian accommodation with site planning along the corridor.
3. Plan integrated activities within this corridor to develop it as a focal point of activity within the Township.
4. Encourage development that takes a nodal spatial pattern, with a central focal point, rather than linear strip development.

Goal E: Do whatever is necessary to catalyze significant local investments, such as the planned Husky expansion.

1. Maintain lines of communication between Township officials and county and regional economic development officials. (AEDG, Ohio Dept. of Development, Chamber of Commerce, regional economic development associations, Township Trustees)
2. Assist AEDG in undertaking an ongoing program of “retention and expansion” visits to the Township’s major employers. It is important to maintain communication with such employers, so local officials will be aware of planned expansion projects and investments in time to accommodate those expansions, and provide incentives in cases where such incentives can help drive a locational decision in favor of the Township. (AEDG, Chamber, local officials including Township Trustees, employers)
3. Identify and facilitate infrastructure and corridor roadway development and improvements that will support industrial development, and help overcome future infrastructure and roadway capacity constraints (AEDG, LACRPC, Allen County Engineer’s office, Allen County Commissioners, ODOT, ODOD; see recommendations in Chapter 6, “Transportation”).
4. Work to accommodate business needs for high capacity broadband communication and wireless telecommunications. (AEDG, Township Trustees, telecommunications suppliers)
5. Consider improving and expanding strategic and requested truck routes among roadways that can withstand the weight requirements of freight-carrying trucks within the Township. Maximize safety and minimize congestion along appointed truck routes. (AEDG, LACRPC, Allen County Engineer’s office, Allen County Commissioners, ODOT, ODOD; see Chapter 6, “Transportation”)
6. Take actions to appeal to local entrepreneurs as an ideal location for investment in their new business start-ups. Incorporate the availability of Apollo Career Center in training employees, and related services such as the Small Business Development Center and the availability of Chamber of Commerce activities and programming. (Chamber, AEDG, Apollo Career Center, Shawnee Schools, Small Business Development Center)
7. Incorporate into any incentive package a workforce development component, possibly including programming offered by Apollo Career Center as well as other successful workforce development or training/retraining programs offered within Allen County. (AEDG, Apollo Career Center, other workforce service providers, County Dept. of Job and Family Services/Job Store)

Goal F: Ensure the Township is appealing to existing and prospective businesses to develop in the area.

1. Work with AEDG and the Chamber to identify and publicize available economic development incentives that can decrease the cost of developing a desired economic development project in Shawnee Township. (AEDG, Chamber, Township Trustees)

2. Pursue the use of additional incentive programs, such as the Community Reinvestment Area program and the creation of a Joint Economic Development District or other means of joint development with Fort Shawnee, to maximize the attractiveness of the Township to potential desired economic activity. Implementation of this objective must include a cost/benefit analysis of the use of such incentives, to ensure that revenues will be sufficient to offset any marginal costs in providing services to new economic activities. (AEDG, State Governor's Representative, Ohio Dept. of Development, Township Trustees)
3. Maintain and expand those amenities that provide an attractive quality of life for Township residents, employees, and employers. This includes the park system, the possible development of a community center, and the recruitment of such business-related entities as a hotel and restaurants with conference or meeting facilities. (AEDG, Chamber of Commerce, Visitors' Bureau, Ohio Dept. of Development, Township Trustees)
4. Improve the image of the Shawnee Township area as a potential business location, including signage, landscaping, and other visual improvements at key gateways, such as the Breese Road interchange at I-75. (ODOT, Allen County Engineer's office, Township Trustees, LACRPC, Fort Shawnee Village)
5. Continue to maintain a licensing/permitting approval process that serves all necessary public functions of safety and aesthetics, but which is also efficient, time-saving, and business friendly. Advocate for a "one stop" approach to permitting, with a flowchart for applicants that describes the permitting process and key contact points. (LACRPC, Township Trustees and officials)

Goal G: Encourage and support the rehabilitation and reuse of vacant industrial and commercial structures and properties.

1. Maintain a data base of existing and vacant industrial and commercial properties, and ensure that they are accurately represented, updated to reflect currently available properties, and marketed regionally and statewide through established marketing networks. (AEDG, Ohio Dept. of Development, Township Trustees)
2. Support infill development and the identification, mediation, and development of any brownfield sites with potential for development. In the case where a brownfield site or building is identified, work with local and State government to obtain resources that can assist in identifying and correcting any environmental obstacle to development. (AEDG, LACRPC, State and Federal agencies as required, Township Trustees)
3. Encourage the redevelopment of the several vacant retail properties in the Township, including the former supermarket, where significant parking exists for an intensive commercial use, including reinvestment in a community supermarket. Adaptive reuse of such properties should also be considered. (AEDG, Chamber, Township Trustees)