



The Montrose Group, LLC

TRANSFORMING YOUR WORLD

# PROPOSAL TO CITY OF PATASKALA, OHIO

FOR ECONOMIC  
DEVELOPMENT CONSULTING

FROM THE MONTROSE GROUP, LLC

OCTOBER 16, 2020

October 16, 2020

Mr. Tim Hickin  
City Administrator  
The City of Pataskala  
621 W. Broad Street  
Pataskala OH 43062

Dear Tim:

Thank you for the opportunity to submit our firm's proposal to the City of Pataskala to provide economic development consulting services to market the community, assist with site development efforts, and enhance discussions with economic development partners. The Montrose Group, LLC ("Montrose") is a Columbus, Ohio based consulting firm that provides economic development planning, project finance, corporate site location and lobbying services.

- **Local Economic Development Leaders.** Montrose offers a team of experienced local economic development leaders that have operated local economic development organizations for a combined two decades and they bring not only an understanding of Ohio's economic development programs and players and a problem solving perspective needed by today's local community looking to encourage high-wage job creation and capital investment.
- **Multi-Disciplinary Team.** Montrose offers a multi-disciplinary team including a former state legislator, Ohio local and state of Ohio economic development officials, leading tax incentive lawyer, published national economic development author, lobbyist for former Governor John Kasich, public relations executives, and economic development planning, workforce development planning and corporate site location consultants.
- **Demonstrated Project Financing Expertise.** Montrose is an industry leading economic development consultancy firm with over 65 years of collective experience in negotiating over \$1.2 B in economic development incentives and project financing from local, state and federal government programs from the Ohio Development Services Agency, JobsOhio, U.S. Department of Commerce Economic Development Administration, U.S. Department of Housing and Urban Development Community Development Block Grant program and others.

We welcome the opportunity to work with the City of Pataskala. Please contact me at (740) 497-1893 or at [ngreen@montrosegroupllc.com](mailto:ngreen@montrosegroupllc.com) if you have any questions.

Sincerely,



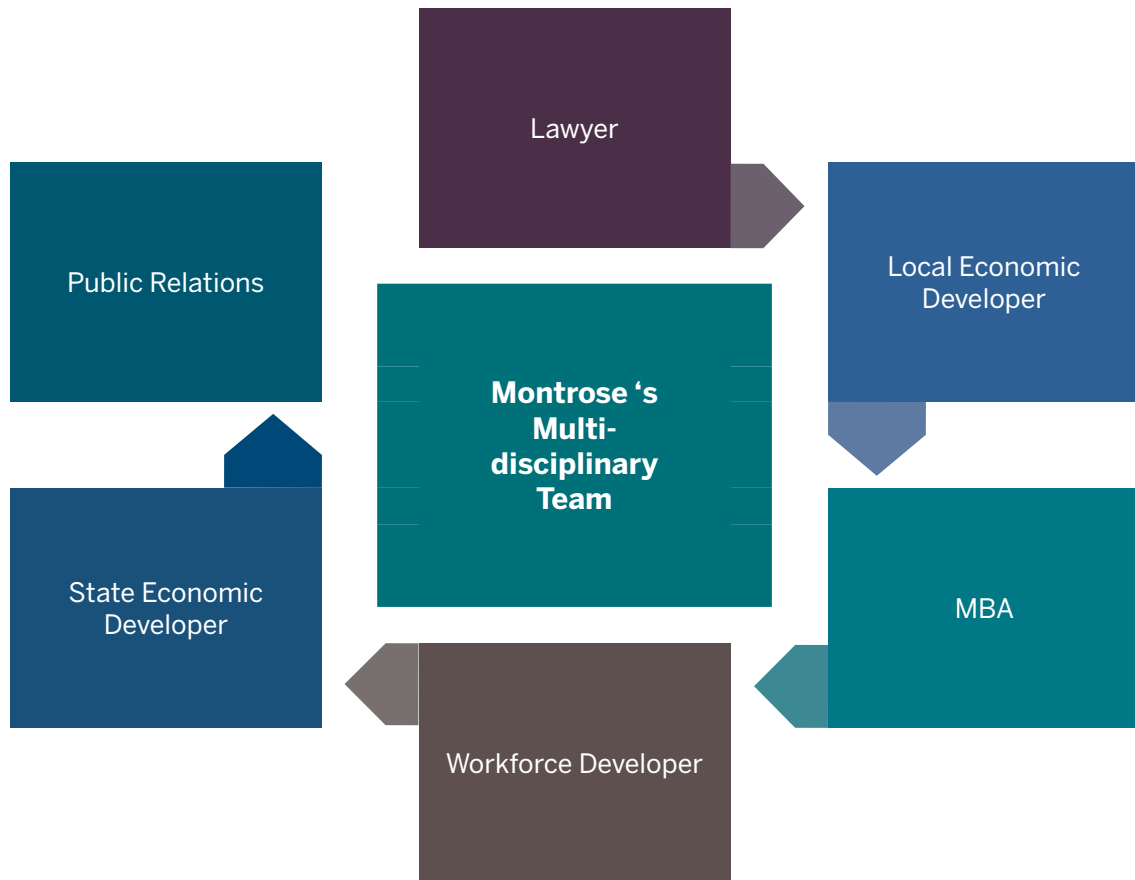
Nathan V. Green  
Director, Economic Development



# STATEMENT OF QUALIFICATIONS

Montrose brings an experienced, multi-disciplinary team of business consulting professionals equipped with economic development planning, lobbying, marketing and communications and public finance and incentive services for public and private sector clients and trade associations – helping clients achieve their goals. Formed 11 years ago, Montrose leaders negotiated over \$1.2B in project finance and corporate site location projects on behalf of both private and public sector entities and, in the last two years, have assisted private and public sector clients in Arizona, Iowa, Missouri, and Ohio. Montrose has also developed over two dozen economic development strategic plans for cities, counties, large private sector companies and utilities throughout Ohio and Missouri. Montrose, and its sister law firm, David J. Robinson, Attorney at Law, have negotiated entitlements, incentives, and infrastructure finance deals for national industrial, office and residential developers across the United States.

**Economic Development Planning.** Future-focused communities turn to Montrose for economic development planning services. We work with economic development s, state and local governments, universities, hospitals, and private-sector companies to develop economic development plans to develop high-wage jobs often in the energy, technology, advanced services and manufacturing, and global industry sectors. Montrose researches who a community or site is by first learning about a community or site’s economic and labor market, industry clusters and market assets. Next, Montrose listens to what a community or site wants to become through stakeholder engagement, private briefings, and community surveys. Finally, Montrose develops specific action steps around land use, workforce, infrastructure, tax, and quality of life initiatives that can transform a community from what they are to what they want to become.



**Project Financing and Corporate Site Location Incentives.** When millions of dollars are on the line, The Montrose can help. We negotiate economic development incentives, project finance capital, capital access including traditional financing, venture capital and EB-5 funding, economic development deals through credit and economic analysis, evaluation of deal viability and financing, Tax Increment Financing (TIF) structuring and analysis, and infrastructure financing for water, sewer, power, broadband, and workforce training/talent attraction through various local, state and federal government programs.

**Lobbying, Marketing and Communications.** Montrose helps you position your brand and engage your stakeholders to carry out priorities. We develop and implement creative marketing, lobbying and public relations campaigns with services including local, state, and federal government lobbying, media relations, social media, newsletters, blogs, website development, and paid media campaigns. This work is tied to economic development, workforce development, public policy, and business development around client needs.

**Montrose Group's Economic Development Experience is Unmatched.** Montrose is a national consulting firm providing economic development advisory services to local governments and private companies giving general economic development advice and counsel to structure economic development incentives, market regions and sites for economic development projects, gain site development and other economic development project funding, develop economic development plans, negotiate corporate site location deals, develop revolving loan funds and other local economic development programs, and lobby on state and federal policy.

### **Economic Development Advisory Services**

- Delaware County, Ohio
- Lorain County, Ohio
- North Canton, Ohio
- City of Piqua, Ohio
- City of Strongsville, Ohio
- City of Forest Park, Ohio
- Morrow County, Ohio
- City of Oregon, Ohio
- City of Painesville, Ohio
- Mercy Health North, Toledo, Ohio

### **Comprehensive Economic Development Planning**

- Union County, Ohio Tax Incentive Benchmarking Report
- Ameren, Missouri Innovative Economic Development Strategy
- Tipp City, Ohio Strategic Economic Development Plan
- GROW Licking County, Ohio Comprehensive Economic Development Plan
- Athens County, Ohio Comprehensive Economic Development Plan
- Delaware County, Ohio Comprehensive Economic Development Plan
- Circleville, Ohio Comprehensive Economic Development Plan
- Shelby, Ohio Comprehensive Economic Development Plan

### **Site Development Planning**

- Mercy St. Vincent's Technology Incubator Feasibility Study
- Forest Park Business Incubator Feasibility Study
- Fortner Business Incubator Feasibility Study
- Delaware County Berlin Business Park Workforce Development Plan
- Coshocton County, Ohio Industrial Site Development Plan
- Community Health Plan-Springfield Fountain Boulevard Residential Site Plan
- Mercy St. Rita's Lima Campus Mixed Use Redevelopment Plan
- Whitehall 5000 East Broad Street Office Site Plan
- Middletown I-75 Office Site Development Plan
- SPIRE Complex Rural Industrial Park Loan Financing of Speculative Industrial Space



## **Downtown Redevelopment Planning**

- Chillicothe, Ohio Downtown Redevelopment District Plan
- Columbus, Ohio Theater District Downtown Redevelopment District Plan
- Greenville, Ohio Downtown Redevelopment District Plan
- Versailles, Ohio Downtown Redevelopment District Plan
- Athens, Ohio Downtown Redevelopment District Plan
- Nelsonville, Ohio Downtown Redevelopment District Plan
- Hillsboro, Ohio Downtown Redevelopment District Plan
- Portsmouth, Ohio Downtown Redevelopment District Plan
- Circleville, Ohio Downtown Redevelopment District Plan
- Logan, Ohio Downtown Redevelopment District Plan
- Utica, Ohio Downtown Redevelopment District Plan

## **Economic Development Organization Review**

- Columbus 2020 Regional Economic Development Plan Audit
- Fairborn Tax Incentive Study
- Lake County, Illinois Tax Incentive Study

## **Corridor Planning**

- Bowling Green, Ohio Wooster Street Corridor Plan

## **Project Financing and Corporate Site Location**

- Advocating for site development funding for rural Ohio industrial development in Northeast Ohio for state funding from the Ohio Rural Industrial Loan Program
- Advocating for site development funding for a rural Ohio industrial development in Northcentral Ohio for state funding from the Ohio Rural Industrial Loan Program
- Advocating for site development funding and tax incentives for a Columbus 40-acre industrial park
- Advocating for a zoning and tax incentives for the reuse of a hotel into a multi-family project in an urban

## **Tax Incentive Agreement Negotiations**

- Advocating for tax incentives for a Columbus mixed-use redevelopment project
- Negotiating a PPP for a 200-acre industrial development in Wood County, Ohio involving zoning, CRA tax abatements, TIF, JEDDs, and port authority sales tax exemptions
- Negotiating a PPP for 80-acre Columbus, Ohio industrial development involving JobsOhio OSIP funding, Enterprise Zone tax abatements and port authority sales tax exemption
- Negotiating corporate site location projects in Phoenix, Arizona and Chicago, Illinois for high-tech startup company
- Negotiating an Ohio Enterprise Zone tax abatement for a Columbus industrial site
- Negotiating an Enterprise Zone tax abatement for a Columbus mixed-use development
- Negotiated a PPP for a 380-acre Pickaway County, Ohio industrial development involving zoning, CRA tax abatement, TIF, JEDD, and port authority sales tax exemption
- Negotiated \$2.5 M corporate site location project in Kansas City, Missouri for a high-tech computer software company
- Negotiated \$13 M Columbus and state of Ohio tax incentive for a fintech company that is currently ranked as the largest tax incentive awarded in the Central Ohio market in 2018
- Negotiated a \$3.8 M combination loan and grant from JobsOhio for the redevelopment and cleanup of Columbus' largest industrial site
- Negotiated a \$2 M JobsOhio Research & Development Grant, \$5,000,000 JobsOhio Loan, \$1,000,000 Ohio Job Creation Tax Credit for an Ohio software firm to develop Ohio's Autonomous Vehicle R&D Center
- Negotiated a \$500,000 Ohio Enterprise Zone tax abatement for a furniture manufacturing firm
- Special Counsel to Ohio Attorney General for editing Ohio Economic Development Manual
- Negotiating zoning, TIF, CRA tax abatement, sewer and drainage easements, JEDD, port authority financing ordinances and agreements
- \$1 B in tax incentive agreements involving aerospace, energy, financial services, housing, logistics, manufacturing, retail & technology companies



## Marketing

- Coordinated public surveys, focus groups, public meetings and public relations associated with the rollout of the Circleville, Athens, Tipp City, Delaware County, and Union County economic development plans in Ohio
- Created community marketing strategies for Circleville, Athens, and Delaware counties in Ohio
- Connected communities with private sector companies and developers to implement ED plans

## Lobbying & Project Financing

- City of Strongsville, Ohio
- City of Forest Park, Ohio
- City of Whitehall, Ohio
- City of Middletown, Ohio
- City of Circleville, Ohio
- Mercy St. Vincent's Hospital Cherry Street Legacy Project Financing Strategy
- Portsmouth, Circleville, Utica Downtown Redevelopment District Plans
- City of Dublin, Ohio for state and federal funding of infrastructure
- City of New Albany, Ohio
- Columbus Association of Performing Arts
- Community Health Partners
- Bowling Green State University

## MONTROSE TEAM



**Dave Robinson, Principal and Founder,** serves clients based upon 20 years of experience as an economic development executive, lobbyist, lawyer and public relations executive before the federal, state and local governments. He teaches Economic Development at OSU's law for urban redevelopment and public policy schools and worked managing practice s in large law firms; as a member of the Ohio House of Representatives; as the coordinator for Economic Development of Ameritech Ohio; as Press Secretary for Columbus Mayor Greg Lashutka, and as general counsel of the Ohio Chamber of Commerce. David J. Robinson is a national economic development author with *The Energy Economy* published in August of 2015 by

Palgrave-MacMillan, and *Economic Development from the State & Local Perspective* in 2014 by Palgrave-MacMillan. Mr. Robinson has substantial economic development strategy experience including co-researching and drafting the 23 economic development strategic plans and infrastructure and incentive strategies, and negotiating \$120 M in local, state and federal financing for economic development projects.



**Nate Green, Partner and Director of Economic Development.** Nate Green has over 21 years of economic development experience and provides economic development services, site selection, economic incentive, financial advisory, and infrastructure finance services to communities, companies, developers, and organizations. Prior to joining Montrose, Mr. Green was a Vice President, Public Finance for Piper Jaffray, Manager at JobsOhio, Director of the Strategic Business Investment Division at the Ohio Department of Development (ODOD), Economic Development Director for the Pickaway Progress Partnership, Corporate Finance Manager at the Cleveland-Cuyahoga County Port Authority and began his career at the ODOD. Mr. Green has

co-researched and produced the development of 23 economic development strategic plans and infrastructure and incentive strategies and negotiated over \$1B in corporate site location projects for public and private sector clients.





**Jamie Beier Grant, Manager of Economic and Workforce Development.** Jamie Beier Grant provides corporate site location, economic development planning, site development and workforce development services based upon her 20 years of local, regional and state economic development experience, including for the Ohio Department of Development in the International Trade Division and Economic Development Division, Northwest Ohio's Regional Growth Partnership and for 16 years as Director of the Ottawa County Improvement Corporation. Ms. Beier Grant brings substantial economic development and workforce development experience to clients that includes: attraction of \$800 million+ in new business investment, including the creation of 500+ new jobs; leveraged \$40 million+ in financing and incentives for businesses; project manager for construction of \$1.5 million, 50,000 sq. ft. speculative industrial building that has since generated an additional \$12.5 million of private sector investment; and created a comprehensive workforce development program in Ottawa County, Ohio.



**Timothy L. Biggam, II, Director of Government Relations.** Tim Biggam provides Ohio lobbying services to clients before local, state, and federal government officials with over a decade of service in state government. Starting as an aide in the Ohio Senate, Mr. Biggam most recently served as the Legislative Director for Governor John R. Kasich serving as the top lobbyist for the administration and being engaged in all issues facing the state of Ohio that included local government, healthcare and Medicaid policy, tax policy, budget and regulatory matters. Mr. Biggam also served in an administrative capacity to build and develop coalitions and worked on the national Presidential campaign of Governor Kasich. He served in senior level positions at the Ohio Department of Natural Resources and the Ohio Department of Transportation as well as for the Ohio Municipal League. Tim spent five years in the Ohio Senate serving various members of the General Assembly.

## MONTROSE ADVANTAGE: FOUR CORE PRINCIPLES

Montrose operates with four core principles that create a sustainable competitive advantage for companies, communities, and regions through their comprehensive economic development planning as well as the corporate site location and tax incentive process. The key Montrose principles include focusing on data driven economic and workforce development; consensus building between business, education, and government; future focused planning; and developing a clear action plan tied to funding.



- **Data Driven** – Montrose understands economic development and workforce development strategies should be based upon data – the data that corporate site location users will review when considering a community for job creation and capital investment. The data must come from neutral, primary sources that have no political or business agenda other than measuring key data points.
- **Building Consensus** – Montrose also understands the importance of building public and private sector support for comprehensive economic and workforce development strategies. Montrose listens to community leaders’ vision for the community and aligns that vision with the economic and workforce opportunities presented.
- **Future Focused** – Montrose recognizes the changing nature of regional economies. Montrose focuses not just on existing economic and workforce development opportunities but on trends, changing and emerging markets, and creating challenges and opportunities.
- **Clear Action Plan** – Finally, Montrose sets a new course through comprehensive strategic economic and workforce development plans and corporate site location tax incentive negotiations guided by specific and clear action steps tied to policy changes and funding strategies. Creating innovative and attainable strategies to address companies and communities near and long-term economic goals.

## MONTROSE PROPOSED SCOPE OF SERVICES AND FEE APPROACH

**Background.** The city of Pataskala (“the City”) is on the western edge of Licking County with a population of nearly 16,000. The City has grown considerably over the last two decades with the development of single-family homes and the growth of industry as Central Ohio development has moved east into Pataskala. The City does not have an economic development team in place and is looking for assistance with its economic development efforts. The City has several economic development sites, including the JRS Pataskala Corporate Park that it would like to market to real estate brokers, developers and companies for new capital investment and job opportunities. The City would like to enhance its relationship with its partners in the area including Etna Township, Licking County, and Southwest Licking Community Sewer and Water District. The City would like to determine if the economic development incentives and tools it has in place are adequate or if it needs to develop new tools to attract investment. Montrose proposes the following scope of work to assist the City with these economic development efforts.

**Scope of Work.** Montrose is proposing to provide the City of Pataskala with ongoing economic development advisory consulting services that include:

- **General economic development consulting.** The City of Pataskala does not have an economic development director or an economic development team. Montrose will serve as the economic development team for the City and will answer economic development inquiries from existing businesses and respond to leads for sites and buildings that come to the City from GROW Licking County, One Columbus, JobsOhio, real estate brokers, developers and business prospects. Montrose will provide a bi-weekly report of its activities to the City Administrator. Montrose will provide virtual and in-person reports to City Council at the direction of the City Administrator. Montrose will work with City administration and its legal team on development agreements and legislation that are derived from economic development projects. Montrose will provide economic development project support and advice to City administration and City Council. Montrose will identify and pursue grants and loans from federal and state sources for projects that will create jobs and capital investment from the US Department of Commerce Economic Development Administration, US Department of Agriculture Rural Development Administration, JobsOhio, Ohio Development Services Agency and other federal and state agencies.
- **Economic development incentive analysis, establishment and reporting.** Montrose will provide an analysis of the terms and conditions and fiscal impact of proposed economic development incentives, including tax abatements and tax credits to the City administration and City council. This analysis will include a return on investment analysis that will ensure that the City of Pataskala receives a positive return from economic development incentives including tax abatements and tax credits. The City of Pataskala has four Community Reinvestment Areas (CRA) in place today: Columbia Center CRA, Old Village CRA, Pataskala CRA#1, and Pataskala Summit Station-Gateway CRA. According to the Ohio





Development Services Agency there are zero active CRA agreements in these CRA areas. The City of Pataskala also is part of Enterprise Zone (EZ) 091C which is administered by GROW Licking County. There is one enterprise zone agreement in this area with the AEP Ohio Transmission Company. Montrose will examine these CRA areas and EZ areas to determine their effectiveness and the policy and guidelines that allow new tax abatement agreements to occur in these areas. Montrose will make recommendations to the City about the need to keep these CRA and EZ areas in place, if they need to be combined or expanded, and if new CRA and EZ areas need to be established. If it is determined that new CRA and EZ areas are needed, or these areas need to be expanded or combined, Montrose will develop the application for the Ohio Development Services Agency, create legislation for the City, perform the necessary housing studies, and create policies and guidelines for the use of the CRA and EZ tax abatement programs. Montrose will also work with companies that have active agreements to determine the annual reports that are needed to report to the Licking County Tax Incentive Review Council and the Ohio Development Services Agency. In addition to the tax abatement areas in the City, Pataskala can offer companies that export a deferral or exemption of duties as part of Foreign Trade Zone 138 region that is administered by the Columbus Regional Airport Authority. Montrose will examine how many agreements are in place today as well as the marketing and effectiveness of that program. Montrose will also provide advice on additional economic development incentives, including tax credits, grants and loans that the City may want to implement to retain and attract jobs and capital investment.

- **Facilitation of discussions with local partners.** The City of Pataskala has agreements in place with Licking County, Etna Township, the Southwest Licking Community Sewer and Water District, and the Licking-Heights School District and the Southwest Licking School District for the JRS Pataskala Corporate Park. For the Park there are Development and Compensation Agreements with these entities, which include a Tax Increment Financing District (TIF), Community Reinvestment Area (CRA), and Joint Economic Development District (JEDD). Discussions need to occur with each of these entities to gain their understanding of these agreements, their responsibilities under each agreement, and the effectiveness of these agreements 11 years after they were put in place. Over a 3-6 month period, Montrose will arrange and facilitate meetings with each of these entities to discuss the development and compensation agreements and the details and impact of the agreements. The economic development and public finance incentives that are in place have yet to produce any financial results for the City or its partners. Montrose will work with the City and its partners to determine if these agreements should remain in place, should be amended or should be unwound.
- **Site development planning.** In addition to the JRS Pataskala Corporate Park the City has several properties available for development along Mink St and Broad St, according to JobsOhio's Zoom Prospector database. The City is currently completing a land use comprehensive plan that will identify proposed development areas. Based on the sites that are currently in JobsOhio's Zoom Prospector, and those that are identified in the comprehensive plan, Montrose will determine the sites that already have the economic development tools and incentives in place to attract new investment and those that do not have those tools in place. Montrose will help to determine the investment that is needed in those sites to make the ready for development. This will be done in conjunction with the City's engineering partner. Montrose will lay out a plan for the development of these sites and prioritize the sites by their job readiness.
- **Marketing Support.** Montrose will develop a contact list of real estate brokers, industrial developers, and site selection consultants that focus on logistics/distribution and manufacturing that will include JLL, CBRE, Colliers, NorthPoint Development, Core5 Development, TPA Development, Xebec Development, Exeter Development, CA Industrial, Clayco Realty Group (CRG) and others. Based on this contact list Montrose will reach out to these Real Estate Brokers, Developers, and Site Selection Consultants through a series of letters, postcards, emails, and phone calls, to avail them of the advantages of locating businesses in Pataskala as well as the available properties and buildings. Along with Pataskala administration and staff, Montrose will host, virtually and in-person, tours of Pataskala with the identified Real Estate Brokers, Developers, and Site Selection Consultants that are interested in learning more about the opportunities in Pataskala.

**Proposal Fee for Economic Development Consulting Services.** Montrose proposes a monthly retainer fee of \$4000 to provide economic development services to the City of Pataskala. Montrose will bill the city of Pataskala on the 10th of each month for the monthly retainer, mileage, and printing production expenses.

