

# Coshocton County Strategic Plan for the Oil and Gas Industry



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## Contents

Planning Committee Page.....	2
Introduction of Hydraulic Fracturing .....	4
Coshocton County Profile .....	4
Program Delivery Format.....	6
Organizational Commitment.....	7
Business Sector Overview .....	7
Health Services Sector Overview .....	8
Amenities and Quality of Life overview .....	9
Agriculture Overview .....	9
Workforce Development and Education Overview .....	10
Government/Utilities/ Infrastructure Overview .....	11
Real Estate/Financial/Investments Overview .....	12
Tourism/Hospitality Overview .....	12
Conclusion.....	14
Appendix .....	15

## Planning Committee Page

### Planning Committee

Dorothy Skowrunski  
Judy and Gerald Finlay  
Don Hutchins  
Kirby Hasseman  
Chuck Hathaway  
Mark Fortune  
Jan Myers  
Bob Miller  
Jed McCoy  
Amy Stockdale

### Affiliation/Sector

Coshocton Port Authority  
Agriculture  
Industrial development  
Amenities and quality of life  
Infrastructure  
Retail/Commercial  
Tourism  
Personal, Professional and Health services  
Workforce Development  
Coshocton Chamber of Commerce

The representatives from these 8 sectors make up the Coshocton Community Development Counsel and meet quarterly to discuss current trends, opportunities and challenges their sectors are experiencing.

Certainly within the past year or so, Coshocton was beginning to hear about a new oil and gas industry that was impacting New York, Pennsylvania, and our neighboring Ohio counties. The council heard both good and not so good experiences and we decided it was time for our community to come together to proactively strategically plan for the impact the oil and gas industry will have on Coshocton County

These individuals played an integral part in developing this planning document. Their dedication to the public process and willingness to share ideas has been recognized throughout the process. These individuals are to be commended for their commitment to this project and to the future of Coshocton County.

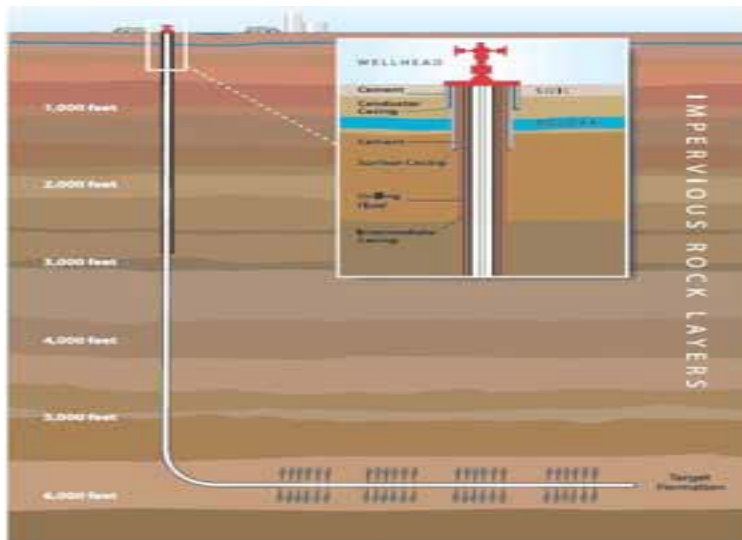
List of November 3<sup>rd</sup>, 2012 invitees/participants:

1. Adams, Emily
2. Bain, Kurt
3. Bartley, Sean
4. Baughman, Art
5. Baughman, Nick
6. Bigelow, Debbie
7. Butcher, Jere
8. Campbell, Joe
9. Conkle, John
10. Crocker, Lori
11. Emmons, Barb
12. Endsley, Larry
13. Finlay, Gerald
14. Finlay, Judy
15. Fischer, Gary
16. Fortune, Mark
17. Fortune, Sheri
18. Fox, Steve
19. Glockner, Lauren
20. Green, Evan
21. Hall, Steve
22. Hasseman, Kirby
23. Hathaway, Chuck
24. Hutchins, Don
25. Jacobs, Lynn
26. Lacy, Marc
27. Lee, Curtis
28. Malenke, Patti
29. Mason, Greg
30. Mason, Mary
31. McCoy, Jed
32. Mercer, Steve
33. Miller, Robert
34. Myers, Jan
35. Nelson, Bob
36. Padgett, Joy
37. Remington, Mike
38. Schonauer, Paul
39. Shryock, Dane
40. Simpson, Ann
41. Spencer, Jody
42. Stockdale, Amy
43. Timmons, Kristi
44. Wells, Don
45. Winegar, Brian

## Introduction of Hydraulic Fracturing

The mining and extraction of natural resources is not a new topic in the Ohio. What is new is the technology that makes recovery of oil and natural gas from rock formations that has previously been cost prohibitive.

Hydraulic fracturing is a process that allows energy companies to tap into natural gas-rich shale such as the Marcellus and Utica deposits in Ohio. The process of “fracking” allows the natural gas located deep in the earth to be released and captured for use in homes, businesses and as an alternative fuel for some autos.

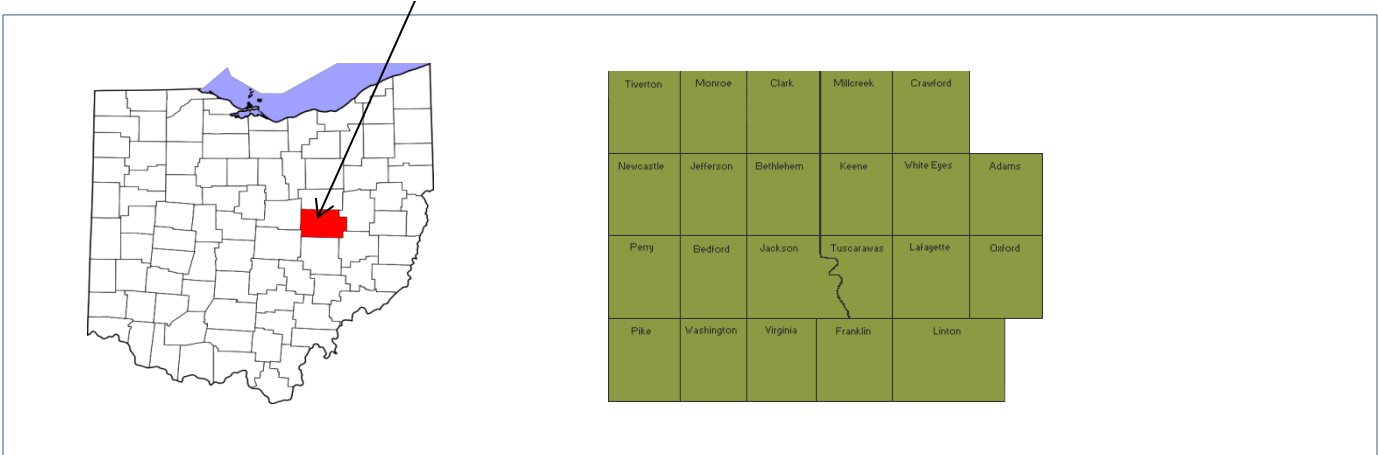


The Shale gas well is typically 5,000 to 8,000 feet down below the earth’s surface. After a well is drilled and secured, a chemical mixture, made up of 98% sand and water along with a small amount of chemical additives, is injected at a very high pressure to fracture the shale. The sand keeps the fracture open and serves as a conduit for extracting the natural gas.

## Coshocton County Profile

Covering 564.1 square miles and 22 townships, Coshocton County is located in the east-central portion of the state. Coshocton County is bordered by Holmes, Tuscarawas, Guernsey, Muskingum, Licking, and Knox counties in Ohio. The County Seat is Coshocton and the majority of the County’s landscape is influenced by agriculture.

Coshocton County is a rich historical area. The word Coshocton is a derivative of an Indian word meaning "union of waters". Coshocton County has continued to grow into a rural area of more than Thirty-six thousand people.



Coshocton County potentially sits on the cusp of significant change resulting from the oil and gas industry discovering and developing Utica shale.

The oil and gas industry will have an impact on every sector of our community - from landowners to tourism, agriculture, government, education/training, local business, housing, infrastructure and amenities. The development of this new industry brings both opportunities and challenges. We believe Coshocton's most important issues will be the demand for human resources, adequate housing, and industrial property. Certainly the overall protection our natural resources and environment is foremost on our minds. As a community, we must proactively join together to take advantage of the opportunities while addressing the challenges, and plan for long term sustainability.

However, as it seems from early efforts, interest and engagement, no one local organization may be capable of understanding, planning for, and shaping the development of these resources lying underneath the county. Because the extraction of gas and oil from shale will have significant consequences for citizens, communities and the county itself and because local government lacks the tools and powers to affect the industry and the development of shale oil and gas, Coshocton County wanted to create and support a new, but perhaps temporary institution.

The Coshocton Port Authority asked the current Coshocton Economic Development Council to assemble, from its own members and additional citizens, an initial twelve person advisory council. The advisory council was charged with designing, staffing, budgeting, planning, and ultimately launching a new organization. The new organization was called: The Community Task Force on Public Policy and Best Practices for Shale Oil and Gas Development in Coshocton County, Ohio.

The Community Task Force, through open and transparent meetings, has identified opportunities and challenges and recommends plans and actions aimed at shaping the course and impact of shale oil and gas development as it affects Coshocton County's short and long term economic well-being.

Anticipating and developing a vision for the desired future were essential components of the work of the Task Force as The Task Force ensured that the community was able to conduct its own assessment, express its own preferences and vision, and speak and act so as to affect the course of shale oil and gas development and hydraulic fracturing in our county, city, villages and rural areas.

This initiative was organized around impacts, consequences, costs and benefits in the following sectors: business, amenities, agriculture, workforce development, government, real estate, and tourism.

This community driven strategic plan afforded Coshocton County residents the opportunity to evaluate the strengths and weakness inherent in the local economy and to identify specific actions that need to be taken to promote long term sustainability through a unique, educational process. As future development of the oil and gas industry occurs, the Task Force will be charged with reviewing the document to determine if changes to any of the sectors are necessary.

## **Program Delivery Format**

OSU Extension, Community Development was contracted to coordinate and work with the Coshocton Port Authority and the Task Force Committee to develop a strategic plan to guide the county in preparation of the oil and gas industry arrival. In November of 2012, OSUE facilitated a one day strategic planning event that included 7 roundtable discussions and over 55 participants. Prior to the morning session, Shawn Bennett from Energy In Depth Ohio gave a presentation about the oil and gas industry. After Shawn's presentation, participants were asked to identify opportunities and challenges of the following topics in the morning session:

- 1. Business/Industry/Health Services**
- 2. Amenities/Quality of Life**
- 3. Agriculture/Landowners/Land Use**
- 4. Workforce Development and Education**
- 5. Government/Utilities/Infrastructure**
- 6. Real Estate/Financial/Investments**
- 7. Tourism/Hospitality**

Following lunch, industry leaders were placed at their specific sector and asked to prioritize the opportunities and challenges based on an immediate timeline (0-2 years), mid-range timeline (2-4 years), and long term timeline (4 years or more) opportunities. The sector leaders were also asked to identify community partners that may be willing to participate in further developing, examining or creating opportunities for the specific sector. The entire list of the day's activities is listed in the appendix.

While this report was developed by using the information gleaned from the November 3, 2012 strategic session, it should be used in conjunction with the Coshocton County Community Economic Development

plan that was created in 2006. That plan was developed over a year plus long process and consisted of many meetings with volunteers.

## **Organizational Commitment**

While the entire community should take an active role in determining the impact of the oil and gas industry on Coshocton County, numerous organizations should be at the forefront to ensure that Coshocton County has a voice in the future development of the county. Therefore, the following organizations will be asked to formally advocate to participating in the future of Coshocton County as it relates to the oil and gas industry to ensure a balance between the community and the industry is secured:

1. Coshocton County Elected and Appointed Officials
2. Coshocton Port Authority
3. City, Village, and Township Trustees and their staff
4. Ohio State University Extension, Coshocton County
5. Ohio Farm Bureau
6. Local Chambers of Commerce
7. Central Ohio Technical College
8. Coshocton County Career Center
9. Coshocton County Job and Family Services/Workforce Development
10. Local Banking Institutions
11. Ohio Department of Natural Resources
12. Coshocton County Soil and Water District
13. Coshocton County School Districts
14. Business Associations
15. Metro Housing
16. Board of Realtors
17. Coshocton Foundation
18. Convention and Visitors Bureau
19. Economic Developers
20. Emergency Services

## **Business Sector Overview**

The Coshocton business sector, working in coordination with local economic development officials, has a unique opportunity to assess the potential economic advantages that could be derived as a result of the shale gas industry. For example, local manufacturers could diversify their product line to meet some of the needs of the shale gas industry. It is of utmost importance for local economic development officials to work with representatives from the oil and gas industry to determine specific needs of the industry, and in turn, market those needs to the local business community.



The November 2012 workshop identified specific opportunities for the business sector (see appendix).

One of the key issues identified was to have local economic development officials learn from counties currently involved with this development to determine how the local business community can take advantage of this new economy. It was suggested that local officials travel to southeastern Ohio counties and learn about the economic impact on the county.

Potential examples include: hardware stores staying open later to serve the industry and local manufacturers incorporating or expanding product lines that are used by the gas industry.

#### Business Strategic Action Plan

1. Educate local units of government and the public on the importance of preparing for the oil and gas industry and its impacts of the local business community
2. Create a current inventory of local manufacturers that could provide resources to the Oil Gas inventory
3. Work with the local high school and the Career Center to train Coshocton residents for jobs that are available in the oil and gas sector
4. Meet with local officials in counties currently experiencing gas drilling to learn what they would do to enhance their community and share that information locally.
5. Local economic developers should meet quarterly with gas drillers to assess the industry needs.
6. Evaluate interest and feasibility of promoting economic development incentives to businesses that may be able to expand as a result of the oil and gas industry
7. Prepare current workforce by expanding skill sets

## Health Services Sector Overview

Typically, the oil and gas industry provides its own emergency medical services that are trained to proactively handle any health related emergency that may occur on the drilling site. However, in order to ensure that there is a cooperative relationship between local emergency services and the oil and gas industry, it is imperative that both parties meet prior to any actual drilling to ensure that the local health facilities can provide adequate services if needed. While the workshop attendees identified expanding hospital and emergency services as an immediate opportunity (see appendix), Coshocton County must gather enough information to determine whether wholesale improvements to health and emergency services are needed or that they should be fine-tuned instead.

#### Health and Emergency Services Strategic Plan

1. Meet with oil and gas drillers to determine specific emergency services that are provided on site and what services are expected to be provided by the community
2. Train local emergency personnel responders about specific emergencies that could occur at the drilling site. Conduct practice runs responding to specific incidences
3. Develop an emergency communication plan for all participants

4. Develop an inventory of local health providers that can be used by employees of the oil and gas industry
5. Create a simulation exercise to assist emergency personnel with prioritizing training needs

## **Amenities and Quality of Life overview**

Coshocton County has long been recognized as a pleasant place to reside and work. While unemployment data remains above the State of Ohio average, continued economic development in the county may one day reduce it to below the State's average.

The November 2012 workshop provided much insight into the emphasis on protecting current amenities and quality of life currently enjoyed by Coshocton Residents (see appendix). Amenities are any tangible or intangible benefits of a property, especially those that increase its attractiveness or value or that contribute to its comfort or convenience. Tangible amenities might include attractive guest rooms (lodging), high speed internet access, fine dining restaurants, parks, recreational areas, golf courses, bike paths, and community centers. Intangible amenities might include pleasant views, quality schools, or a low crime rate, all of which add to the desirability of Coshocton.

### **Amenities Strategic Plan**

1. Develop a local inventory of current amenities and identify amenities not currently available but should be incorporated into future discussions (Land Use Plan).
2. Prioritize inventory based on community interests
3. Market local inventory to community and oil and gas developers
4. Use current non-profits as a means for community (landowner) and oil and gas company to donate for community investments
5. Continue discussion on developing financial resources for arts, and parks and recreation
6. Work with environmental organizations to ensure water/air quality is consistent with community expectations

## **Agriculture Overview**

While the agriculture base in Coshocton County is quite broad, grain production is by far the number one crop in the county. When one examines the current locations of oil and gas wells in Pennsylvania, New York, and Ohio, it becomes readily apparent that the majority of wells are located in rural areas known as agricultural farmlands. Therefore, new wells that could be drilled are assumed to be in one of the 22 townships in Coshocton County.

The potential impact of oil and gas drilling on the agricultural economy is quite complex. For example, farmers may secure lease dollars and royalties from the oil and gas companies to drill on the land. While

the income stream to land owners may increase, there may be a decrease in crop productivity and overall farmland.

One also has to consider the environmental impacts that drilling may cause to surrounding agriculture farmland and residences. Will there be a negative impact on air and water quality?

What about the conditions of the roads coming to and from the well site?

#### Agriculture Strategic Plan

1. Identify potential sites that would be of the greatest interest to the Oil and Gas Industry
2. Offer Educational sessions to land owners regarding: wealth management, leasing and right of way agreements
3. Work with the Ohio Farm Bureau to encourage land owners to reinvest dollars back into the community
4. Develop a water withdrawal policy to ensure a balance between water customers and the industry
5. Create a simulation exercise focusing on potential loss of crops resulting from well expansion

## **Workforce Development and Education Overview**

Any time a new industry is developed or introduced to a community; there is an opportunity for local residents to fill available jobs for the new industry. The oil and gas industry is no different. When a well is being developed and natural resources are being moved from the site, drivers with commercial driver's licenses are needed. However, if the local community residents do not have necessary training or educational background, the positions would then be filled by outsiders.

It is imperative the K-12 schools, the local career center, and the community college develop curriculum and training programs that will allow residents the opportunity to compete for jobs in this new economy. The current business sector must consider that they may lose some of their personnel to this new industry. Therefore, they should be taking safeguards to ensure that they can replace critical personnel if necessary.

In addition, indirect business should also prepare for the new industry. For example, local hardware stores may want to create an inventory of large mechanical tools that they currently don't stock.

Workforce development should focus on two areas: training (secondary, postsecondary and customized business training), attraction and retention (see appendix).

## Workforce Development and Education Strategic Plan

1. Create a demographic profile of the County that describes the general characteristics of the area. Once the demographic information is prepared, it is then necessary to disaggregate this information into workforce characteristics by job classifications of the oil and gas industry
2. Local school officials should create an advisory board. The role of the board should be to understand the training needs of the oil and gas industry and to implement said needs into the necessary educational system (Demographic profile).
3. Incorporate training needs with Job and Family Services Department in order to match skill sets with available workforce

## Government/Utilities/ Infrastructure Overview

The local governments of Coshocton County have a responsibility to understand the potential positive and negative components of the oil and gas industry and it relates to the county. They will need to proactively plan for this new economy to ensure that a “boom-bust” cycle does not occur. Rather, using this document as a framework and learning from other Ohio counties that are currently experiencing oil and gas development, it can provide a plan to ensure that the quality of life for Coshocton residents continues or even increases. No doubt it will be the responsibility of all governments (county, city, village, and township), their elected and appointed officials, to become educated about oil and gas and its impact on utilities (water and sewer specifically) and infrastructure (roads).

### Government/Utilities/ Infrastructure Strategic Plan:

1. Each respective government: Develop and inventory all utilities and infrastructure
2. Each respective government: Develop and maintain a Capital Improvement Plan and a Capital budget
3. Develop a county wide comprehensive land use plan that includes input for all sectors of government (County, City, Village, Townships). Input from citizens is not only encouraged, but should be expected. Invite the Ohio Farm Bureau and private sector developers to be an active participant in developing the comp plan
4. The plan should identify areas of high probability that drilling may occur
5. Develop an educational campaign focusing on the potentiality of the oil and gas industry and its potential benefits (positive and negative) to the community
6. Develop, at regular meetings of local governments, an agenda to discuss and review oil and gas industry select topics
7. To maintain maximum staffing expertise, strong consideration should be given to mutual assistance agreements

## **Real Estate/Financial/Investments Overview**

The real estate market can be impacted a great deal from the oil and gas industry. When one reviews real estate data from impacted southeastern counties, it becomes quite obvious that the cost to purchase agricultural acreage increases greatly. Prior to the oil and gas development, farmland in south eastern Ohio was sold for \$250-1,000/acre. With the advent of the oil and gas development, similar farmland is now being sold for \$6,000/acre or more. Therefore, farmers in Coshocton County may have a decision to make: should they sell their land, lease it, or continue farming? For farmers that have decided to sell or lease their farmland and have acquired significant capital, they may find it necessary to seek financial advice from a qualified financial specialist. In addition, can this newfound wealth be used to further enhance the amenities and quality of life for Coshocton residents by establishing or contributing to non-profit organizations?

The influx of employees of the oil and gas industry may have implications for the residential real estate market in Coshocton as well. While employees of the industry may reside temporarily in Coshocton, they nonetheless will need places to live. The hotel industry and the real estate association must work together to ensure a balance between available housing for the industry and for visitors that want to enjoy the amenities of Coshocton. At the November 2012 workshop, many participants reiterated that closed school buildings should be given serious consideration by re-creating them into a housing facility for oil and gas employees.

### **Real Estate/Financial/Investments Strategic Plan**

1. Develop an inventory of available residential housing available to purchase and/or lease
2. Establish relationship with realtor association to ascertain residential needs based on southeastern counties experience
3. Develop a commercial inventory of available buildings to purchase and/or lease
4. Communicate with School District(s) to ascertain interest in developing closed school(s) for employee housing if necessary
5. Educate Farmers/Landowners on wealth management and philanthropy through local workshops
6. Prepare real estate marketing plan when the oil and gas industry establishes drilling

## **Tourism/Hospitality Overview**

Coshocton County traces its roots to its earliest days as part of the nation of the Delaware Indians. In fact, Coshocton was once the capital of the Delaware Nation. In the 1800s, the area was booming during the Canal Era since Roscoe was a thriving port along the Ohio-Erie Canal.

With the restoration of Historic Roscoe Village beginning in 1968 and the creation of the Coshocton County Convention and Visitor's Bureau in 1980, tourism has become an integral part in the growth of

our county. With the location of Coshocton between Holmes County (Amish Country) and Muskingum County (Longaberger), the potential for more growth exists.

The history of our region is now celebrated through various historic sites, including Historic Roscoe Village and the remnants of the Ohio-Erie Canal System; The Monticello III Horse-Drawn Canal Boat; Towne Centre with its 19<sup>th</sup> century courthouse and shopping establishments; the restored Helmick covered bridge; the exhibits of the Johnson-Humrickhouse Museum; regional art exhibits through the Pomerene Center for the Arts; and the Old Stone Fort believed to be the oldest building in the state of Ohio. Other historic sites may be seen on the Drive-It-Yourself Historic Tour of Coshocton County promoted through the Coshocton County Convention and Visitor's Bureau.

Additional popular tourist attractions in our county include our five wineries, factory tours, stores and shops, and recreation through the parks system such as the seasonal canal boat rides aboard the horse-drawn Monticello III canal boat. Visitors are often interested in the rural, peaceful way of life promoted in Coshocton County. In addition, festivals and special events entice tourists to visit Coshocton County. An estimated 55,500 people come to Historic Roscoe Village over a total of 9 weekends a year during the Village's annual festivals and events. A total of 250,000 guests are estimated to visit Historic Roscoe Village annually.

Other popular events attracting large numbers of visitors annually include the Coshocton Hot Air Balloon Festival (with an estimated 5000+ annual visitors); The Airport's Wings over Coshocton Air Show (with an average visitation around 6000); and a new growing event The Taste for Summer with an estimated attendance of over 1500 held at Clary Gardens. This event is in the planning stages of growing into a much larger event.

Attractions, festivals, and events like these mentioned give Coshocton County elements to encourage visitors to vacation and spend their dollars in our area. We also work hard to partner and package our events and attractions both in Coshocton and surrounding counties to market to encourage visitors to spend more time in the area.

#### Tourism/Hospitality Strategic Plan

1. Work with the oil and gas industry to ascertain interest in leasing parkland. Revenue could be used to further enhance current activities like the amphitheater or develop new recreational activities.
2. Create a marketing strategy and collateral materials focused on our niche market brands: Historical/Heritage, Arts/Culture, and Agri-Tourism
3. Develop a rebranding marketing tool emphasizing the recreational activities available in Coshocton
4. Continue to establish a new organization: Main Street Coshocton to promote events
5. Educate lodging officials about the industry and the importance between tourism activities and lodging for employees

## Conclusion

There is an old saying in planning: If you fail to plan, you plan to fail. The oil and gas has the ability to change the economics of Coshocton County. It also has the ability to impact natural resources and the environment, and the overall quality of life for Coshocton Residents.

While fracking has not yet occurred in Coshocton County, the local leaders should be credited with their proactive planning approach to this potential new economy. This document was intended to guide today's officials yet while also serving as a first impetus into a collective community outreach project.

This document should serve as a start of a community wide conversation. Many recommendations in this plan were derived from conversations community leaders and residents had on November 3, 2012. They recommendations are just that: recommendations. As technology changes and communities change, so too may the recommendations.

The overriding goal of this project was to start a conversation based on the potential impact the shale and gas industry could have on Coshocton. The community leaders thought that this new economy was important enough to warrant a community conversation that evolved into this document.

Coshocton should use this document as a guide to continue conversations and to be a proactive leader in Coshocton County regarding the new industry.

While recommendations were provided at the end of each section of this guidebook, this author offers the following general recommendations for the Coshocton Community:

1. Educate Community leaders and residents by visiting southeast Ohio and learning how the oil and gas industry is impacting the community
2. Conduct a Community Workshop every 12 months to continue discussion on topics discussed throughout the document
3. Develop and create an Shale and Gas Industry Committee consisting, but not limited to local officials, leaders, and involved community residents
4. Begin Coordinating and identifying the "key players" that will can interact with representatives of the oil and gas industry
5. Streamline local government operations by creating mutual assistance agreements to maximize resources
6. Develop and/or upgrade inventory pertaining to roads, right of ways, easements, water, and sanitary sewer (if applicable)
7. Develop simulation exercises and case studies using southeast Ohio counties to learn how shale may impact your local economy
8. Create a community inventory of amenities that the County wishes to maintain or even enhance for their residents
9. Create community forums that inform the public of this potential new economy
10. Plan for long-term economic diversity

## Appendix

The list below was derived from participants that attended the November 3, 2012 workshop. The list includes opportunities and challenges for each sector and are organized based on the desires of the workshop participants

### Sector: Business/Industry/Health Services

Timeline: Immediate 0-2 years

Mid-Range 2-4 years

Long-term 4-6 years

Name of Organizations that should be contacted to participate in the Sector:

1. Coshocton County Port Authority
2. Chamber of Commerce
3. Coshocton County Technical College
4. Coshocton County Career Center
5. Coshocton County Job and Family Services
6. Local Banking Institutions

Immediate Opportunities:

1. Current industry able to diversify based on production to increase existing businesses. Local companies provide services to help local companies expand.
2. Niche sales to oil and gas industry
3. Decrease unemployment rate
4. Enhance Workforce development opportunities and training
5. Expand Hospital and emergency services/ Educate Emergency Personnel
6. Study other counties impacted by development- Jefferson County Project Unite
7. Expand Services: Food vendors, Truck Washes, Cleaning Services (Clothes), Barbershops
8. Market existing Industrial land/fill vacant properties
9. Business Start ups
10. Rise in income across county
11. Increase revenue to current businesses
12. Look to expand rail, water, or any other utilities

Mid-Range Opportunities:

1. Decrease unemployment rate
2. Expand Hospital and emergency services
3. Market existing Industrial land/ fill vacant properties
4. Rise in income across county
5. Increase revenue to current businesses



6. Look to expand rail, water, or any other utilities

Long-term Opportunities:

1. Decrease unemployment rate
2. Expand Hospital and emergency services
3. Market Existing Industrial land/ fill vacant properties
4. Rise in income across county
5. Increase revenue to current businesses
6. Look to expand rail, water, or any other utilities
7. Reduced cost of fuel for feedstock and manufacturing.

Immediate Challenges:

1. Inventory available properties/more business space made available
2. Local businesses investing to diversify product
3. Higher costs of services and products on citizens
4. Increased costs of raw materials
5. Marketing of community to entice new business, industry and workforce to operate in the county
6. Local businesses may not be able to meet pay scales to keep current employees
7. Current businesses may need to have longer operating hours
8. Increased competition for skilled workers
9. Businesses learning about opportunities to enhance their business
10. Adequate Medical services/doctors, nurses
11. Getting information from the oil and gas companies
12. Safety training for employees

Mid-Range Challenges:

1. Local businesses investing to diversify product
2. Higher costs on citizens
3. Increased costs of raw materials
4. Getting information from the oil and gas companies
5. Safety training for employees

Long-term Challenges:

1. Avoid boom/bust cycle
2. Local businesses investing to diversify product
3. Higher costs on citizens
4. Increased costs of raw materials
5. Getting information from the oil and gas companies
6. Safety training for employees

## Sector: Amenities/Quality of Life

Timeline: Immediate 0-2 years  
Mid-Range 2-4 years  
Long-term 4-6 years

Name of Organizations that should be contacted to participate in the Sector:

1. OSU Extension
2. Coshocton County Port Authority
3. Local Chamber of Commerce
4. All Local Government
5. Career Center
6. Tech College
7. Farm Bureau

Immediate Opportunities:

1. Income increase
2. Financial counseling
3. Newly created fulltime jobs
4. Community investments/donations to non-profits
5. Improves internet and cell phone technology
6. Scholarships for trade training

Mid-Range Opportunities:

1. Advancement potential in career and finance
2. Income increase
3. Decrease unemployment
4. Fulltime jobs
5. Link up local families to host out of town workers

Long-term Opportunities:

1. Financial Gain
2. Increased Wages
3. Community Growth
4. Continued Source of Revenue to Port Authority
5. Residents love living in Coshocton; build on that passion
6. Increase quality of lifestyle
7. Increases support for civic organizations
8. Funding for arts and non-profits, parks/recreation
9. Income increase
10. Decrease unemployment

## 11. Fulltime jobs

### Immediate Challenges:

1. Water/air quality
2. Stress on utility and transportations systems
3. Cost of living increase
4. Establish a legacy of giving for oil companies
5. Coordinate how money would be donated to existing organizations
6. Lack of technology for internet and cell phones
7. Lack of leadership to move county forward

### Mid-Range Challenges:

1. Aesthetic damage to countryside
2. Water/air quality
3. Stress on utility and transportation systems
4. Cost of living increase
5. Lack of accountability to the community
6. Rural living changes

### Long-term Challenges:

1. Water/air quality
2. Stress on utility and transportation systems
3. Cost of living increase
4. Rural living changes
5. Establish legacy of giving for landowners

## Sector: Agriculture/Landowners/Land Use

Timeline: Immediate 0-2 years

Mid-Range 2-4 years

Long-term 4-6 years

Name of Organizations that should be contacted to participate in the Sector:

1. The Farm Bureau
2. OSU Extension
3. Port Authority
4. Ohio Department of Natural Resources
5. Ohio EPA
6. County engineer
7. Soil and Water Conservation District
8. Port Authority

Immediate Opportunities:

1. Landowners Associations to educate public about Oil and Gas Industry and its positive and negative impacts
2. More money to reinvest in farms
3. Lease pipeline contracts/ Pipeline placement
4. Lease structure of land
5. Increase property values
6. Maintain land integrity

Mid-Range Opportunities:

1. Revenue from selling water
2. Invest in infrastructure/pipeline placement
3. Convert land to camping sites to house laborers
4. Increase community investment
5. Improving cooperation between industry and land owners

Long-term Opportunities:

1. Increase in personal income
2. Land values rise
3. Royalties revenue
4. Landowners using new revenue to improve farm operations/land
5. Landowners reinvest in the community
6. Partner with other communities (Amish for example) to manage farms
7. Pipeline placement

Immediate Challenges:

1. How will pipelines impact agriculture
2. Lease payments
3. Land owners associations
4. Protection of natural resources
5. Too high royalty expectations
6. Damaged wells
7. Air Pollution
8. Noise
9. Traffic congestion
10. Mineral land rights separated
11. Farmers understanding changes to tax rates
12. Maintaining land integrity
13. Less tillable acreage
14. Water resource for agriculture
15. Decrease quality of life

Mid-Range Challenges:

1. How will pipelines impact agriculture
2. Lease payments
3. Protection of natural resources
4. Too high royalty expectation
5. Road traffic
6. Judicial issues that may bog down process and impact courts time
7. Litigation
8. Damaged wells
9. Environmental concerns- Air and wildlife
10. Loss of farming
11. Decrease quality of life

Long-term Challenges:

1. How will pipelines impact agriculture
2. Management of new found wealth
3. Wealth management in general
4. Lease payments
5. Protection of natural resources
6. Too high royalty expectations
7. Damaged wells
8. Environmental concerns
9. Loss of farming
10. Decrease quality of life

## Sector: Workforce Development and Education

Timeline: Immediate 0-2 years

Mid-Range 2-4 years

Long-term 4-6 years

Name of Organizations that should be contacted to participate in the Sector:

1. Job and Family Services
2. Career Center
3. Tech College
4. Port Authority
5. Chambers of Commerce
6. OSU Extension
7. Local businesses
8. School Districts

Immediate Opportunities:

1. New full time jobs
2. Job training by oil and gas companies
3. New opportunity for COTC and Career Center for training
4. Partnership between industry and schools

Mid-Range Opportunities:

1. Job availability to the unemployed/ new job opportunities
2. Cross-training ability
3. Underemployed increase in wages
4. Job training by oil and gas companies
5. New opportunity for COTC and Career Center for training

Long-term Opportunities:

1. New opportunity for COTC and Career Center for training
2. New jobs

Immediate Challenges:

1. Getting students to post-secondary education opportunities
2. Strain on Job and Family Services
3. Money to purchase equipment and materials to train workers
4. Lack of trade skill training
5. Loss of CDL drivers to local school district
6. Competing for the same talent
7. Understanding the training needs of the oil and gas industry

8. Lack of funding for training programs

Mid-Range Challenges:

1. Increase demand on K-12 system
2. Local businesses losing employees to oil and gas companies
3. Losing workers to higher paying jobs/career jumping
4. Getting students to post-secondary education opportunities

Long-term Challenges:

1. Negative thoughts from high school counselors towards CTE programs
2. Employees passing drug tests
3. Potential workforce opting to stay on assistance funded programs
4. Transportations issues for employees that do not have a means of transportation
5. Getting students to post-secondary education opportunities
6. Continuous training and retraining opportunities

## Sector: Government/Utilities/Infrastructure

Timeline: Immediate 0-2 years

Mid-Range 2-4 years

Long-term 4-6 years

Name of Organizations that should be contacted to participate in the Sector:

1. Port Authority
2. Highway and Sanitary engineer
3. Soil and Water Conservation District
4. Local Governments: County, City, Village, Townships
5. OSU Extension

Immediate Opportunities:

1. New full time Jobs
2. Training to safety services
3. Upgrade of roads and infrastructure
4. Water sales direct to oil and gas companies

Mid-Range Opportunities:

1. Increased tax revenue
2. Housing
3. Increase revenue for tourism industry

Long-term Opportunities:

1. Increased property values
2. Sales tax increase
3. Increase revenue to parks and schools
4. Power lines built, right away approval; new infrastructure

Immediate Challenges:

1. Local government having too many permits and fees
2. Cost of raw aggregate materials will increase
3. Lack of cooperation between local entities
4. Transportation/utilities strain
5. Recorder's office capabilities (having enough people to meet the demand)

Mid-Range Challenges:

1. Increase burden on existing infrastructure services
2. Landowners impacted by pipeline installation



Long-term Challenges:

1. Greater stress on utilities, specifically water
2. Increased cost of utilities
3. Increase burden on law enforcement and emergency services
4. Housing availability for local residents

## Sector: Real Estate/Financial/Investments

Timeline: Immediate 0-2 years  
Mid-Range 2-4 years  
Long-term 4-6 years

Name of Organizations that should be contacted to participate in the Sector:

1. Port Authority
2. Chamber of Commerce
3. Metro Housing
4. Board of Realtors
5. Coshocton Foundation
6. County/City Government
7. Local Lenders
8. Local Investment Firms

Immediate Opportunities:

1. Increase land values
2. Diversified land use
3. Opportunity for RV parks
4. Lease payment investment
5. Closed Coshocton schools could be used to house folks
6. Increased business opportunities for local banking institutions

Mid-Range Opportunities:

1. Improved housing market
2. Reinvest money back into the community
3. More disposable income
4. Rental properties are filled
5. Upgrades to current rental units
6. Crime rates decrease

Long-term Opportunities:

1. Foundation dollars increase, new foundations created
2. Philanthropy helps the community
3. Additional cash flow for the county

Immediate Challenges:

1. Displaced families
2. Lack of rentals
3. Drive land values up

4. Increase cost of rental units
5. Inventory of available properties
6. Potential scams on investments

Mid-Range Challenges:

1. Wealth management
2. Absentee property owners

Long-term Challenges:

1. Decrease property values after the drilling is gone

## Sector: Tourism/Hospitality

Timeline: Immediate 0-2 years

Mid-Range 2-4 years

Long-term 4-6 years

Name of Organizations that should be contacted to participate in the Sector:

1. Convention and Visitors Bureau
2. Tourism Partners/Investors
3. Port Authority
4. Business Sector
5. Restaurants/Hotels
6. Board of Realtors
7. Renter Associations
8. Job and Family Services
9. Workforce Development
10. OSU Extension

Immediate Opportunities:

1. More guest/ new people to the community
2. Take advantage of niche potential
3. Catering
4. More money for CVB

Mid-Range Opportunities:

1. Specialty Restaurants
2. New business i.e. gas stations, grocery store, retail outlets, night life, rental equipment
3. Outdoor sports activities
4. New hotels
5. Increased rental values
6. Entrepreneur investment

Long-term Opportunities:

1. Increase discretionary dollars
2. Rents increase/ long term lease/
3. More employees/workforce
4. Finish the theatre on Main

Immediate Challenges:

1. List of available housing
2. Need a plan to prevent boom bust cycle

3. Cell and broadband service
4. Lack of knowledge of community events
5. Willingness to change
6. Housing-man camps
7. Too much investment before industry takes root

Mid-Range Challenges:

1. Less visitor money
2. Bars open late/crime increase
3. More restaurants and hotels
4. Traffic congestion
5. Access to tourist activities
6. Parking
7. Need for laundry services, taxis, and housing

Long-term Challenges:

1. Landscape damages
2. Countryside changes impact tourism
3. More outside activities and recreation
4. Prevent boom-bust cycle
5. Effective transition of resources (rental to condo's)
6. Tourism if no available hotels

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