

Delaware County Finance Authority



Continuing Success

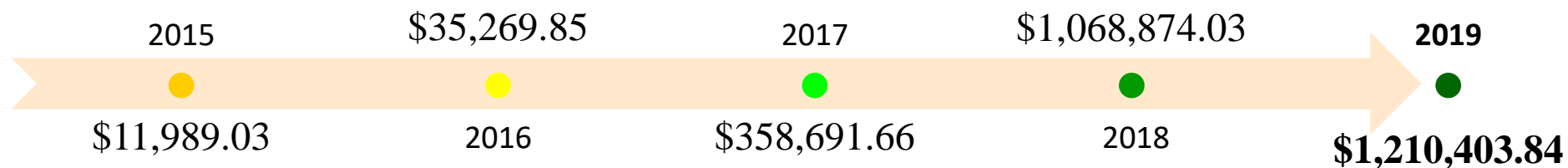
- Financial Success
- Delaware County Statistics
- Vision
- Mission
- Targeted Industries
- Three Pillars of Economic Success
- Main 2025 Goals



Financial Success

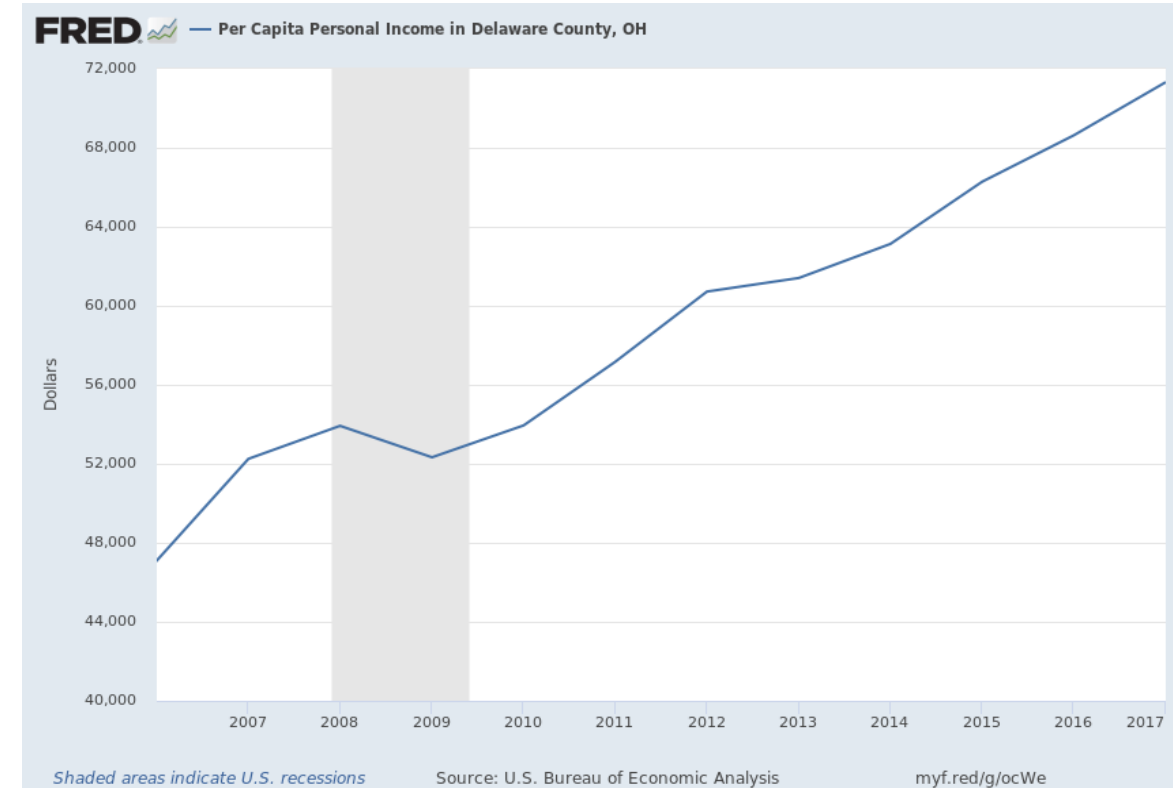
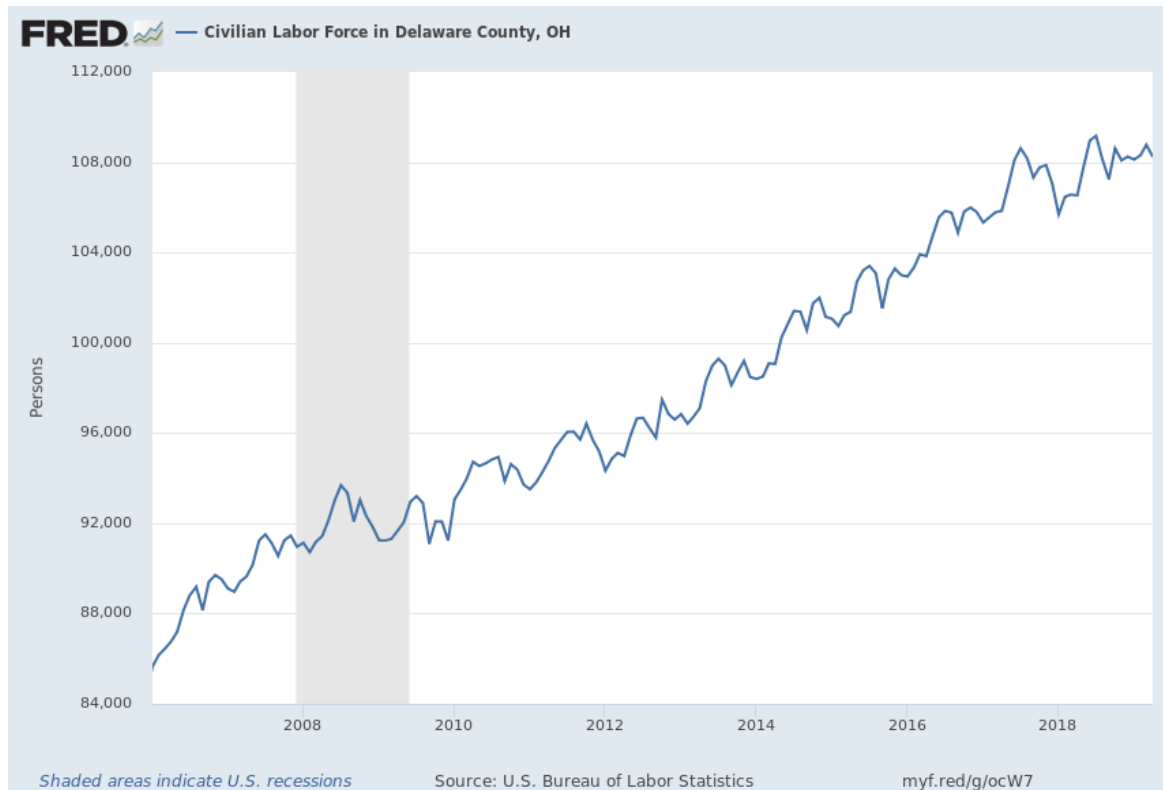
Bank Account Timeline

- 2015: Ashton Village \$16M Capital Lease Revenue Bonds
- 2016: To better position the board for success, the board expanded to 7 members
- 2017: \$67M bond deal and capital lease to develop the Renaissance Hotel
- 2018: DHL: \$20M new office project, 400 new jobs, 670 retained jobs
- 2019: ATS: \$20M new light industrial project, 500 new jobs, 500,000 square feet



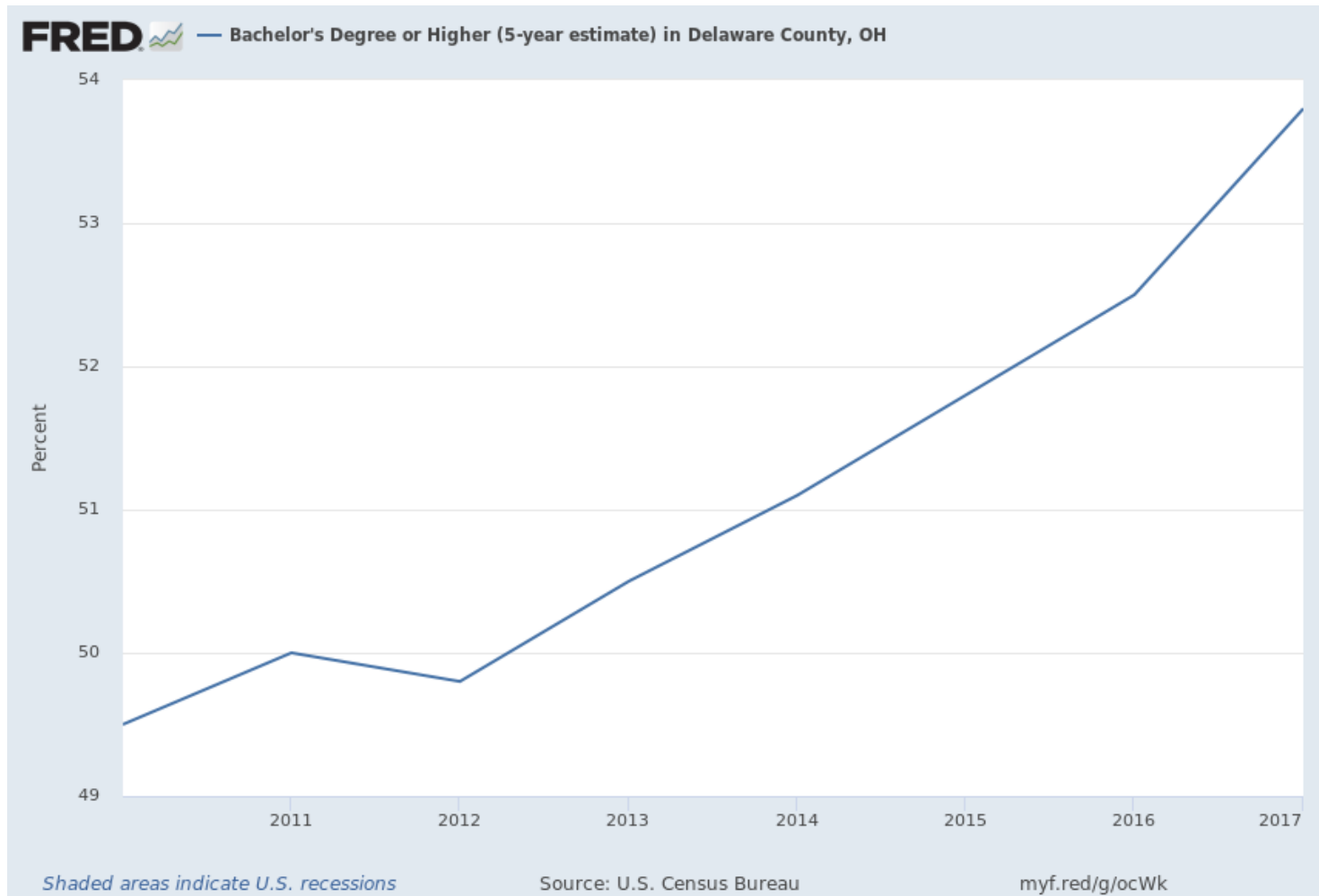
Delaware County Statistics

- Labor force and per capita income increasing, businesses are experiencing growing revenue.



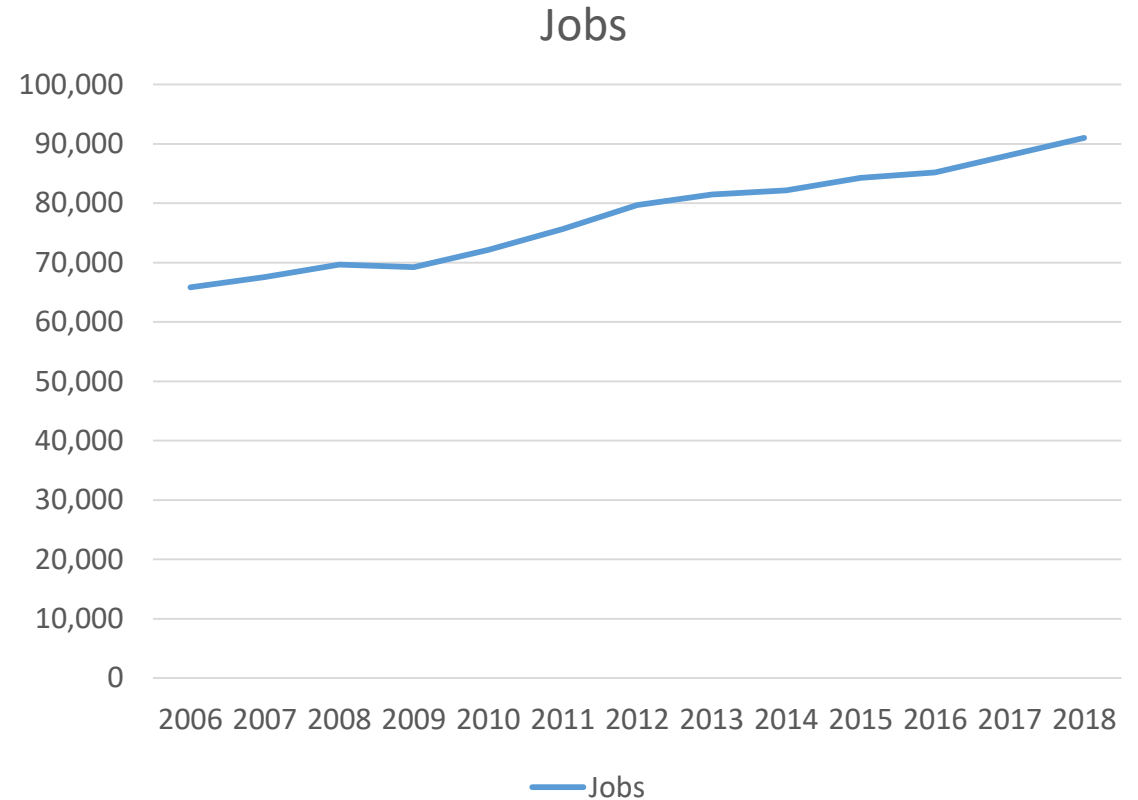
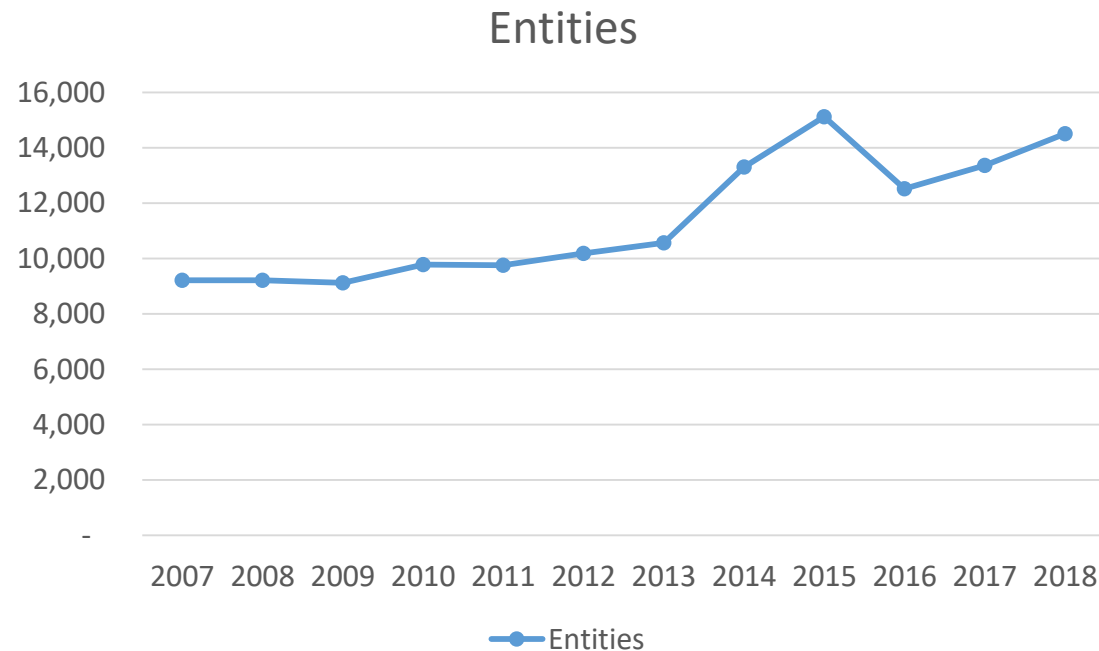
Delaware County Statistics

- Most educated population in the state



Delaware County Statistics

- As our business community grows, so do the jobs in the community



Vision

Keep Delaware County the premier community in Central Ohio with an unparalleled quality of life for all residents.



Mission

Actively pursue and support new commercial development opportunities that will bring high-wage jobs to the community, diversify the County's workforce and establish a sustainable economy in order to maintain a high quality of life for all residents.



Values/Culture

- Core Values
 - Selfless –
 - Team, Organizations and Community First
 - Discipline –
 - We deliver in a manner that will reflect well on the organizations
 - Transparent –
 - Every action is focused on serving the community and building confidence in the Team
- Adhocracy and Market based approaches
 - Innovation with a result oriented concentration toward achieving the Vision
 - Dynamic environment that sets and maintains high expectations of team members
 - Aggressive framework for project development that furthers the Mission
 - Employee empowerment within Board approved objectives
 - Revenue focused while seeking to achieve the Board's Vision and Mission

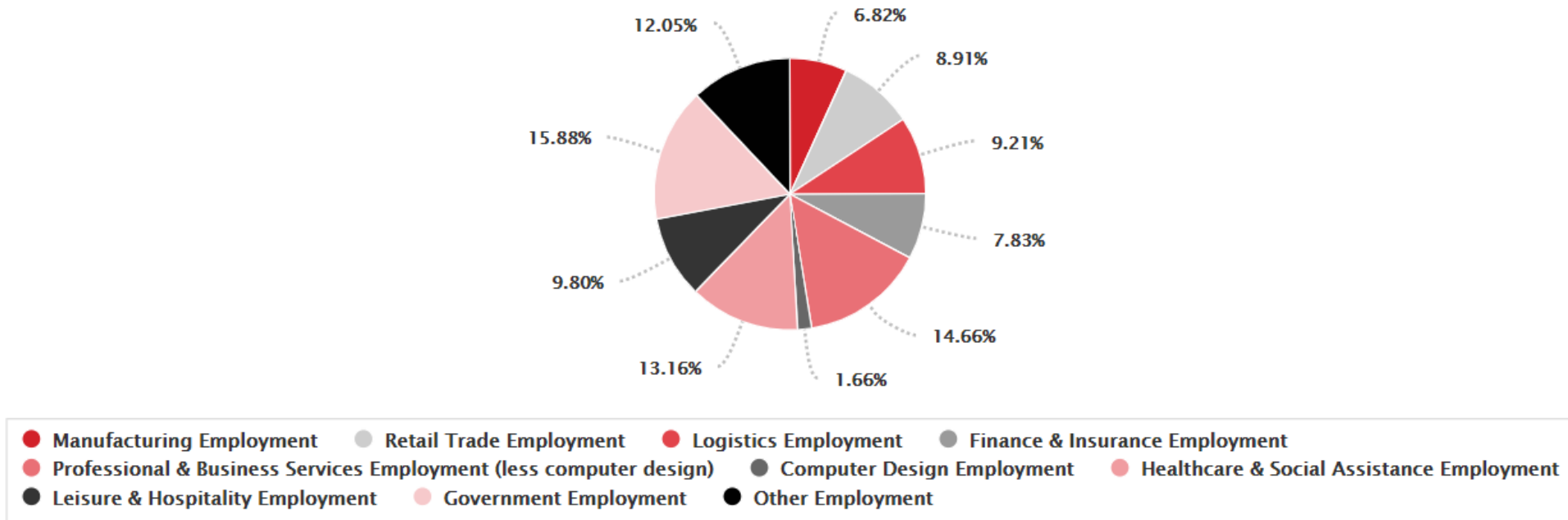


Targeted Industries

- Medical
- Retail/Hotels
- Professional/Office
- Light Industrial/ Manufacturing
- Technology/R&D



Employment by Industry – Columbus MSA



Highcharts.com



May 2019



Source: U.S. Bureau of Labor Statistics, CES, seasonally adjusted by Columbus 2020

The main industries that Delaware County are focused on currently are Light Industrial/Manufacturing, Retail/Hotels, Professional/Office, Medical, and Technology/R&D



Current Growth in the County

- Number of units – 6,966 Residential Building Permits (2015-2019)
- Value of units – Single Family Homes = \$375,000 = \$2.6B
- Taxes from units = Approximately \$41,796,000



Why these Industries? (Snapshots of BBP)

	Total Tax Revenues	TIF Infrastructure Revenues	TIF School District Revenues
Commercial	\$355,738,824	\$180,092,779	\$60,030,927
Light Industrial	\$83,831,895	\$42,439,897	\$14,146,632
Office	\$130,405,170	\$66,017,617	\$22,005,872
Multi-Family	\$68,847,450	\$51,635,588	\$17,211,862

Reflects: 20 year/75% TIF on all, and
15 year/50% CRA on all except Multi-Family, diminishing in years 11-15



Why these Industries?

STEP – Just Berlin Business Park

- Commercial: \$11,529,000
- Light Industrial: \$1,811,250
- Office: \$2,817,500
- Multi-family: \$2,231,250

Average Salary - Countywide

- Technology: \$91,603
- Retail: \$42,577
- Office (Non-tech): \$55,848
- Light Industrial: \$37,668
- Logistics/WS: \$34,424



Why is this Important?

We believe focusing on these Industries are good not only for the short term, but the long term as well.

We hope that our initial push for these industries in BBP will lead to more of the same type of growth in the County, which will lead to more high paying jobs, and more of those workers hopefully deciding to live in our community. Further, the critical factor to the project is the Multifamily. The market demand for this project will allow for infrastructure development throughout BBP.



The Three Pillars



Main 2025 Goals

- Economic Growth
 - Commercial Development - 5 Industrial/Technology Parks – 2 by 2020
 - Industrial – Focus on 36/37 and 42
 - Technology/Medical – Focus on 23, Sawmill and 605
 - Technology/Medical opportunities may have smaller footprints but would offer greater opportunities to live and work in the Community.
 - Job Creation: 26,000 jobs
 - Diversification of Housing - Maintain Avg. Rent \$1,056, not to exceed 3% annual increase
 - Infrastructure Development - assist in \$800 million in infrastructure projects
 - Interchanges
 - Key Transportation Improvements
 - Fiber/Cellular Development
 - Sewer Expansion



Main 2025 Goals

- Financial Resources

- Building Capital - \$10M - \$3M by 2020

- Take a more proactive approach on securing projects
 - 50% of all funds dedicated for potential investment options

- Strategic Investments

- Private Sector Investments – Develop a P3 option to invest in land or a development project
 - Capital Investment – Meeder investment plan finalized by end of first quarter of 2020
 - Bond Fund – Engage Ports about a joint/shared bond fund



Main 2025 Goals

- Enhancing Visibility/Presence
 - Private Sector Partnerships – To be seen as the key public partner in the County for development activity
 - Host 6 events to engage brokers in key areas in 2020
 - Host 1 event to showcase tools to the development community in 2020
 - Annual Luncheon
 - Quarterly update to the development community throughout 2020
 - Media Exposure – To be seen as the Economic Driver of the County
 - Quarterly appearances in Business First throughout 2020
 - Monthly press releases to the Media regarding development oriented activities in the County
 - Local Government – Trusted partners in development efforts
 - Monthly engagement of key governmental partners in 2020 – Email and presentations
 - Formation of the Strategic Partnership Committee – January 2020
 - Other Governmental Entities – Serve as Port Authority for 3 other counties
 - Engage Morrow, Knox and Marion in the first Quarter of 2020



Performance Measures

- What are we tracking and why we are tracking it
 - Project Pipeline
 - New projects per Quarter and how does it compare to the previous quarter and year
 - Estimated value, potential revenue, estimated jobs and industry sector of the project
 - Revenue
 - How much revenue will be collected, where is the revenue coming from
 - Partner satisfaction
 - Are developers, governmental entities and other key partners satisfied with the DCFA
 - Developers – partner review following completion of the project – form sent
 - Governmental entities – End of the year questioner sent to designated representative
 - Commissioners – Annual meeting between DCFA and Commissioners
 - Board Satisfaction
 - Review of Director – Communication/Goals achieved/Positioning of the Organization
 - Review of Development, Financial and Engagement Programs
 - Review of Board Administrative Items = Agendas/Materials/Press releases
 - Exposure
 - Review of Media activity – hitting established goals
 - Annual Luncheon
 - New partnership established and existing ones enhanced

