



Economic Development Strategic Plan

DECEMBER 2023



Prepared for
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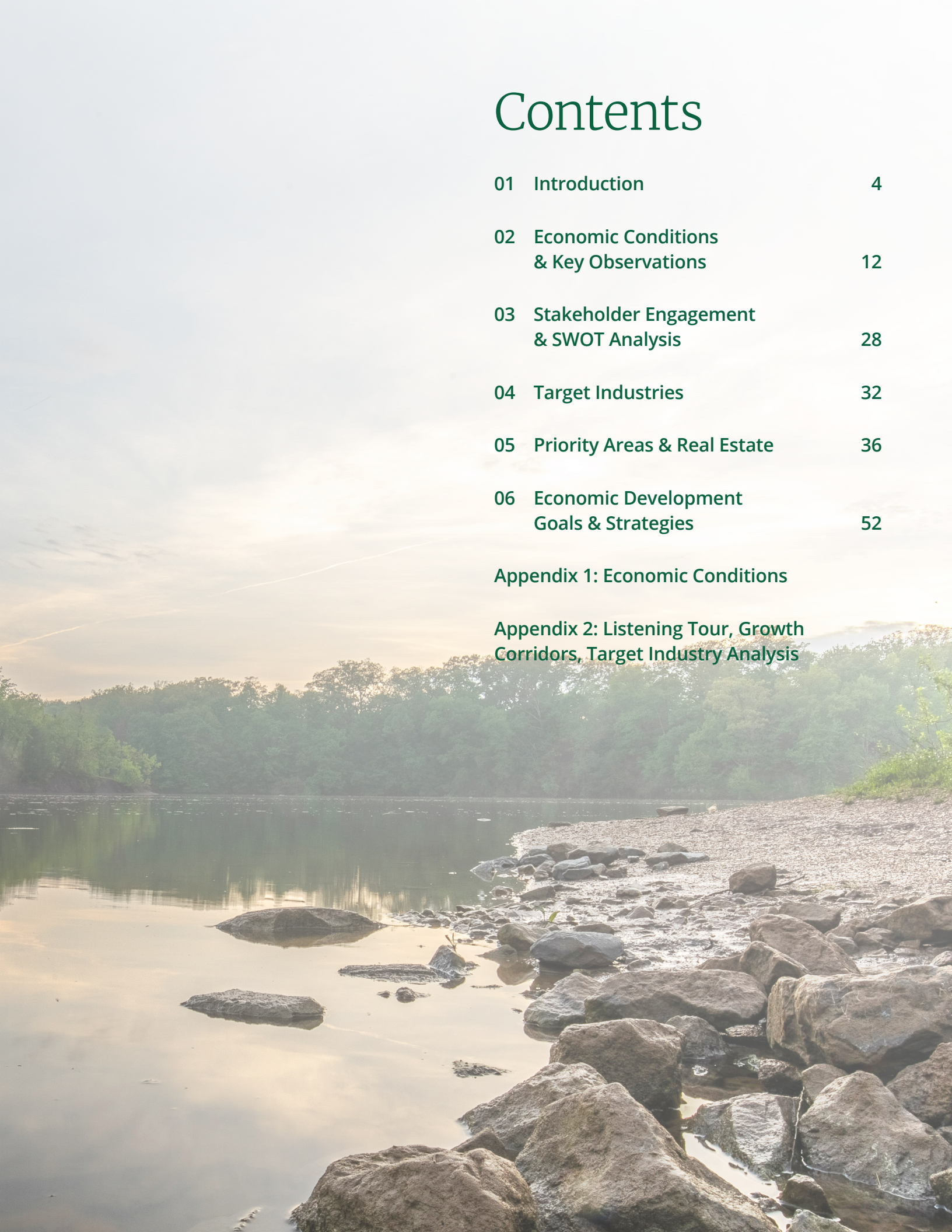
Alum Creek Lake is part of Alum Creek State Park in Berlin and Orange Townships

Contents

01	Introduction	4
02	Economic Conditions & Key Observations	12
03	Stakeholder Engagement & SWOT Analysis	28
04	Target Industries	32
05	Priority Areas & Real Estate	36
06	Economic Development Goals & Strategies	52

Appendix 1: Economic Conditions

Appendix 2: Listening Tour, Growth
Corridors, Target Industry Analysis



01

Introduction

In 2023, Delaware County embarked on a strategic economic development planning process to create an updated vision for the community's growth post-pandemic, and an action plan to achieve it. The Delaware County Strategic Plan is the result of months of research, stakeholder input and feedback, in-depth analysis, and an iterative process involving extensive review and discussion of the analysis findings by the project team. Throughout the process, comments from stakeholders, including Delaware County Commissioners, Delaware County staff, representatives from cities, villages and townships located within the county, and other key civic and business leaders were incorporated into the planning process, leading to a forward-focused strategic plan.

This plan aligns with established Economic Development Administration (EDA) guidance, which frames economic development and resiliency as a set of factors which speak to the capacity of a region to create and sustain economic growth and improved quality of life, and to recover quickly from major disruptions to the economic base. This strategy intends to strategically position Delaware County to attract and retain a diverse business ecosystem, improve workforce outcomes, and prepare the County for future economic challenges and opportunities.

This plan prepares the County to plan for and react to:

1. Global factors, such as the impact of recessions and broader downturns in economic activity which impact demand for goods and services. Major recessions, including the "Dotcom Bust" (2000-2005), the Great Recession (2008-2009) and COVID-linked global instability since 2020, are examples of economic shocks which have impacted Delaware County and the Columbus Metro area.
2. Structural changes within core regional industries, including the accelerated growth of a major employer, or the unexpected loss of a major employer. Dramatic growth, such as the announcement of two new Intel factories in New Albany, totaling \$20 billion in investment, can create different but equally destabilizing effects from broader industry disruptions linked to consequential changes in a sector, such as the shifts in the retail industry which have been linked, in part, to the growth of e-commerce.
3. Economic consequences of major environmental shocks (e.g., a 500-year flood event), and stressors (e.g., extreme temperatures or recurring 100-year flood events which do not necessarily result in a disaster declaration). For Delaware County, these challenges are broad, from drought and fire risk to excessive rainfall. Federal policy has increasingly focused on leveraging recovery funds to reposition local economies and enhance resiliency.

Delaware County's location in Central Ohio has already attracted a strong base of industries, including advanced manufacturing, retail, and financial services. This Delaware County Economic Development Strategy builds on current strengths and identifies core strategies, as well as tactics and supporting actions leading to an actionable plan, that are designed to further elevate the county's economic vitality.

The process to develop Delaware County's Economic Development Strategic Plan relied on extensive stakeholder engagement and detailed analysis of industry trends and demographic metrics. The analysis also reinforced Delaware County's opportunities and unique strengths linked to target industry sectors of advanced manufacturing and IT, education, medical and life sciences, ag-tech, financial services, and retail. The analysis frames these opportunities in context with consequential advanced industries investment in the Columbus Metro region and federal investments which have clear potential to expand opportunities for Delaware County.

Project outcomes point to actionable strategies and next steps to support a focused and intentional approach to economic development. Attraction strategies are focused on growth of a more diverse economic base anchored by stronger alliances between businesses and K-12 education in the pursuit of workforce and talent development, and support of early-stage and high-growth companies as an element of the County's innovation ecosystem growth. Delaware County can promote growth through strategic infrastructure investments and encourage enhancements to essential services and amenities supporting a high quality of life for all residents.

This Delaware County Economic Development Strategy builds on current strengths and identifies core strategies, as well as tactics and supporting actions leading to an actionable plan, that are designed to further elevate the county's economic vitality.

Goals Summary

	Organizational Capacity	Diverse & Resilient Economy
<p>Organizational Capacity</p> <p>Strengthen organizational capacity to enhance Delaware County's economic development efforts and regional collaboration</p>	<p>1. Grow economic development capacity within Delaware County by adding staff</p>	<p>1. Prioritize economic development growth in targeted industries with attraction, retention & expansion programs</p>
<p>Diverse & Resilient Economy</p> <p>Develop a focused approach to economic development and establish Delaware County's leadership in innovation and entrepreneurship, particularly for ag innovation and other advanced industries</p>	<p>2. Prioritize Delaware County marketing & branding</p>	<p>2. Grow a highly skilled workforce with a focus on the County's primary business sectors</p>
<p>Real Estate & Redevelopment</p> <p>Encourage Investment in key areas to create cohesive development that incorporates well-designed housing, commercial/industrial, and retail opportunities</p>	<p>3. Establish a County-wide incentive policy, to prioritize the use of public funds, programs, and resources in alignment with the County's economic development mission & vision</p>	<p>3. Establish Delaware County's leadership in the innovation and entrepreneurship ecosystem. Position Delaware County as a vibrant innovation and entrepreneurship center, particularly with regards to ag tech</p>
<p>Core Infrastructure</p> <p>Promote growth through strategic infrastructure projects which build on unique assets and competitive strengths</p>		
<p>Quality of Life & Place</p> <p>Encourage improvements to quality of life and place, through placemaking enhancements and diverse cultural amenities, in order to attract and retain businesses and the talented individuals who fuel them</p>		

Real Estate & Redevelopment	Core Infrastructure	Quality of Life & Place
<p>1. Identify priority areas, "growth corridors," for economic development and pursue prioritization of these areas in alignment with infrastructure development, zoning considerations, entitlement processes, etc.</p>	<p>1. Prioritize infrastructure improvements and maintenance in alignment with identified growth corridors to prepare available land for "shovel-readiness" and site utilization, in alignment with key industry attraction, retention and growth</p>	<p>1. Integrate tourism entities across the County with the goal of extending stays, increasing local spend, increasing airport activity, and leveraging existing events and attractions (i.e. Little Brown Jug, Memorial Tournament, Columbus Zoo)</p>
<p>2. Align development and entitlement processes at the township level</p>	<p>2. Align Economic Development with other County planning efforts, such as the updates of local zoning & land use plans</p>	<p>2. Support the pursuit of partnerships that demonstrate Delaware County's welcoming and diverse nature</p>
<p>3. Pursue policies to encourage diversification of housing unit availability to support retirees, empty-nesters, new families and younger workers</p>	<p>3. Encourage and formalize strategies which encourage the emergence of planned advanced manufacturing districts (which minimize residential encroachment)</p>	<p>3. Consider expanding the capacity of recreational assets and attracting visitor demand</p>
<p>4. Advance overall site development and shovel readiness through intentional site vetting and site certification processes</p>		

02

Economic Conditions & Key Observations

The roundabout intersection of Home Road and Riverside Drive near the Scioto River in Concord Township, constructed by the Delaware County Engineer's Office.

Why Plan? Why Now?

- Transformative, large-scale investments recently announced in neighboring counties
- A need to pursue strategies to manage positive growth trajectory
- A need to identify opportunities for innovative business attraction, expansion and retention
- Delaware County would like to attract jobs of the future by leveraging talent attraction and workforce development pipelines
- A need to revisit trends around real estate development and remote/hybrid work models due to COVID-19

Existing Conditions & Key Observations

Delaware County is at the center of a transformative shift in the Central Ohio economy, due to recent economic development “wins” in adjacent counties. An integral part of the greater Columbus region, the County is strategically positioned at the northern end of the Columbus Metro area. In 2022, Intel announced it would invest more than \$20 billion in neighboring Licking County, Ohio’s largest investment ever, to build two new factories. Additional investments and industrial developments have been announced throughout the Columbus region and it is recommended that Delaware County consider more intentional economic development policies to better differentiate itself within the region, and to ensure that benefits of growth are maximized.

The economic development strategy process incorporates information from a wide range of sources:

- Demographics, Employment and Labor Force
- Land Use & Real Estate Assessment
- Employment by Industry Cluster
- Supportive Infrastructure (influence of infrastructure on business attraction and retention)
- Higher Education Partnerships
- Residential, Commercial, and Industrial Real Estate Markets
- Workforce Trends: Pre- and Post-COVID
- Career & Technological Centers
- Innovation & Startup Ecosystem in metro Columbus

Population

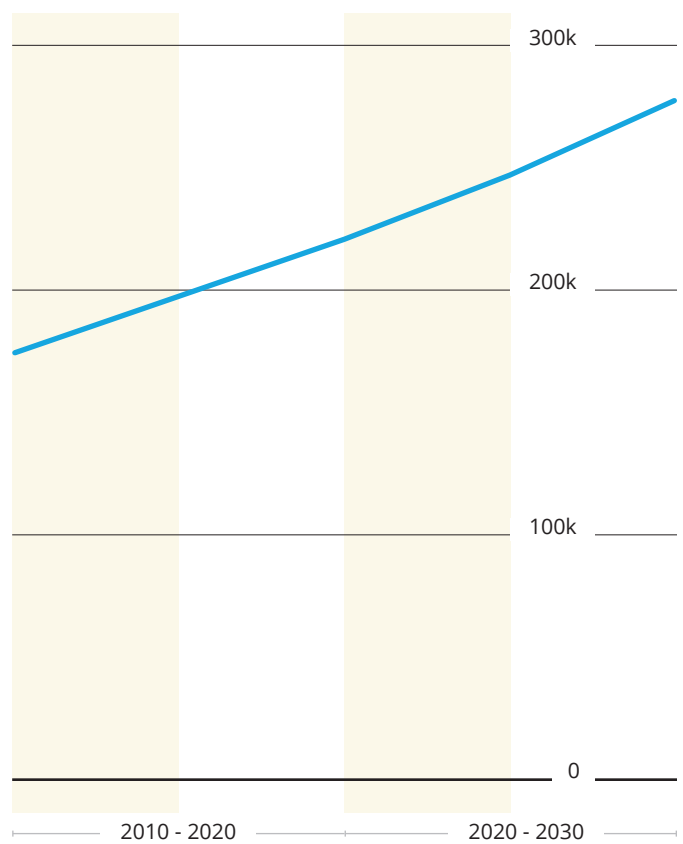
Well before the pandemic, Delaware County's growth outpaced the Columbus Metro¹ region's, with a population compound annual growth rate (CAGR) from 2010-2020 of 2.4%, compared to the region's growth at 1.12%. This rapid population growth is expected to continue in both Delaware County and the metro region through 2030, though at slightly lower rates, as MORPC projects Delaware's population growth (CAGR) through 2030 to be 2.3% and the Columbus Metro to be 1.07%.

Delaware County's sustained population growth continues to shift the character of the County, particularly in the southern half, from a rural County with a sizeable suburban "bedroom community" to a growing urban fringe area. The County's residents, which include a higher proportion of families (77%) than regional peers (63%), also boast a high median household income (\$116,284), a highly educated workforce (more than 50% of residents hold Bachelor's Degrees), and high-quality, well-funded public K-12 education (97% high school graduation rate). While the increase in residents is a benefit to the County, the additional residents also require a diversified economic tax base to help pay for future infrastructure capacity that various commercial sectors, especially the industrial sector, rely on for an efficient distribution network and goods movement.

Population	Delaware County	Columbus Metro
2010	174,214	2,014,142
2020	220,740	2,251,797
2025	247,016	2,384,482
2030	277,484	2,505,534

CAGR	Delaware County	Columbus Metro
2010 - 2020	+2.40%	+1.12%
2020 - 2030	+2.30%	+1.07%

Delaware County Population, 2010 - 2030

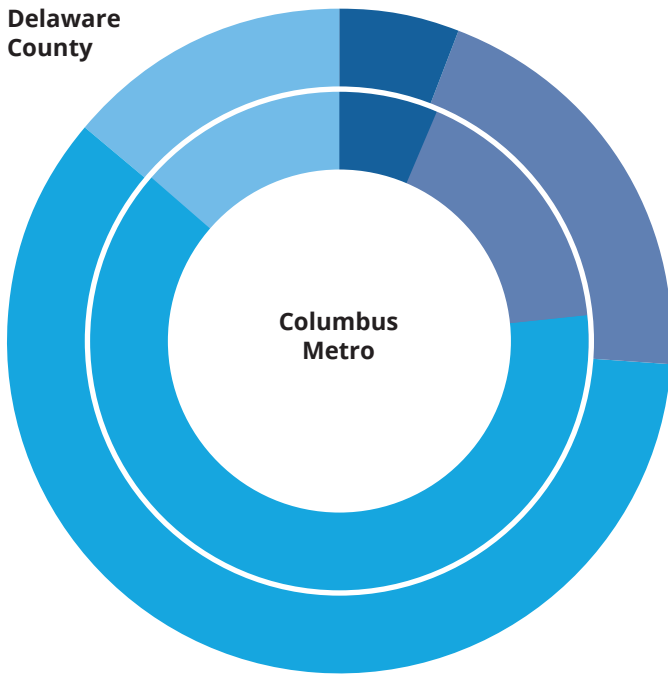


Source: MORPC Population Estimates, AECOM

¹ Columbus Metro defined as eleven (11) counties: Franklin, Delaware, Fairfield, Knox, Licking, Logan, Madison, Marion, Morrow, Pickaway, Union

Age Composition

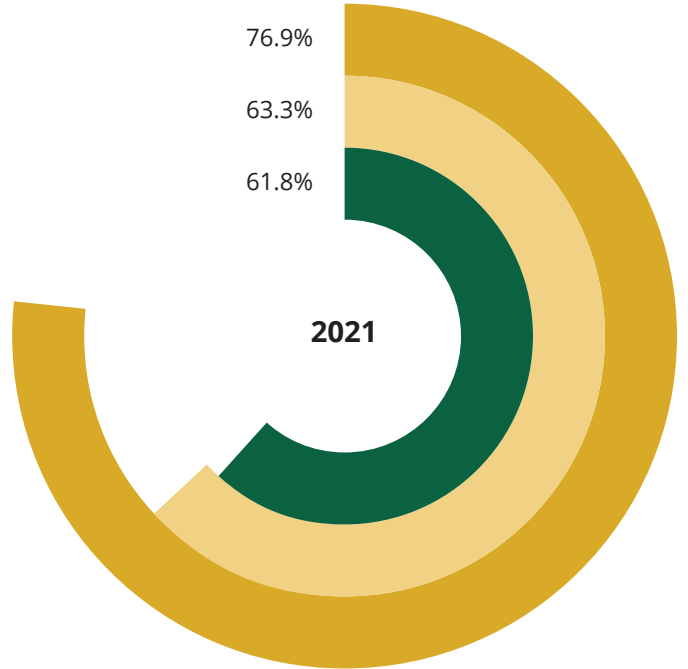
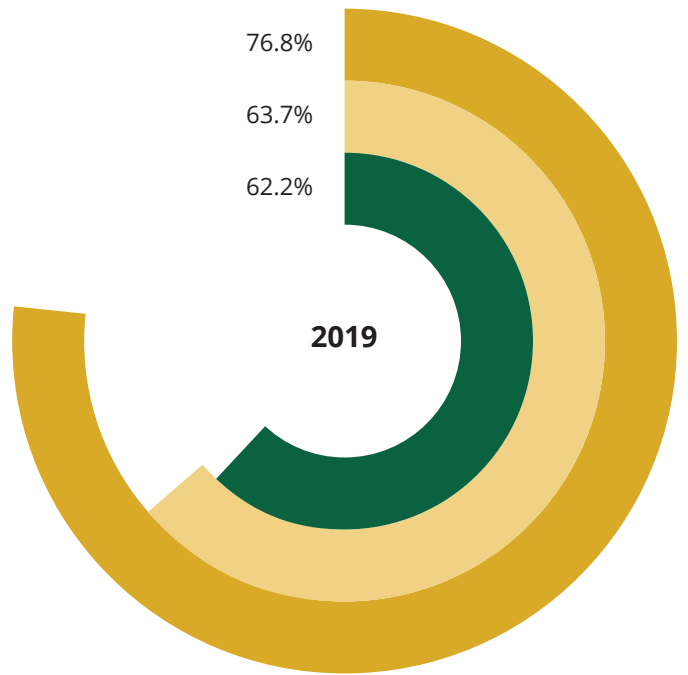
Delaware County



- > 5 years old
- 19 - 64 years old
- 5 - 18 years old
- < 65 years old

Median Age	2010	2021
Delaware County	37.4	39.4
Columbus Metro	37.7	39.8
State of Ohio	38.9	39.6
Entire US	38.3	38.8

% of Households which are Families



- Delaware County
- Columbus Metro
- State of Ohio

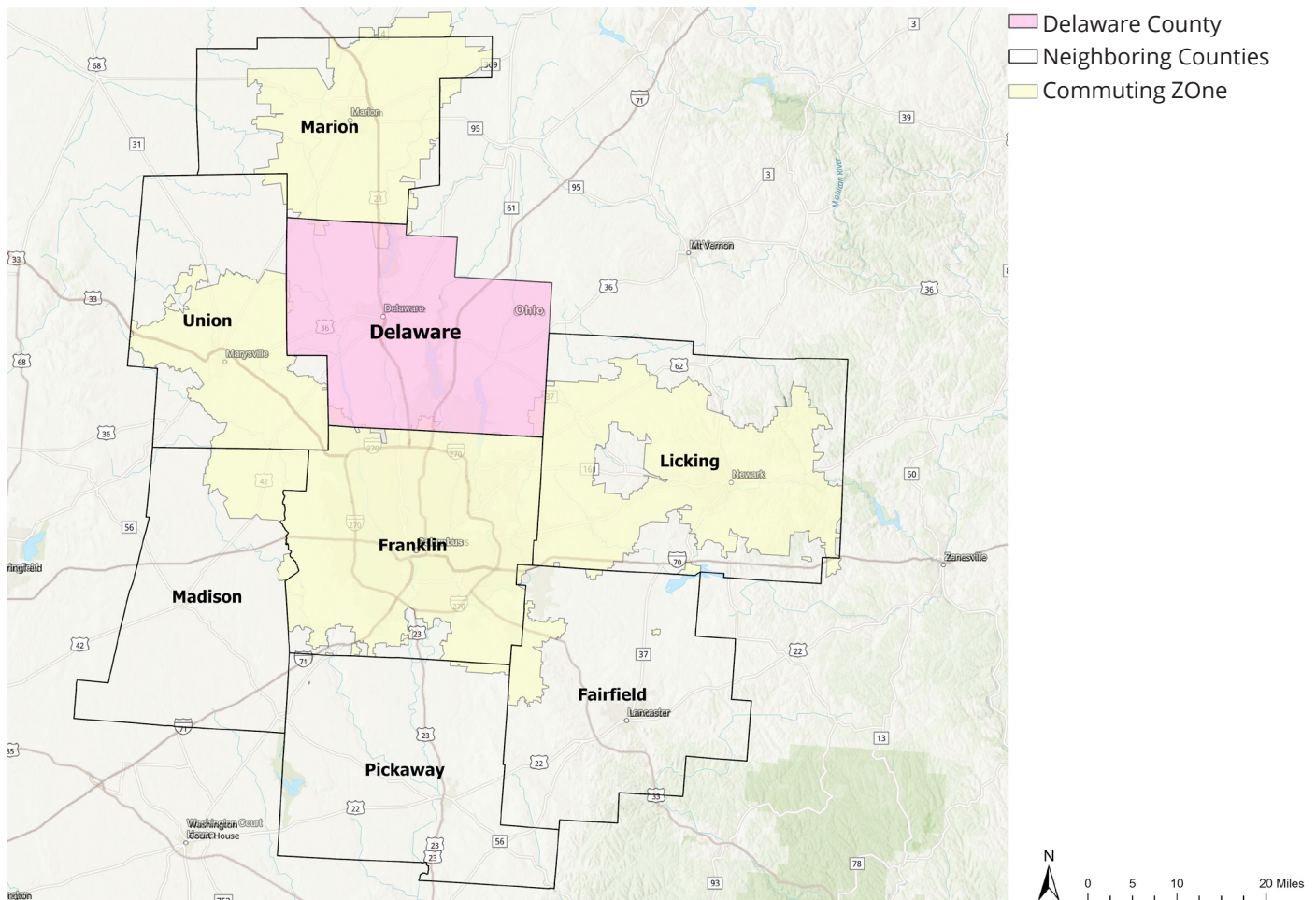
Employment

Delaware County's base of existing industries is strong and diverse, and more than 70% of the County's jobs are positioned in growth sectors (largely inclusive of professional services occupations). However, job creation within the County has not kept pace with the development of new housing. The Jobs:Housing ratio is calculated by dividing the total employment in a region by the number of occupied housing units, higher ratios indicate that a region has more jobs relative to residents than regions with lower jobs:housing ratios. Delaware County's jobs:housing ratio declined from 2015-2021 and is the fourth-lowest in the region. While the decline in the jobs:housing ratio from 2015 to 2021 is not unique among other metro area counties, only Licking and Madison Counties saw increases over the same time period, it does indicate that job creation within the County has not kept pace with the development of new housing.

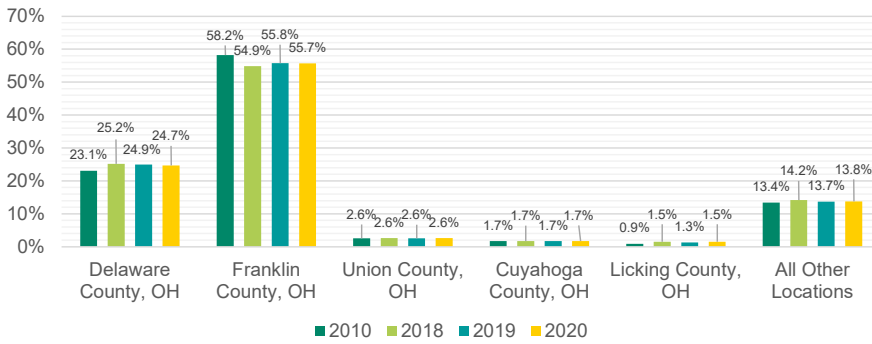
Despite accelerated population growth over the last decade, Delaware County has relatively low residential and job density, and both population and jobs are concentrated in the central and southern portions of the County, reflecting the County's proximity to Columbus and connectivity to the rest of the metro region through primary transportation arteries, such as Route 23, I-71, Route 36-37, and I-270.

The percentage of Delaware County residents who work in Delaware County has remained relatively flat (24.7% in 2020, a slight increase from 23.1% in 2010). More broadly, approximately 2/3 of the labor force from the Columbus, OH metro area works in Franklin County. Delaware County is no exception, more than 55% of workers who live in Delaware County are employed in Franklin County. As a place of employment, Delaware County draws workers from throughout the metro region, as nearly 73% of workers commute in to the county for work. The limited change in the percentage of workers who live and work in Delaware County indicates a potential mismatch between available jobs and resident workforce skills.

Delaware County Labor Shed Area

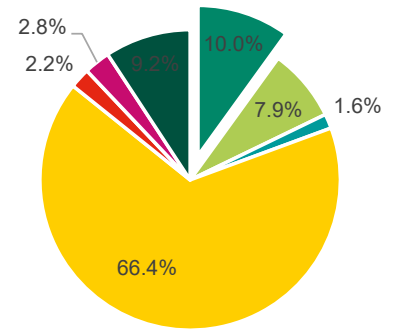


Where Workers Who Live In Delaware County Are Employed



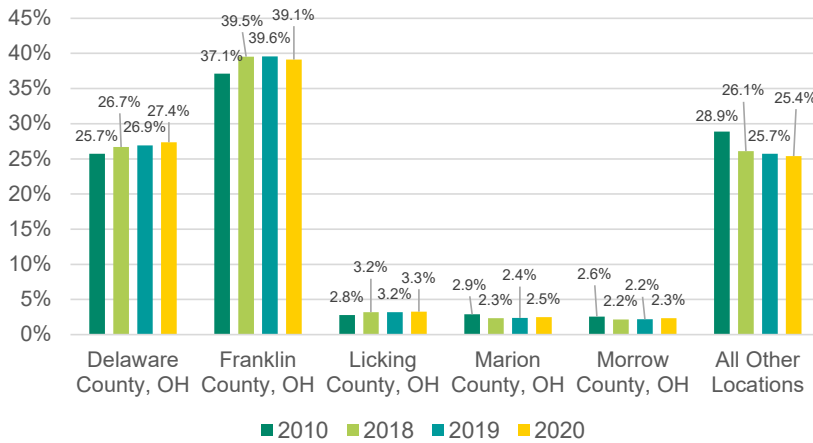
Source: OntheMap (2020), AECOM

Columbus, OH Metro Labor Force Breakdown

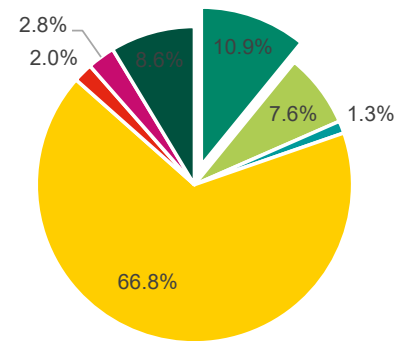


April 2018

Where Workers who are Employed in Delaware County Live

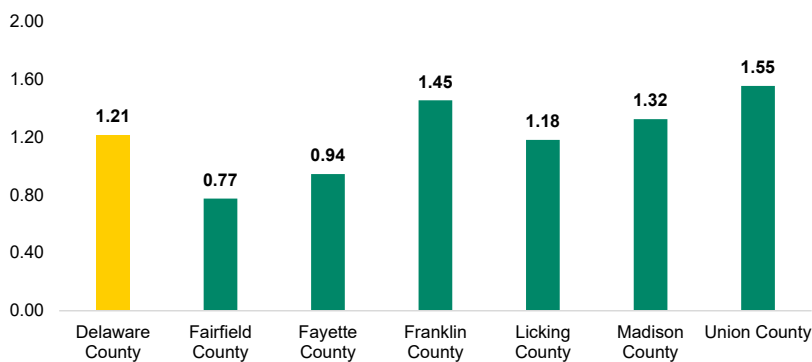


Source: OntheMap (2020), AECOM



April 2023

Jobs-Housing Ratio, 2021



Source: EMSI / Lightcast Employment Data, American Community Survey 5-year Estimates AECOM Analysis

- Delaware County OH
- Fairfield County OH
- Fayette County OH
- Franklin County OH
- Madison County OH
- Union County OH
- Licking County, OH

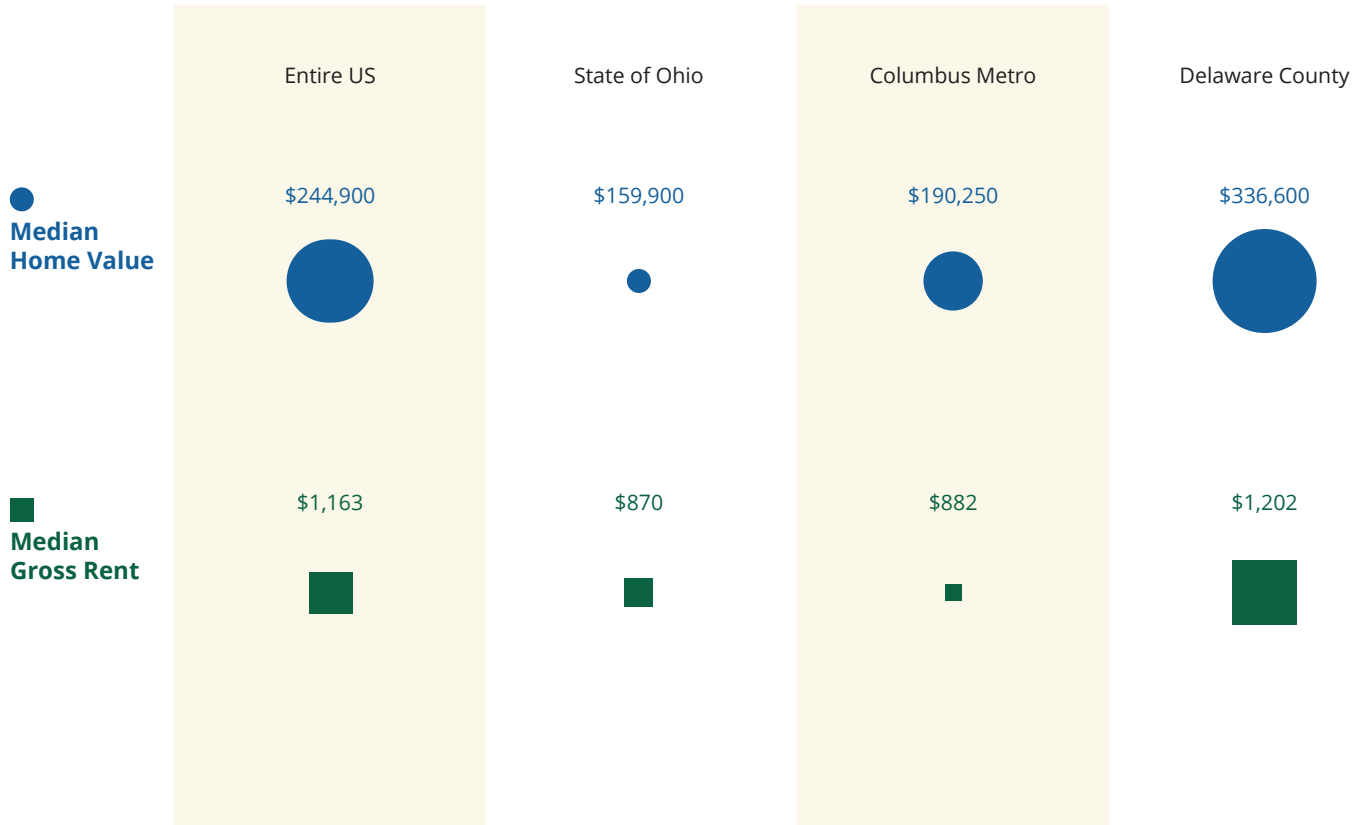
Source: Bureau of Labor Statistics (2023), AECOM

Housing

As the community continues to see population growth, housing availability and affordability have become a primary and continuing challenge for local leadership. Although housing markets nationally have been roiled by the pandemic and its economic ripple effects, the analysis reinforces how broader structural trends have been impacting housing since 2010, in context with an extended period of economic growth.

- The construction pace of housing in the U.S. overall has slowed from long-term averages, largely due to housing units which were not built between 2010 and 2015, due to the impact of the Great Recession.
 - While U.S. Census data suggests that aggregate residential construction costs have generally accelerated only in line with inflation since 2000, home values have grown at a faster pace. Sources such as the Federal Housing Finance Agency have identified higher land costs as a specific challenge in housing affordability.
 - With slower growth in inventory, there is increasing pressure to reinvest in older (pre-1970) homes; the US Census estimates that about 350,000 housing units annually need to be built just to replace lost units.
 - The Missing Middle: the unfolding impact of housing units not built since 1970 due to the advent of “single-family” zoning districts, which have over time encouraged either single family or multi-family housing, at the expense of townhome, rowhouse and duplex construction.
 - Research by the Brookings Institute addresses how changes in US household structure over the last 30 years, with fewer 2-parent households and more single-parent and multi-generational households, is unfolding in stark contrast to housing construction trends, which continue to favor traditional single-family homes.
- In Delaware County, home values continue to accelerate, due in large part to the County’s sustained population growth, coupled with constrained supply. The April 2023 median single-family housing price in Delaware County was \$478,450. And, while approximately 80% of residents own their homes, median gross rent in the County is 38% higher than the rest of Ohio. This has created practical affordability challenges, despite the County’s relatively high incomes. Delaware County currently has a viable industrial sector and access to reasonably priced housing is necessary for the County to retain employers and add jobs in this sector. Post-pandemic, housing affordability is an element of wholistic economic development.
- While fewer households in Delaware are rentals, the median gross rent in the County (\$1,202) is 38% higher than the rest of Ohio, which has a median gross rent of \$870, indicating affordability/attainability challenges, and a lack of multifamily inventory
 - The 2021 Delaware County Regional Planning Commission’s Annual Report cites 8,229 multi-family units in development
 - The median rent in Delaware County has increased since 2019 (from \$1,078 to \$1,202), and in April 2023, Delaware County’s median single-family housing price was \$478,450
 - The County’s southern region is the primary driver of the high single-family median sale price, with approximately 80% of houses sold above \$600,000 in 2022.
 - The average number of days housing spent on the market fell during the pandemic (April 2020-2021), which has an inverse relationship to median sales price, indicating a great demand for housing.
 - Delaware County housing stock is generally newer than housing throughout the rest of the state, over 69% of housing in the County has been constructed since 1990. This is a contributing factor to the County’s higher home values.

Key Housing Metrics, 2021



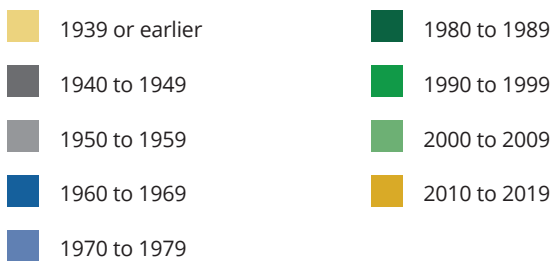
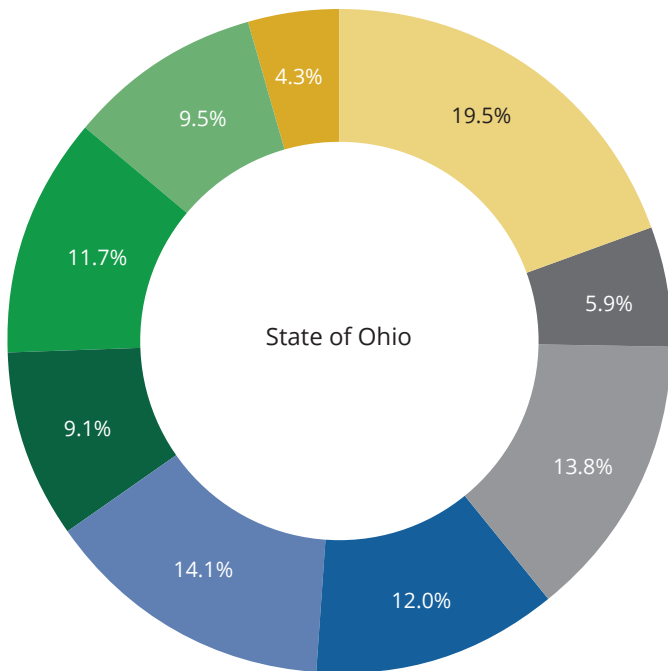
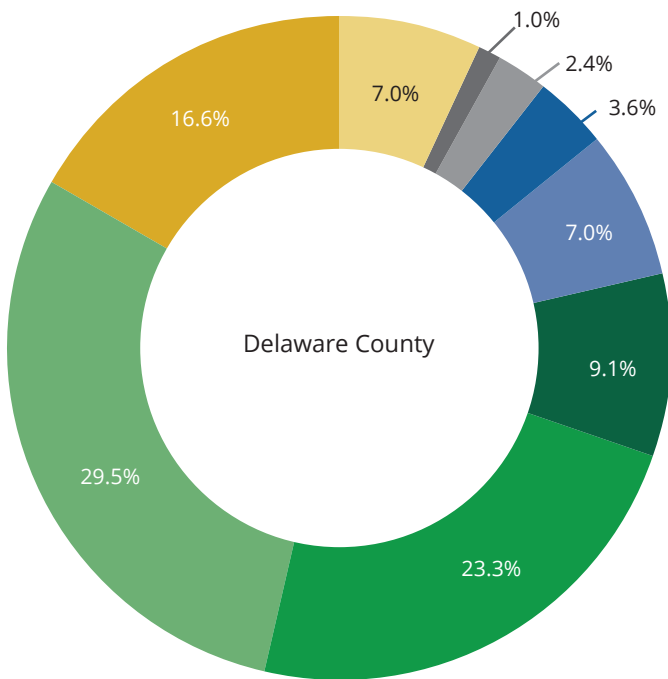
Source: All statistics are derived from U.S. Census American Communities Survey (2021), except for Vacant Housing Units, which is derived from the U.S. Census Bureau 2020 Decennial Census.

Housing Affordability

Geography	Median Monthly Unit Rent	Median Home Value	Median Income	Percent of Median Rent of Median Gross Monthly Income	Median Home Value to Median Income Ratio
Delaware County	\$1,202	\$336,600	\$116,284	12.4%	2.89
Columbus Metro	\$882	\$190,250	\$69,385	15.2%	2.74
State of Ohio	\$870	\$159,900	\$61,938	16.9%	2.58
Entire US	\$1,163	\$244,900	\$71,186	19.6%	3.44

Source: U.S. Census Bureau (2021), AECOM

Housing by Year Built



Housing Affordability

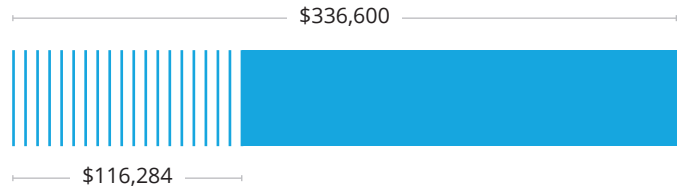
Ratio Median Home Value to Median Income

■ Median Home Value

|||| Median Income

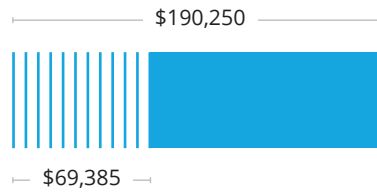
Delaware County

Ratio 2.89



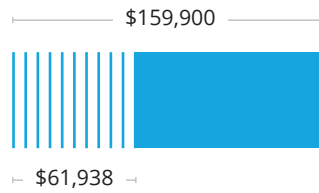
Columbus Metro

Ratio 2.74



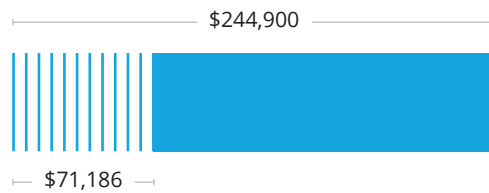
State of Ohio

Ratio 2.58

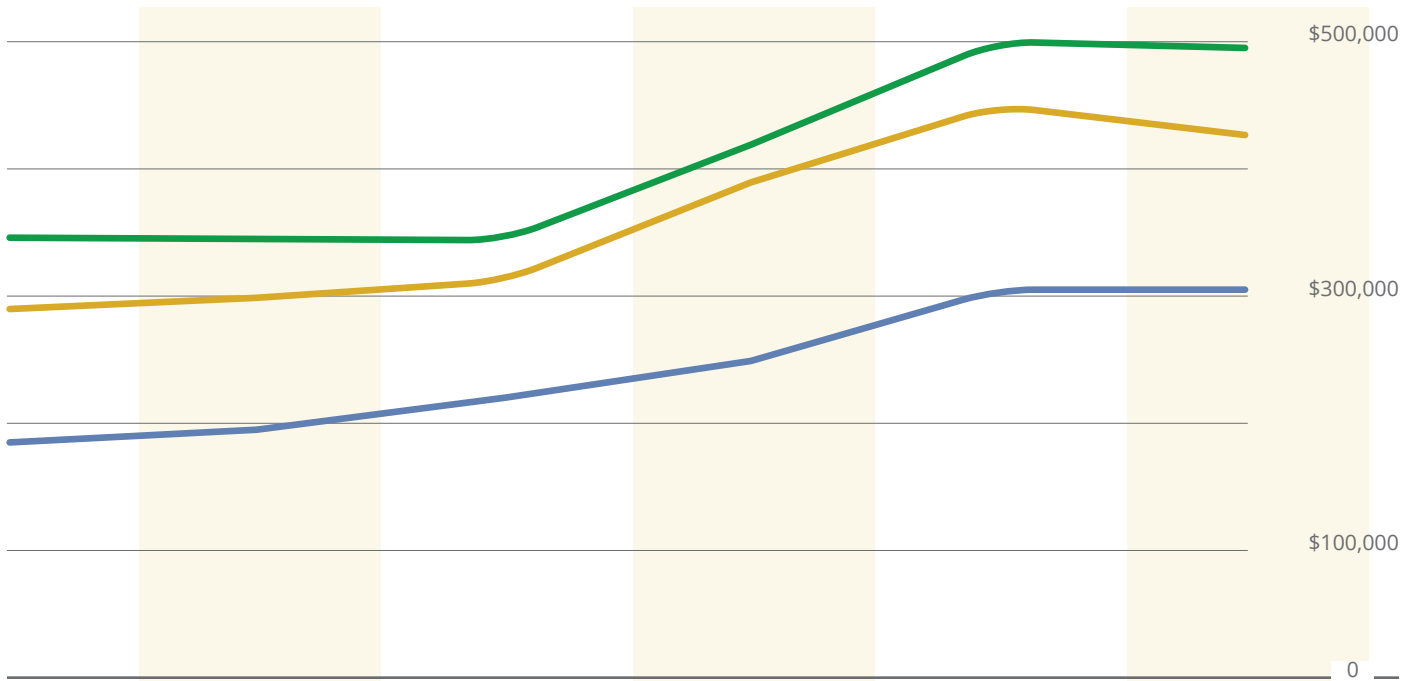


Entire US

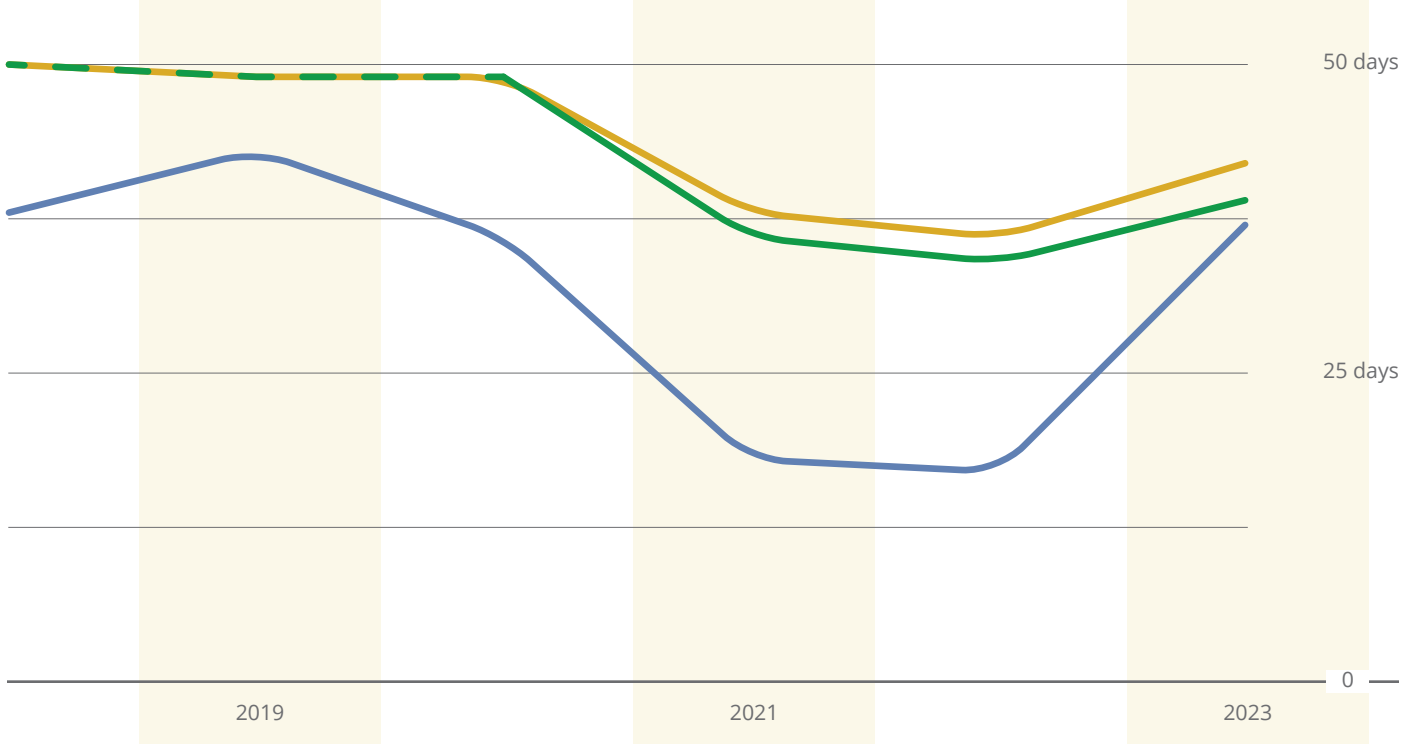
Ratio 3.44



Median Sale Price: Single-Family Housing, 2018 - 2023



Number of Days on the Market: Single-Family Housing, 2018 - 2023



- Delaware County
- Columbus Metro
- Entire US

Agriculture

Delaware County has a rich agricultural legacy and identity, but the amount of developed land in the county increased by 13.1% from 2020-2022. During the same 2020-2022 period, the County recorded a 6.5% decline in agricultural land, despite a slight (0.08%) increase from 2011-2019. In alignment with statewide and metro area trends, the County increased the number of family farms from 2012-2017 and registered a decline in the percentage of farmland categorized as “family farmland.” Non-family farms in the County appears to have consolidated as the amount of land dedicated to non-family farms has increased but there are fewer farms categorized as non-family. Despite the increase in land used for non-family farming, the percentage of workers in the agricultural sector has seen only minimal changes since 2018, perhaps reflecting how larger operations benefit from economies of scale and the application of advanced technologies.

Delaware County crop production is more diversified than other counties throughout Ohio, but Delaware County’s cropland coverage reflects Ohio’s standing as a national Top 10 producer of corn (7th) and soybean (8th): these crops make up 91% of the County’s crop area. By cash receipts, the county’s top commodity crops are soybeans, nursery and greenhouse, and corn. Combined, the county’s corn and soybean production account for 67.7% of the county’s crop commodity cash receipts. Statewide, corn and soybean account for 53.8% of cash receipts, indicating that Delaware County’s agriculture sector is especially vulnerable to global disruptions in the corn and soybean markets.

The loss of agricultural land is not unique to Delaware County, but the trend is likely to continue considering the sustained population growth and related demand for housing. As growth in Delaware County continues, the County will need to consider options to best manage the turnover of agricultural land to non-farming uses, which include residential as well as commercial/office/industrial, and parks and open space. Engagement with key stakeholders across the agriculture community, township trustees, property owners, and institutional ag sector partners will be necessary for the County to preserve high-value crop production, where possible.

Benchmarking Survey

To understand how Delaware County competes for business investment and jobs growth, the project team compared the county to counties across Ohio and the nation. Several of the comparison counties are also experiencing rapid growth, which is challenging economic development practices.

- Warren County, Ohio clearly communicates opportunities for relocation, expansion and entrepreneurial activity through the County’s website. Public lists of key businesses (those with more than 20 employees or over \$1 Million in sales) supplement maps of available properties for prospective and/or expanding businesses, helping them understand where they may fit in the County. Fact sheets explain commonly utilized local incentives.
- In Boone County, Indiana (located outside of Indianapolis): Economic development is led by the non-profit, Boone Economic Development Corporation. The Propel Program offers financial assistance to local startups and small businesses, offering \$30,000 and 60-month terms for entities earning less than \$5M in revenue. Understanding the importance of workforce development as an element of economic development, Boone EDC employs a full-time “talent development” specialist who focuses exclusively on talent attraction and retention efforts.
- Williamson County, Texas (located outside of Austin): WilCo EDP has a small staff that facilitates connections between prospect inquiries with area Chambers of Commerce. The organization’s website quickly connects prospective site selectors with staff, maps of available properties, target industry data and information, news of notable recent wins, and tells a compelling story through video.

Across the Columbus Metro region several regional peers utilize non-profit entities (Community Improvement Corporations, or CICs) to assist with economic and community development. These county-level CICs align economic development efforts between public and private partners across business attraction, retention, and expansion, workforce development, and real estate domains.

CICs are able to combine funding from both public and private sources: counties, townships, and municipalities are able to appropriate general funds to CICs, and the CIC can receive donations and charge membership dues to entities (including government entities and private companies which are members of the CIC). Delaware County has an established CIC, but it has not been active in several years. Exploring the reactivation of the CIC would allow the County to further consider options for sustained organizational capacity and staffing levels, funding needs, program development, and engagement with key partners.

Impact of National Trends

Since 2021, the federal government has enacted three major legislative efforts to offset the economic impacts of the COVID-19 pandemic:

- **The Bipartisan Infrastructure Law**
\$1.2 Trillion over 10 years
- **The CHIPS & Science Act**
\$280 billion over 10 years
- **The Inflation Reduction Act of 2022**
\$393 billion over 10 years

These federal efforts will support new investments in infrastructure, renewable energy, health care, and advanced manufacturing. Sources such as McKinsey have argued that the intent of these policies is to, “improve economic competitiveness, innovation, and industrial productivity.” Given these trends, it is essential that Delaware County sustain regional collaboration as these future dollars are invested across the larger region in consequential infrastructure and economic development efforts in the EV ecosystem, renewable energy, and chip manufacturing. The core goal is to ensure that benefits to Delaware County can be maximized.

Advanced Manufacturing

The consultant’s experience with warehouse district and advanced manufacturing projects in Chicago and Dallas reinforces the need to differentiate that there are four distinct drivers of industrial demand:

1. Pre-pandemic growth in e-commerce for order fulfillment, beginning in 2010.
2. Pandemic-induced supply chain issues triggered short-term need for warehouse space; demand is expected to slow by the end of 2023 and into 2024.
3. Expectations for post-pandemic growth in domestic advanced manufacturing linked to shorter and more resilient supply chains.
4. Broader demand for construction, utilities, industrial services, and waste management.

For Delaware County, opportunities converge in sectors which can leverage consequential access to an educated workforce, local supplier connectivity, university R&D, and industry concentration. Sectors such as industrial machinery and industrial electronics manufacturing are expected to define economic growth over the next 10-15 years.

Remote Work Trends

Office markets have been particularly impacted as the pandemic led to accelerated and sustained interest in remote work from home (inclusive of hybrid and pure remote). With office building utilization remaining well below pre-COVID thresholds in 2023, expectations point to a post-pandemic hybrid world where workers opt for two or three days a week in the office. While new office buildings with significant amenities seem to be weathering these challenges, the continued mismatch between generally higher real estate values and significantly lower levels of space utilization is creating pressure, with primary focus on older office buildings constructed between 1980 and 1990. Another important consideration about remote work is the reality that a majority of occupations in the U.S. are not suitable for work from home; many of these positions will tend to be in lower to middle wage positions across retail and services. In Delaware County, work from home will create new opportunities as residential neighborhoods support both remote and hybrid work and challenges for existing office buildings.

Retail and Services

Arguably more than other sectors, retail and restaurants have endured consequential, structural changes post-pandemic. Growth in e-commerce and omni-channel retail (an experience that allows customers to seamlessly transition between digital and traditional shopping channels), with 30-50% of all retail transactions now initiated electronically, means that the line between e-commerce and brick and mortar retail has blurred.

While local governments have benefited from increases in sales tax revenue from e-commerce transactions, recent studies by the General Accounting Office (GAO) suggest that congressional action will be needed to resolve uncertainties over out-of-state sales tax payment as individual states have enacted a patchwork of rules following the 2018 Supreme Court decision, *South Dakota v. Wayfair*.

Related economic ripple effects across the food industry continue to unfold, as evidenced by demand for meal delivery services and ghost kitchens, and practical concern over the viability of food delivery business models. For grocery delivery, announcements by Amazon in January 2023 to begin charging fees on Fresh Grocery orders under \$150 also speak to business models which remain in flux.

Innovation Ecosystems

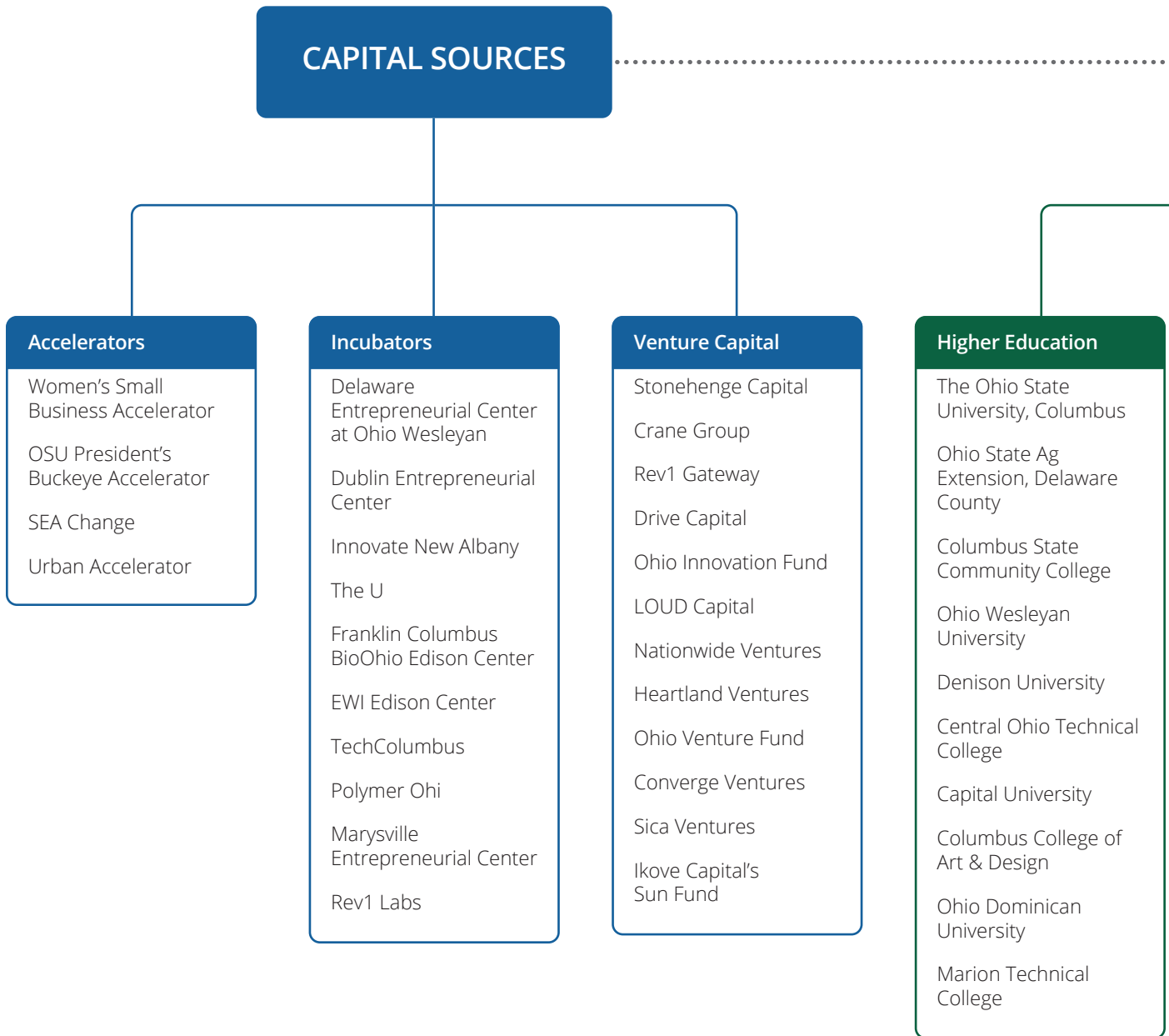
For places such as Delaware County, the concept of innovation ecosystems intentionally leverages pre-existing regional connections across technology, health and life sciences, and financial and insurance services, with the intention of formalizing a “fabric” which more purposefully binds together research institutions, corporations, investors, entrepreneurs, local government, and supporting organizations (incubation and acceleration).

Throughout the Columbus region, the innovation ecosystem framework is enabled significantly by The Ohio State University, a R1 Research University which is No. 12 nationally for research expenditures among all U.S. universities, with more than \$1.3 billion in total R&D expenditures in 2022. Columbus, which has established leadership as a world-class biotech and gene-therapy hub, was named as Ohio’s 3rd “Innovation District” in 2021, allowing funds supporting innovation to be pooled from public and private sources. Following the Innovation District designation, Jobs Ohio, Nationwide Children’s Hospital, and The Ohio State University announced combined investments totaling more than \$1 billion for new research facilities.

Delaware County’s own innovation ecosystem is still emerging, as there are limited support services (both corporate innovation as well as VC funding) and limited networking activity directly in Delaware County. Delaware County can leverage current strengths, such as the Delaware Entrepreneurial Center at Ohio Wesleyan, proximity to Columbus and Ohio State, the Ohio State Ag Extension in Delaware, strong agricultural industry and history, and regional positioning between Licking and Union Counties, to establish itself as a leader in the development of a more formalized innovation ecosystem within the County, particularly for the ag tech sector.



Delaware County Entrepreneurial Resources



SUPPORT ORGANIZATIONS

Networking Groups

1MC Columbus
BlackTech Columbus
WELD (Women for Economic and Leadership Development)
Cultivate Pickerington
Cultivate Grove City
Dublin Connected Networking Group

Maker Spaces

Idea Foundry
Cloudhaus
The Electric Sheep
The Point
The Fort

Coworking Spaces

CoHatch: Delaware, Easton, Westerville, Worthington, Upper Arlington, Bexley, Polaris
THRIVE Coworking
Versa Grandview
ION Coworking
Brick House Blue
The Parker Co-Working
Quirk CoWorking
The Niche Sunbury
Zora's House
Haven Collective
Dublin Entrepreneurial Center

Workforce Development

Jobs Ohio
Delaware County Workforce Center
Franklin County Workforce Center
Tri-Rivers Career Center (Marion)
Fairfield County Workforce Center
Marysville Early College High School
Delaware Area Career Center
Tolles Tech
Third Frontier & Technology
Licking County CTE Centers
Eastland-Fairfield Career & Technical Schools
ColorCoded Labs
GrowNextGen
Greenleaf Job Training Services

03

Stakeholder Engagement & SWOT Analysis



The All-Horse Parade is held annually the Sunday before the Delaware County fair starts and courses through the City of Delaware. It is one of the largest horse-drawn parades in the U.S.

To identify Delaware County's strengths, weaknesses, opportunities, and threats, the project team conducted a Listening Tour, a series of meetings with over 75 individuals and more than 25 agencies, groups, and companies. Discussions focused on high-level impressions, identification of issues, challenges, and pathways for success, as well as recommendations for organizing the structure of economic development in the county. Meetings were not recorded in order to drive open and honest discussions.

The stakeholders involved included:

- Delaware County Commissioners
- Delaware County Finance Authority
- Workforce Development and Higher Education
- State & Regional Economic Development Partners
- City, Village, Township leadership
- Business Organizations
- Private Utility Providers
- State/Regional Planning Partners
- Community Non-Profits
- Housing Organizations

Cross-cutting Themes:



Delaware County is experiencing growing pains as the County aims to balance strong residential growth with intentional economic development.



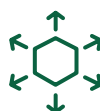
Stakeholders expressed a range of feelings about the pace of growth and community change



Excitement and optimism for local and regional economic opportunities was countered by concern over the impact of growth on quality of life, local infrastructure and housing



Continued metro-area growth has pushed north into more rural areas of Delaware County



These areas may lack commercial infrastructure but still experience the impacts of rapid growth and development pressures (i.e., increased traffic and agricultural land turnover)



Local organizations are interested in partnerships with the County and each other to identify shared solutions for economic development

Strengths

- Educated and skilled resident population
- Location in the Columbus metro area
- High-quality K-12 education system
- Amenity-rich natural and built environments
- Communities within Delaware County maintain an independent sense of place
- Established businesses already connected to supply chains of innovative industries (EV, Semiconductors)
- Economic development is clear County priority
- Presence of Class 1, dual-served rail

Weaknesses

- Mismatch between jobs and resident skills
- 2nd-Tier roads rapidly shifting to higher use, infrastructure not ready at scale
- Need to diversify tax revenues
- High cost and low availability of housing
- Multi-modal transit options are limited
- Rising cost of living
- Limited County ED staff capacity
- Local and regional economic development partners are uncertain how to best position the County for business attraction/retention/ expansion collaboration



The Home Road Bridge over the Scioto River was constructed by the Delaware County Engineer's Office in 2002.

Opportunities

- Prime real estate available for development, especially sites >200 acres
- Strong positioning for advanced manufacturing and innovative industry growth post-pandemic OSU Ag Extension and the County's agriculture economy offers an opportunity to pursue ag-tech innovation
- Improved positioning for federal grants
- Regional initiatives to identify transit solutions accommodating continued Columbus metro population growth
- Availability of new federal infrastructure funds
- Post-pandemic, there has been increased interest in mixed-use development opportunities
- Use of new/revitalized economic development organization within the County (example: CICs) to expand reach of County-led ED, and help align strategies across workforce, infrastructure, housing

Threats

- "Shovel-readiness" of sites remains a barrier, despite a supply of available land
- Lack of community consensus on how to best manage current and future growth
- Loss of productive farmland
- Lack of a diverse stock of housing products and lack of access to housing towards job centers
- Annexation may expand utility infrastructure, but can also leave residents with multiple layers of tax levies amidst shared service delivery
- Risk of referendum/recall for zoning adjustments



04

Target Industries



The current Delaware County Courthouse in downtown Delaware opened in 2017.

Industry cluster economic development strategies are useful in growing local economies by expanding and strengthening a region's existing and emerging clusters. The recommended target industry clusters for Delaware County are the results of an extensive industry cluster analysis and qualitative findings related to Delaware County's competitive position. Employment in these targeted clusters represents more than 75% of total employment throughout Delaware County.

These key industries have been organized to align with the County's goals and strategic actions for retention, expansion, and attraction targets. Within the attraction targets, targeted industries have been identified as primary and secondary. As organizational and staff capacity may be limited, this allows the County to pursue attraction targets more efficiently. Conversations held during the stakeholder engagement process made it clear that the County's local and regional partners in economic development are willing and eager to work together to attract companies identified within key industry sectors.

Retention & Expansion Priorities

Financial Services 7,536

This cluster is anchored by the presence of the Chase Bank office campus at Polaris. Unfolding innovation within the "fintech" space is expected to force changes in this cluster. Employees in this cluster are more likely to pursue remote work.

Manufacturing 4,787

Each of Delaware County's manufacturing sectors are individually interesting, as several have location quotients greater than 1.0, particularly mineral products and chemicals. For automotive manufacturing, proximity to Honda's location in Union County creates logical supplier opportunities, and transition to electric vehicles will dictate changes to suppliers. Retention conversations can focus on local supplier strategies and end market alignment.

Retail 10,664

The retail sector currently includes more than 11% of County employment and is anchored by Polaris Fashion Place, Ikea, and Tanger Outlet Mall. To confirm local positioning for retailer retention, engage specifically with larger-format specialty retailers (i.e., Sephora, Nike). New retailer attraction strategies based on key tenant retention could bring new brands, such as Whole Foods or Crate & Barrel, to the County.

Attraction Priority Clusters

Advanced Manufacturing, including IT and Related Manufacturing 3,783

Evaluate the alignment of several manufacturing sub-clusters (industrial electronics, household electronics, and information technology) with Intel connections and workforce applicability to support attraction. With IT and Related Manufacturing, the focus could center on leveraging strength in IT and connectivity with Intel to attract new firms in related sectors, inclusive of manufacturing.

Ag Tech 1,838

Aside from animal health, this cluster is under-weighted, but strong job growth in beverage manufacturing and food warehousing indicate the cluster's growth potential. Consider a Delaware County ag tech strategy which aligns with regional efforts to blend more explicit R&D components with existing strengths in related industries. Strategies to attract new firms can be linked with improved visibility of basic and applied research in agricultural areas, along with corporate interest in ag tech-related end markets.

Life Sciences and Research & Development 197

Currently underdeveloped but consider the evaluation of opportunities linked to the development of new facilities (such as wet/dry lab space - for which there is a national shortage) to support attraction.

Education & Healthcare 16,803

While health care and primary education have grown strongly since 2015, industry concentration within higher education and health care are below U.S. average.

Tourism and Attractions 4,355

Leverage strength in restaurants and recreation & tourism, and leverage strategies to extend visitor stays, benefitting hotel room night demand, additional stops, and local spending.

 Delaware County Jobs in Cluster, 2022

Secondary Attraction Clusters

Due to constrained staff capacity and resources for business attraction, the county should consider a condensed list of target industry clusters. In addition to the primary attraction and retention clusters, lower-priority attraction clusters are noted below. These secondary clusters represent 17% of County jobs, and efforts to attract new companies in these clusters should be considered complementary to strategies attracting and retaining companies in other key industries.

Professional Services 2,448

Expected to grow, though employees in this cluster remain more interested in remote/hybrid work arrangements

Construction 3,563

Supportive policy to encourage more energy-efficient housing can encourage growth in the local contractor workforce and construction materials supply chains & strategies. Recruiting, training, and retaining the construction workforce will further support efforts to increase housing availability throughout the County.

Headquarters Locations 10,109

Already highly concentrated in Delaware County. Corporate motivation for off-shoring/outourcing is expected to lead to smaller corporate HQ locations (footprints and employee headcounts).

Target Industries

Cluster	Strategy
Financial Services	Retention
Manufacturing	Retention

Automotive	Retention Expansion
Retail	Retention Expansion

Primary Priority Clusters

Advanced Manufacturing	Attraction
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IT and Related Manufacturing

Ag Tech	Attraction
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Life Sciences, R&D	Attraction
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Education & Healthcare	Attraction
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Tourism and Attractions	Attraction
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Secondary Attraction, Retention, Expansion Targets

Professional Services	2nd Priority Attraction
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Construction	2nd Priority Attraction
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HQ	2nd Priority Attraction
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	Sector	2015	2022	CAGR 2015-2022	Total Change, 2015 - 2022	LQ.2022
	Services - Financial Services	1,703	2,363	4.80%	660	1.24
	Services - Insurance	3,958	3,992	0.10%	34	2.26
	Services - Investment	621	1,181	9.60%	560	2.32
	Manufacturing - Wood Products	321	481	5.90%	159	1.36
	Manufacturing - Industrial Machinery	863	1,169	4.40%	307	1.35
	Manufacturing - Metallic Products	1,130	992	-1.80%	-138	1.27
	Manufacturing - Paper & Paper Products	436	531	2.90%	95	1.48
	Manufacturing - Mineral Products	409	448	1.30%	39	4.27
	Manufacturing - Chemical	594	617	0.50%	23	2.47
	Manufacturing - Automotive	746	549	-4.30%	-197	0.89
	Retail - Restaurants, Bars, & Bakeries	9,544	10,664	1.60%	1,120	1.45
	Manufacturing - Industrial Electronics	595	331	-8.10%	-264	0.7
	Manufacturing - Pharmaceuticals & Medical Devices	3	8	17.40%	5	0.02
	Manufacturing - Household Electronics	0	423	536.40%	423	7.76
	Services - Information Technology	3,177	3,020	-0.70%	-157	1.32
	Manufacturing - Semiconductors	0	0	0.00%	0	0
	Manufacturing - Information Technology	122	1	-52.50%	-121	0.01
	Manufacturing - Food	489	385	-3.40%	-104	0.42
	Manufacturing - Beverages	8	90	40.50%	82	0.43
	Agriculture, Forestry, and Fishing	408	422	0.50%	13	0.47
	Services - Warehousing & Wholesale - Food	65	241	20.70%	176	0.34
	Services - Animal Health	487	700	5.30%	213	1.83
	Research & Development	82	197	13.3%	115	0.36
	Education - K-12	5,739	6,665	2.20%	926	1.18
	Education - Post-Secondary & Vocational	1,862	1,769	-0.70%	-93	0.49
	Services - Healthcare	5,465	8,369	6.30%	2,904	0.68
	Services - Accommodations	636	726	1.90%	90	0.78
	Retail - Restaurants, Bars, & Bakeries	9,544	10,664	1.60%	1,120	1.45
	Services - Recreation & Tourism	3,155	3,629	2.00%	474	2.11
	Services - Advertising, Public Relations, & Research	704	523	-4.20%	-182	1.48
	Services - Professional & Technical Services	1,539	1,925	3.20%	385	0.64
	Construction Contractors	3,172	3,563	1.70%	391	0.74
	Regional Headquarters	10,588	10,109	-0.70%	-480	5.52



05

Priority Areas and Real Estate

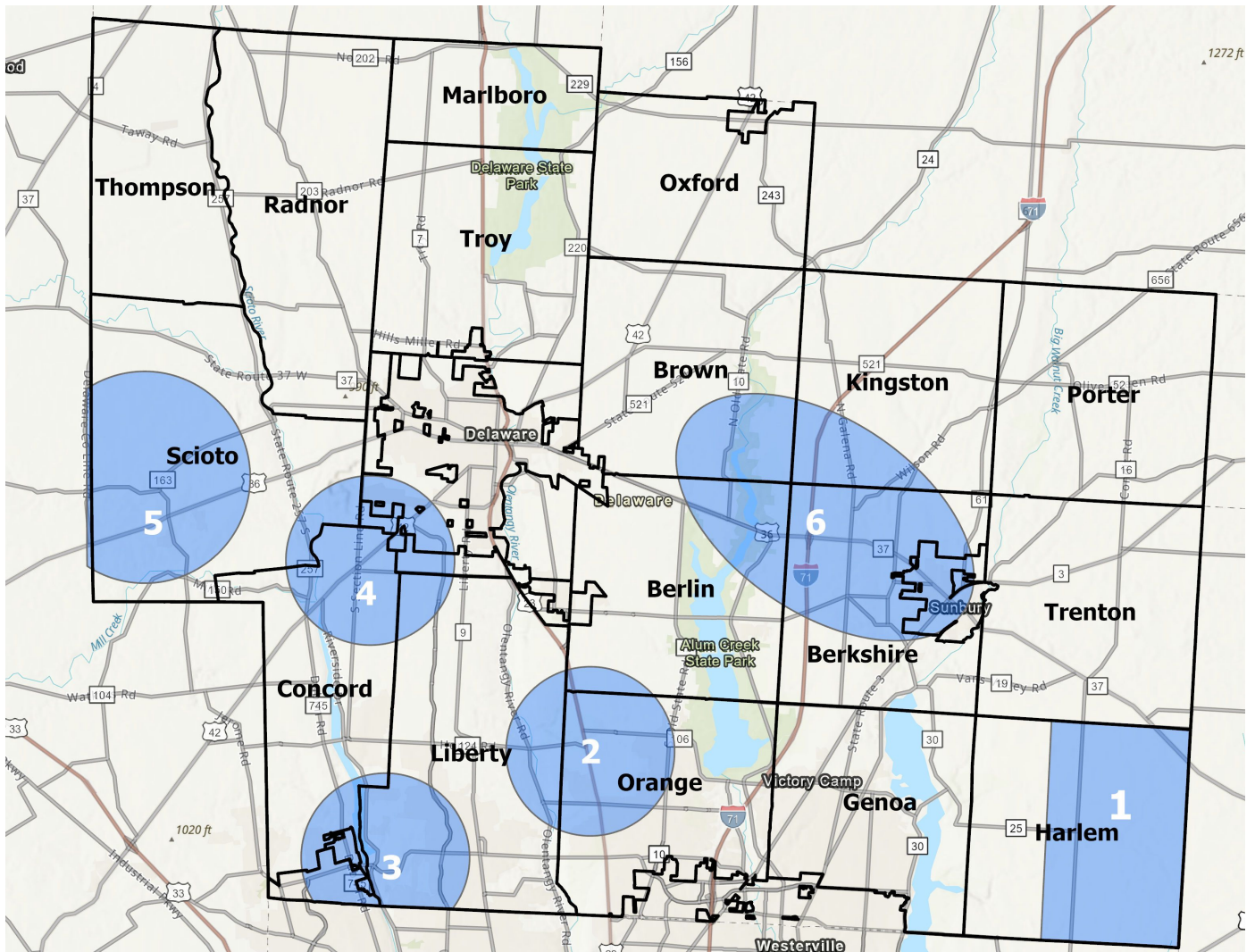
At the upper left, the Alum Creek Water Reclamation Facility, which is integrated into an Orange Township neighborhood.

A managed growth strategy will improve mixed-use offerings in Delaware County, minimize land consumption linked to the development of single-family homes, and will create demand for broader commercial real estate offerings across industrial, retail, and office submarkets.

The project team conducted an assessment of developable land which yielded the identification of several opportunity sites for future development. The County's future industry mix is likely to be affected by the availability of, and access to, existing and planned utilities, notably water availability and sewer and power infrastructure throughout the County. While growth is likely to occur throughout the County, the areas described in this section have been identified as 'growth corridors,' where Delaware County may need to establish a more defined leadership role in order to manage the impact of projected growth, and to drive conversations around the prioritization of infrastructure and utility investments and maintenance, and land use, zoning, and planning policies.

Delaware Municipal Airport, which serves Delaware County and is owned and operated by the City of Delaware, is served by a 5,800-foot runway and supports about 40,000 operations per year, according to city sources. From an economic development standpoint, the airport anchors a larger industrial district which hosts aviation-related businesses as well as general industrial activity across auto parts (JEGS Automotive), access solutions (Sky Climber), and specialty firms (Charter Next Generation). Planned industrial districts located close to airports, with uses ranging from aerospace and aviation to transportation and advanced manufacturing, benefit from a lack of residential encroachment, as airport noise and air space regulations typically have the effect of limiting nearby residential development. In addition, Delaware County is served by two Class-1 rail lines, which should be leveraged where feasible to move freight, though these rail lines are not specifically called out with the areas highlighted on the following pages.

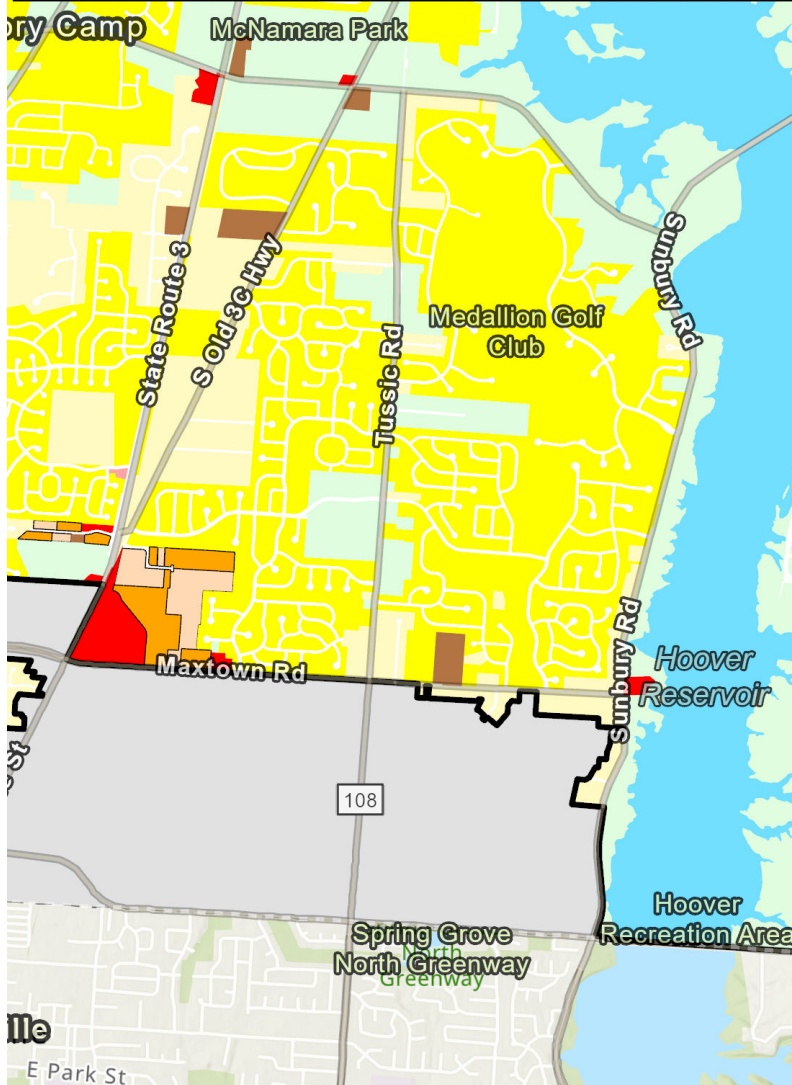
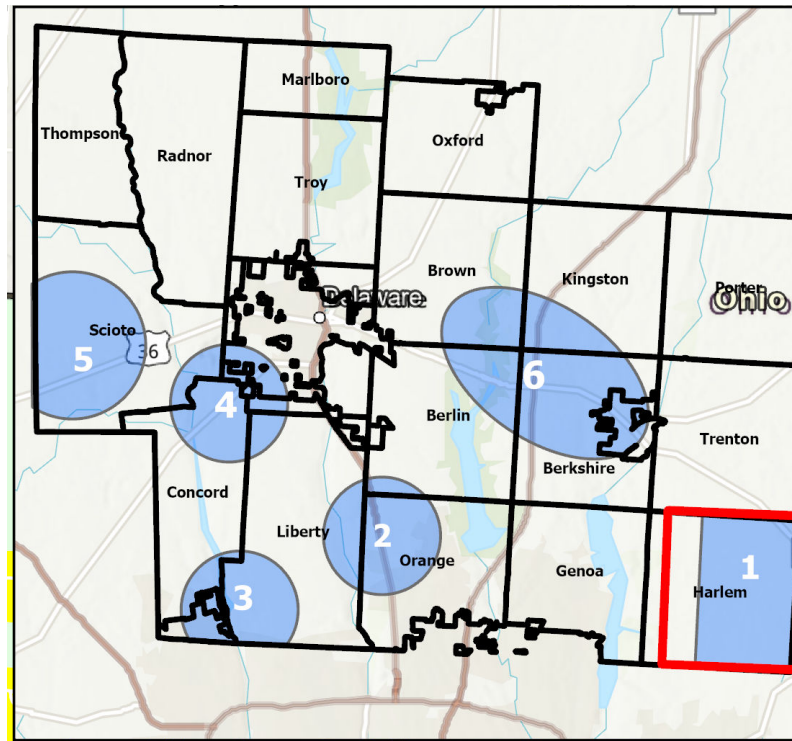
Growth Corridors



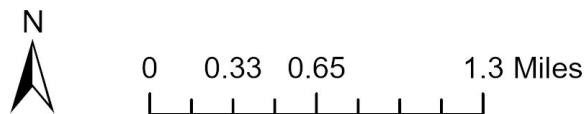
Opportunity Site #1

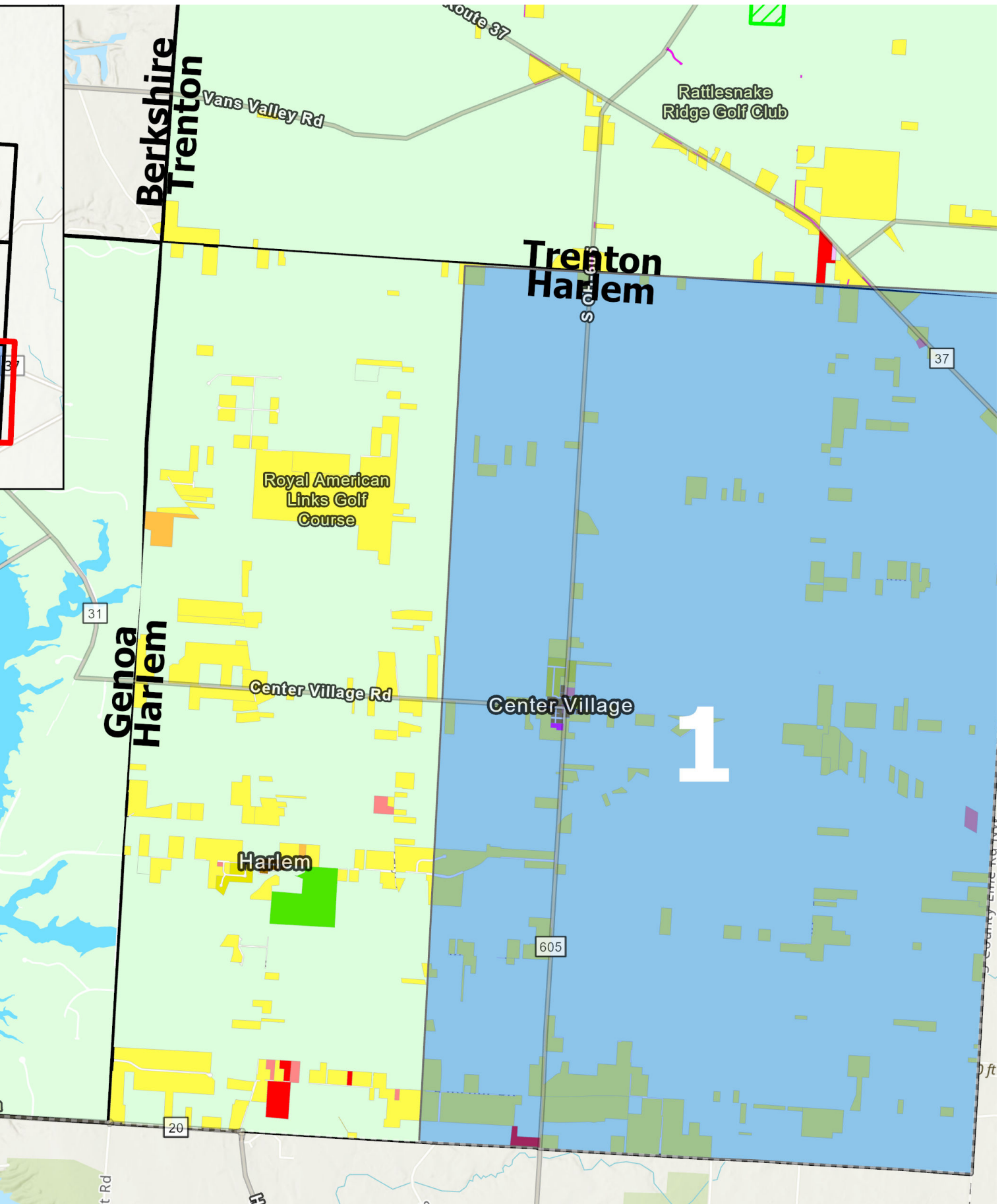
Harlem Township

- Local supply chain opportunities with Intel due to proximity to Licking County/Intel site
- Harlem Township is likely to be greatly impacted by potential growth nearby in the form of sewer lines and increased traffic along primary arterials Route 37, Center Village Road, and County road 605
- Land is primarily zoned for residential use, though Township officials released an updated strategy document and passed an industrial zoning overlay for part of the Township in 2023



- Agricultural Residential District (AR-1)
- Farm Residential District (FR-1)
- Low Density Residential District (R-2)
- Harlem and Center Village Residential District (HCVR-1)
- Planned Residential District (PRD)
- Planned Unit Development (PUD)
- Planned Residential Conservation District (PRCD) *
- Neighborhood Office District (C-1)
- Neighborhood Commercial District (C-2)
- Harlem and Center Village Commercial District (HCVC)
- Planned Commercial and Office District (PCD)
- Industrial District (I)
- Planned Industrial District (PID)
- * The PRCD is an overlay for lands zoned AR-1 and FR-1, reviewed in accordance with Article XIII of the Zoning Resolutor





Opportunity Site #2

Liberty/Orange

- Sites within this corridor would be appropriate for data centers, or for advanced manufacturing and R&D facilities (leveraging existing industrial zoning and/or facilities)
- Growth corridor #2 includes portions of Liberty, Orange and Berlin Townships located close to Route 23, in the south-central portion of the County
- 73% of the land use in the area is residential, though there is some industrial zoning already in place
- Significant traffic challenges exist along the US-23 corridor, and a viable solution to alleviate the challenge has yet to be identified, though addressing the corridor's challenges are a priority for state, regional and local leadership

Berlin Township

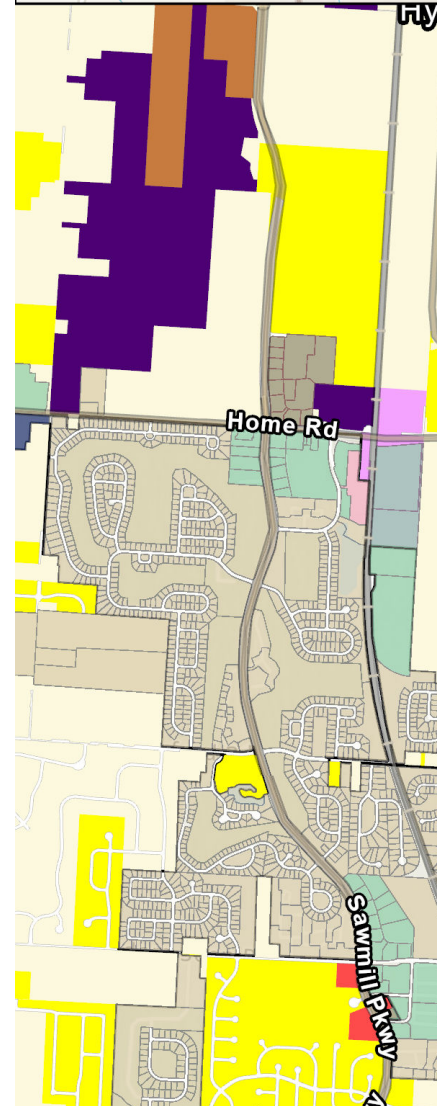
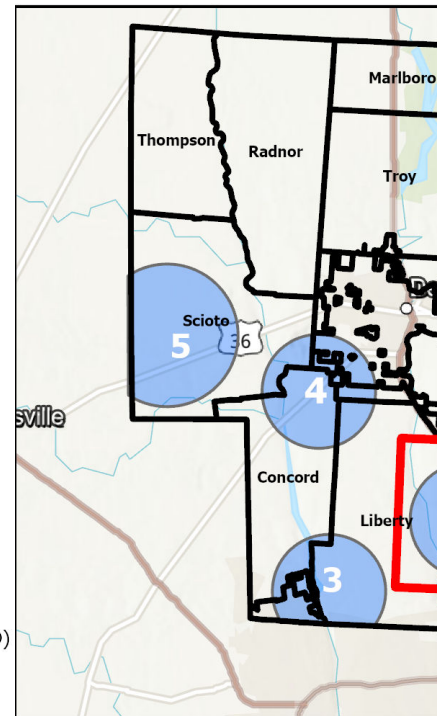
- Farm Residential District (FR-1)
- Low Density Residential District (R-2)
- R-2 with PRD Overlay (R-2/PRD)
- Multi-Type Residential District (R-3)
- R-3 with PRD Overlay (R-3/PRD)
- Multi-Type Residential District (R-4)
- R-4 with PRD Overlay (R-4/PRD)
- Planned Residential District (PRD)
- Neighborhood Commercial District (NCD)
- Transitional Planned Unit Development (TPUD)
- Planned Age-Restricted Residential District (PARRD)
- Planned Office District (POD)
- Planned Commercial and Office District (PCD)
- Old Cheshire Planned Unit Development District (OCPUD)
- OCPUD Overlay Applied
- Industrial District (ID)
- Planned Industrial District (PID)
- Agricultural Conservation District (A-1)
- Floodplain Regulatory District (FPRD)
- US Land

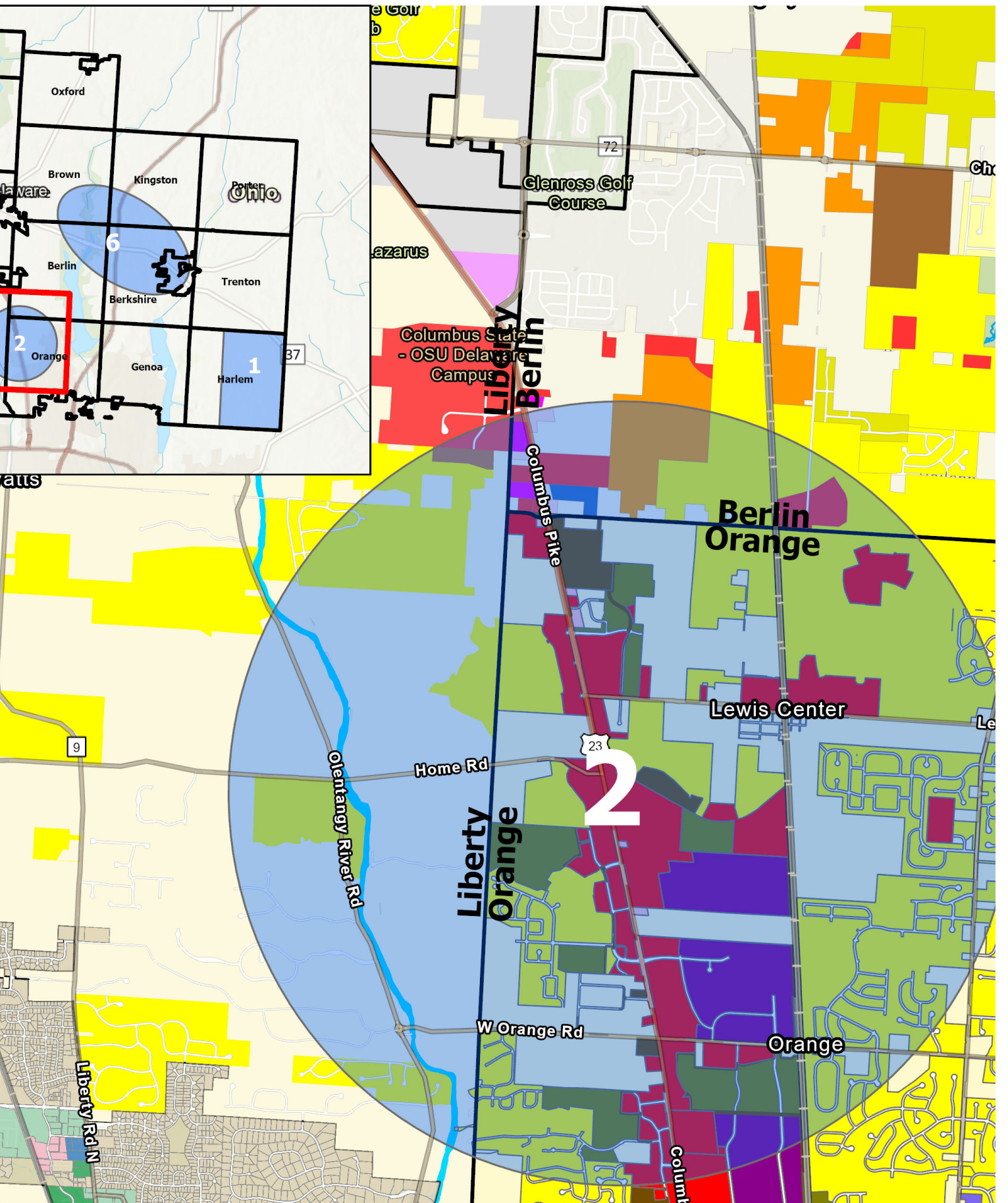
Liberty Township

- Farm Residence District (FR-1)
- Neighborhood Apartment District (R-3)
- Planned Residence District (PR)
- POD23
- Planned Overlay District (POD 18 D)
- Planned Overlay District applied
- Planned Multi-Family Residence District (PMFR)
- Planned Residence Conservation District (PRC)
- Neighborhood Retail District (C-2)
- Planned Elderly or Retirement
- Residential Community (PERRC)
- Planned Commercial District (PC)
- Industrial District (I)
- Planned Industrial District (PI)
- City of Delaware
- City of Powell
- River
- Road

Orange Township

- Alum Creek State Park
- City of Columbus
- City of Westerville
- Farm Residence District
- Highbanks Park
- Multi-Family Planned Residence District
- Neighborhood Commercial District
- Planned Commercial and Office District
- Planned Elderly Residential District
- Planned Industrial District
- RCOD Applied
- River
- Road
- Route 23 Overlay
- Single-Family Planned Residence District





Opportunity Site #3

Zoo Area

- The site's location near and around the Columbus Zoo & Zoombezi Bay, Muirfield Village Golf Club and recreation and open space along the O'Shaughnessy Reservoir lends itself to an enhanced tourism sector strategy for this corridor

Concord Township

- City of Delaware
- City of Dublin
- Community Business
- Farm Residential
- General Business
- General Industrial
- Industrial
- Multi-Family Residential
- Neighborhood Business
- Outside Storage/Warehouse
- Planned Commercial/Office
- Planned Residential District
- Residential
- River
- Road
- Village of Shawnee Hills

Liberty Township

- Farm Residence District (FR-1)
- Neighborhood Apartment District (R-3)
- Planned Residence District (PR)
- POD23
- Planned Overlay District (POD 18 D)
- Planned Overlay District applied
- Planned Multi-Family Residence District (PMFR)
- Planned Residence Conservation District (PRC)
- Neighborhood Retail District (C-2)
- Planned Elderly or Retirement
- Residential Community (PERRC)
- Planned Commercial District (PC)
- Industrial District (I)
- Planned Industrial District (PI)
- City of Delaware
- City of Powell
- River
- Road

City of Dublin

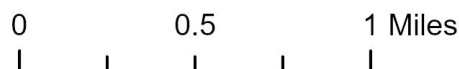
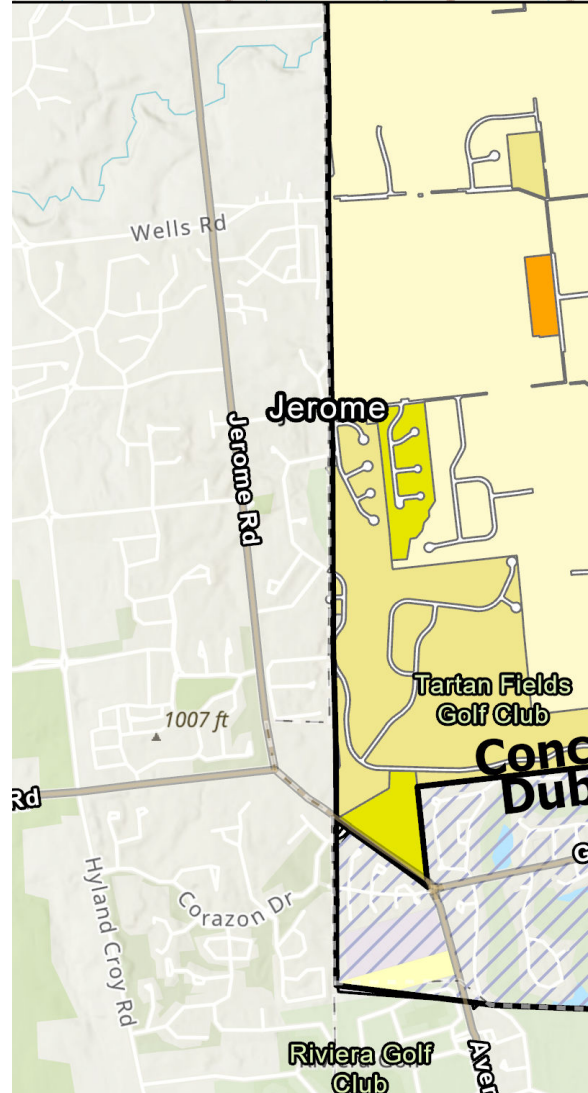
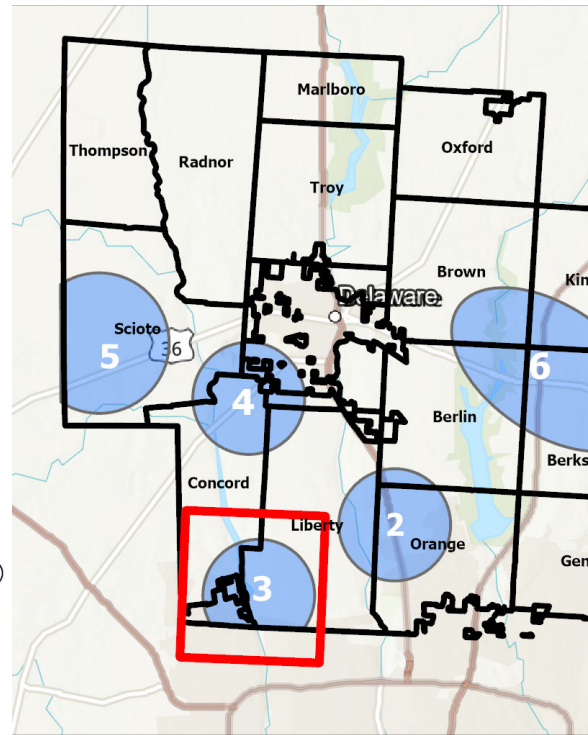
- EU: Exceptional Uses District (WTWP)
- PLR: Planned Low Density Residential District
- PUD: Planned Unit Development District
- R-1: Restricted Suburban Residential District
- R-2: Limited Suburban Residential District
- R: Rural District

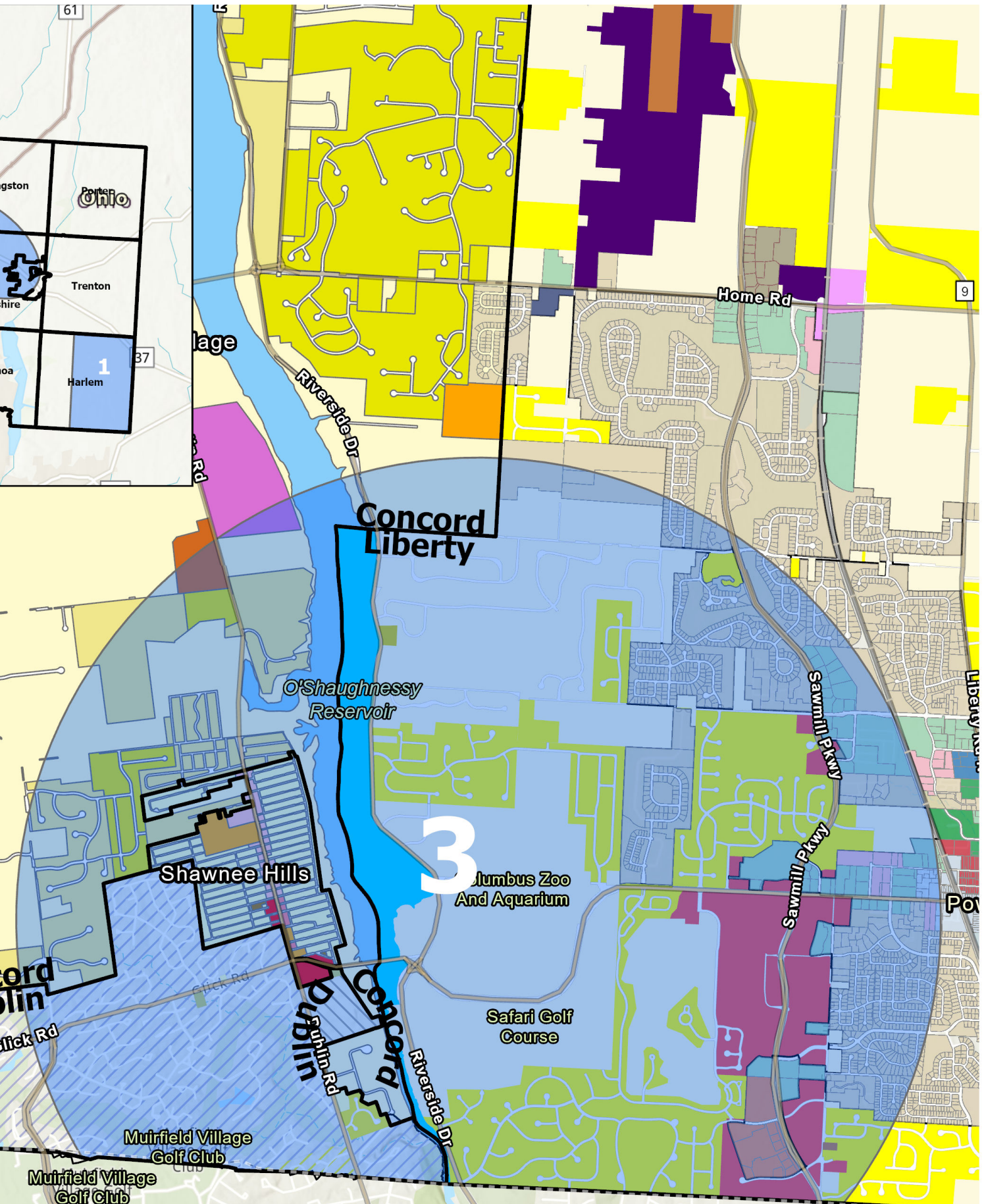
Village of Shawnee Hills

- Community Commercial (CC)
- General Commercial (GC)
- Limited Use
- Neighborhood Commercial (NC)
- Road
- Select Commercial Planned District (SCPD)
- Single Family District (R-2)

City of Powell

- Downtown Business District
- Downtown Residence District
- Liberty Township Farm Residence District
- Liberty Township Planned Commercial District
- Planned Commercial District
- Planned Industrial District
- Planned Office District
- Planned Residence District
- Residence District

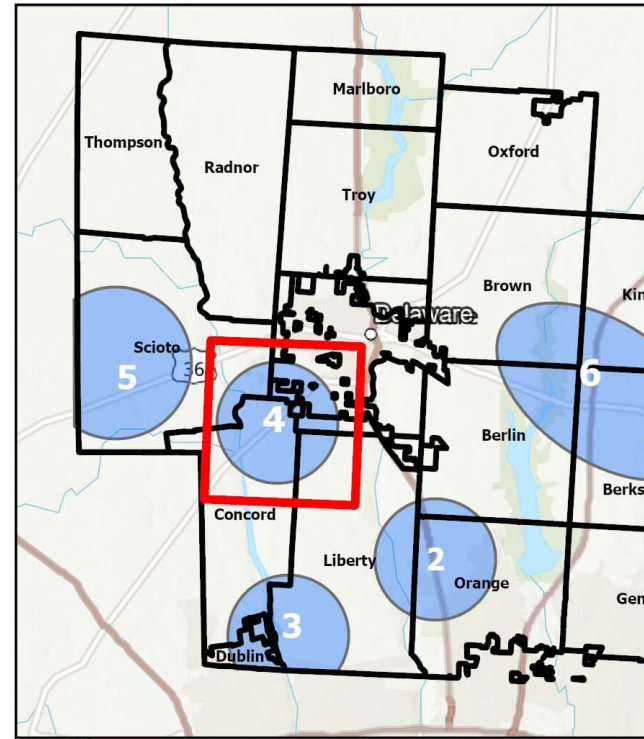




Opportunity Site #4

Concord/Liberty Townships and City of Delaware

- Prime area for the growth of opportunities requiring industrial zoning (advanced manufacturing, ag tech, R&D) due to presence of Delaware Municipal Airport and an existing industrial park
- Route 42 is an existing truck transportation route for the movement of goods tied to automotive manufacturing
- Airport-related regulations regarding airport operating hours, noise levels, and light requirements typically limits residential encroachment around airports, which complements additional pursuits of industrial uses for this area



Concord Township

- City of Delaware
- City of Dublin
- Community Business
- Farm Residential
- General Business
- General Industrial
- Industrial
- Multi-Family Residential
- Neighborhood Business
- Outside Storage/Warehouse
- Planned Commercial/Office
- Planned Residential District
- Residential
- River
- Road
- Village of Shawnee Hills

Liberty Township

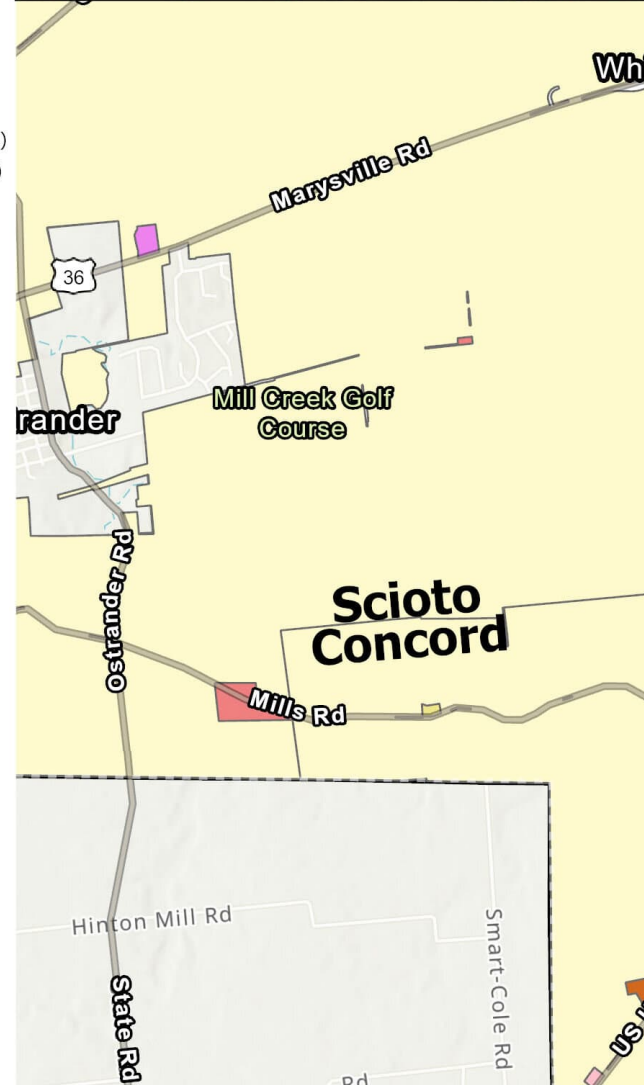
- Farm Residence District (FR-1)
- Neighborhood Apartment District (R-3)
- Planned Residence District (PR)
- POD23
- Planned Overlay District (POD 18 D)
- Planned Overlay District applied
- Planned Multi-Family Residence District (PMFR)
- Planned Residence Conservation District (PRC)
- Neighborhood Retail District (C-2)
- Planned Elderly or Retirement
- Residential Community (PERRC)
- Planned Commercial District (PC)
- Industrial District (I)
- Planned Industrial District (PI)
- City of Delaware
- City of Powell
- River
- Road

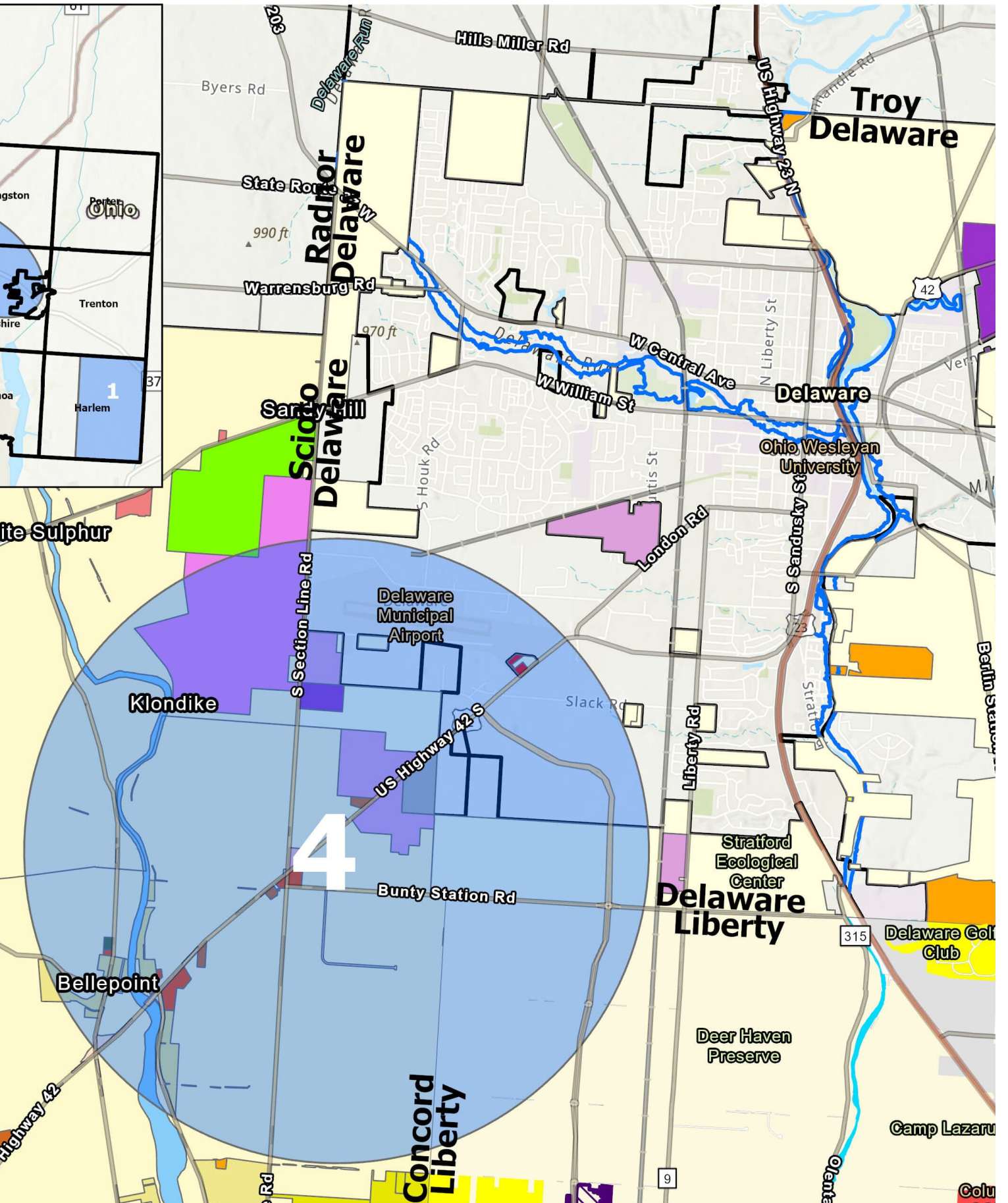
Delaware Township

- City of Delaware
- Farm Residential District
- Floodplain Regulatory District
- Industrial District
- Low Density Residential District
- Neighborhood Commercial and Office District
- Planned Commercial and Office District
- Planned Industrial District
- Planned Residential District

Scioto Township

- Farm Residential District
- Industrial District
- Neighborhood Commercial District
- Planned Commercial and Office District
- Planned Industrial District
- Quarry District
- River
- Road
- Village of Ostrander

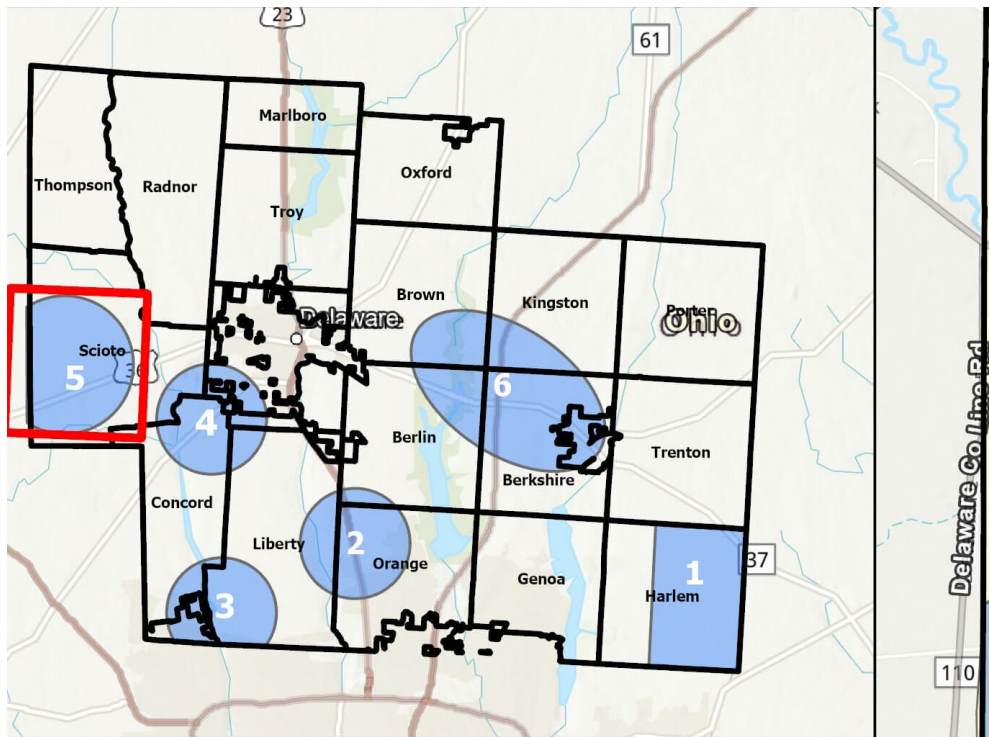




Opportunity Site #5

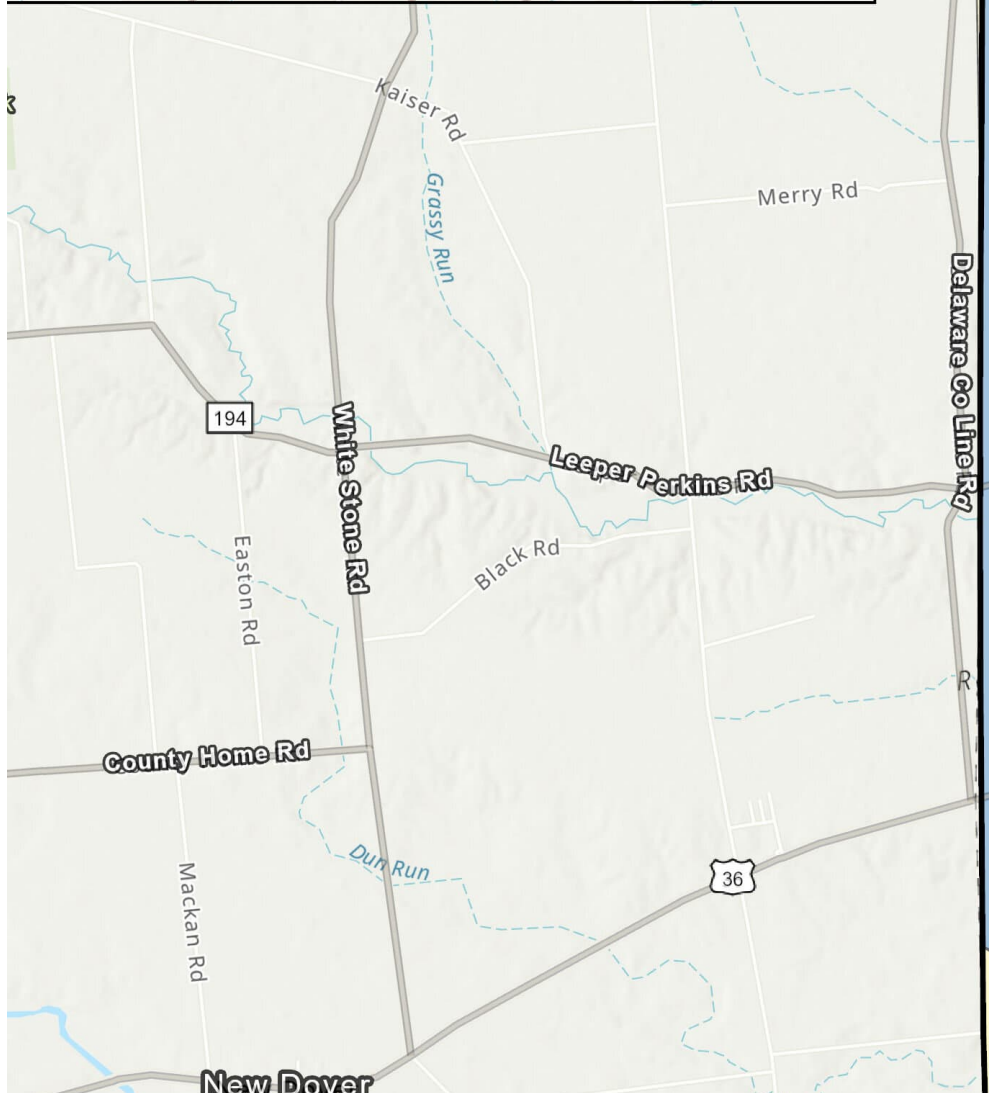
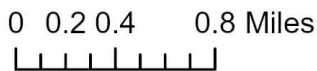
Scioto and Ostrander

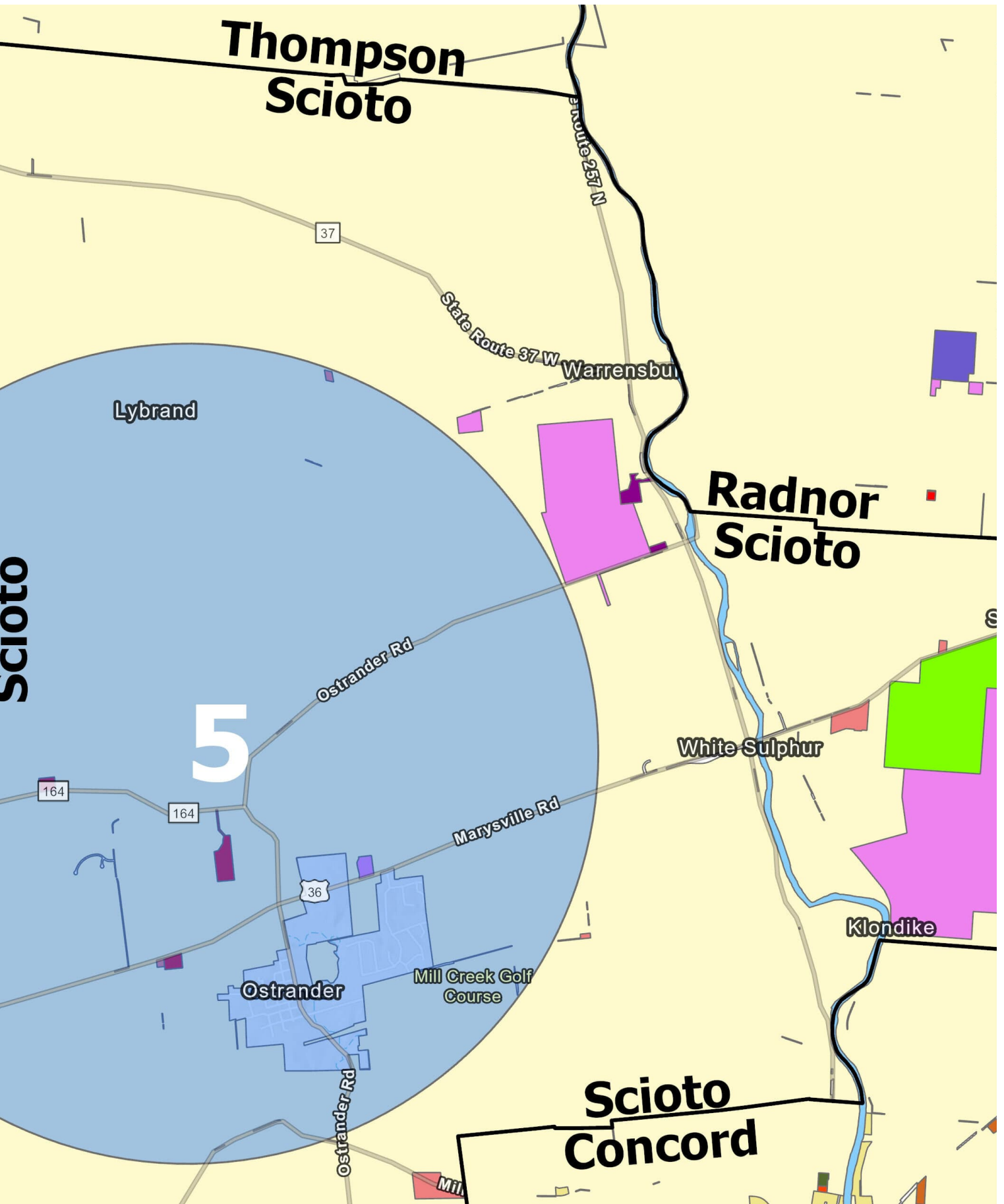
- Local officials have expressed interest in additional growth and development opportunities, though they are currently undefined and not yet explored
- This growth corridor should be considered on a longer time frame (> 5 years) than than the others identified in this study
- The area will need significant infrastructure investment - especially in utilities such as gas - for optimal site readiness
- Proximity to Union County and the Honda plant makes the location ideal to consider local supplier for automotive manufacturing/EV sector - which would also further complement and benefit from the expansion of industrial uses noted for Corridor #4



Scioto Township

- Farm Residential District
- Industrial District
- Neighborhood Commercial District
- Planned Commercial and Office District
- Planned Industrial District
- Quarry District
- River
- Road
- Village of Ostrander

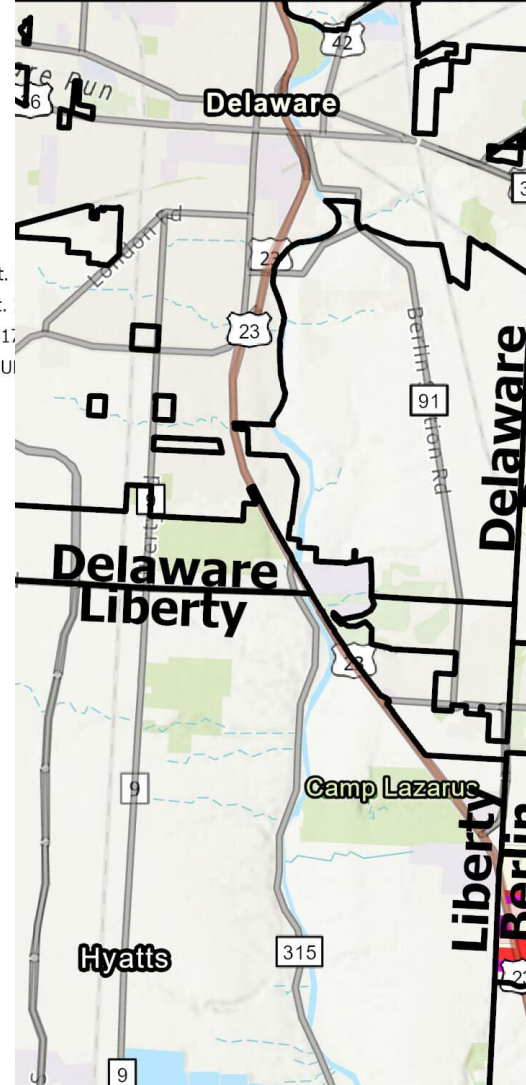
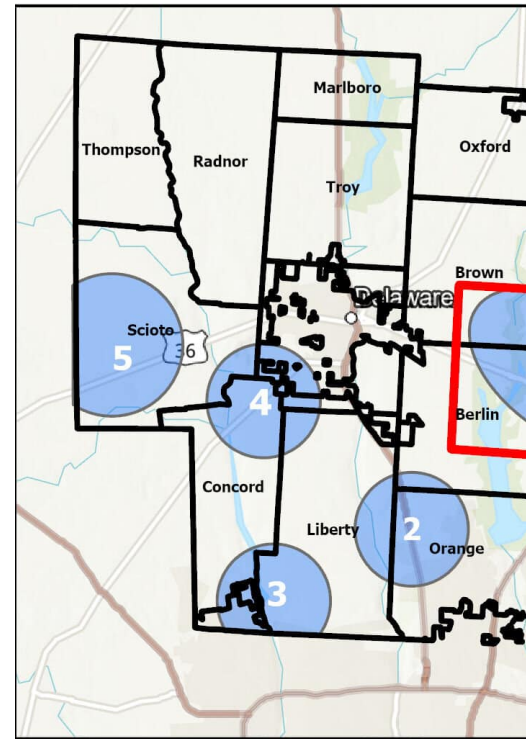




Opportunity Site #6

Route 36/37 Corridor

- Situated in the center of Delaware County, this corridor includes land from Berlin to Sunbury along Route 36-37 and intersects with I-71
- Berlin Business Park is already envisioned for this area, and calls for mixed-use development appropriate for the attraction of health, professional, and financial services uses
- Land availability with willing sellers, rail access and existing access to roads and other infrastructure (water, sewer, gas, power utilities) indicate this area may be suitable for advanced industries - including R&D in ag tech and life sciences, as well as manufacturing
- Route 36/37 is a primary east-west artery in the County, and is likely to be stressed by traffic from both Intel and Honda developments. Consideration should be given to how planned land uses and developments affect traffic flow and to avoid the long-standing challenges that have affected other roadways in the area, most notably US-23



Kingston Township

DSC_ZONE

- Farm Residential District
- Medium Density Residential District
- Neighborhood Commercial District
- Planned Residential District
- Road

Berlin Township Zoning

- Farm Residential District (FR-1)
- Low Density Residential District (R-2)
- R-2 with PRD Overlay (R-2/PRD)
- Multi-Type Residential District (R-3)
- R-3 with PRD Overlay (R-3/PRD)
- Multi-Type Residential District (R-4)
- R-4 with PRD Overlay (R-4/PRD)
- Planned Residential District (PRD)
- Neighborhood Commercial District (NCD)
- Transitional Planned Unit Development (TPUD)
- Planned Office District (POD)
- Planned Commercial and Office District (PCD)
- Old Cheshire Planned Unit Development District (OCPUD)
- OCPUD Overlay Applied
- Industrial District (ID)
- Planned Industrial District (PID)
- Agricultural Conservation District (A-1)
- Floodplain Regulatory District (FPRD)
- US Land
- Article 15 Berlin Commercial Overlay (BCO)
- Article 15 Berlin Commercial Overlay (BCO) Applied
- Article 19 Berlin Industrial Overlay (BIO)
- Article 19 Berlin Industrial Overlay (BIO) Applied

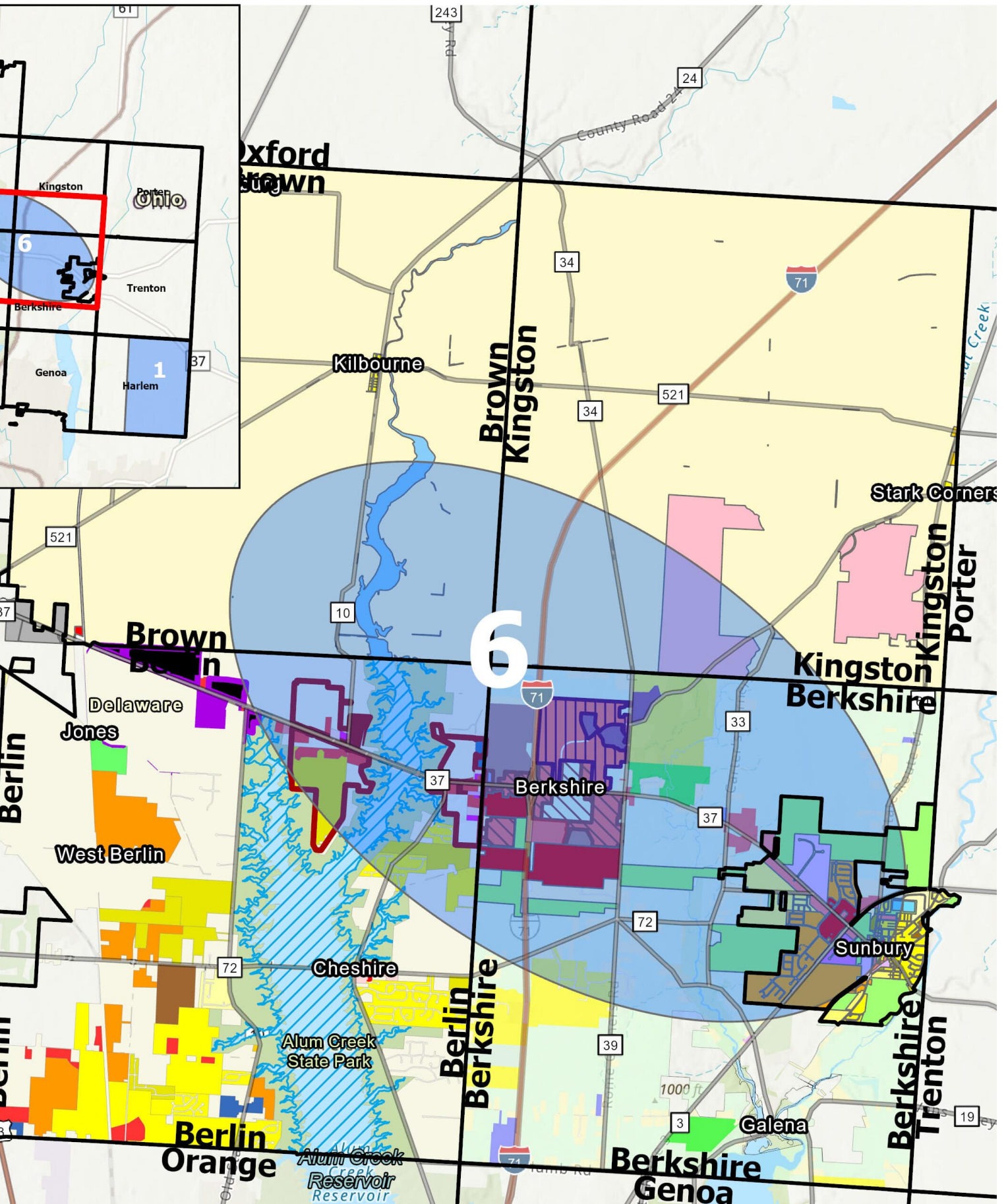
Berkshire Township

- Agricultural District (A-1)
- Farm Residential District (FR-1)
- Planned Residential District (PRD)
- Planned Elderly Retirement Residential Community District (PERRC)
- Planned Recreational District (PRCD)
- Planned Institutional District (PIND)
- Planned Commercial & Office District (PCD)
- Planned Industrial District (PID)
- Planned Mixed Use District Overlay (PMUD Art.)
- Planned Mixed Use District Applied (PMUD Art.)
- 36/37 Planned Mixed Use District (PMUD Art. 1)
- 36/37 Planned Mixed Use District Applied (PMUI)
- Village of Sunbury
- Village of Galena
- Road
- River

Village of Sunbury

DISTRICT

- A-1, Agriculture Residential District
- C-1, Neighborhood Office District
- C-2, Commercial District
- C-3, Central Business District
- I, Industrial District
- Not Zoned
- PCD, Planned Commercial District
- PID, Planned Industrial District
- PRD, Planned Residential District
- R-1, Low Density Residential District
- R-2, Low Density Residential District
- R-3, Low Density Residential District
- R-4, Multi-Family Residential District
- R-5, Two-Family Residential District
- River
- Road Right of Way



06

Economic Development Goals & Strategies

Hogback Ridge Park is part of the Preservation Parks of Delaware County, an 11-park system supported by Delaware County taxpayers.

Organizational Capacity

Strengthen organizational capacity to enhance Delaware County's economic development efforts and regional collaboration.

Opportunities

Relative to surrounding communities, Delaware County's economic development efforts are understaffed. Turnover has resulted in limited staff capacity and a lack of direction for County-wide economic development priorities.

Neighboring counties have leveraged organizational structures such as Community Improvement Corporations to lead county-wide economic development, unlocking access to both public and private funding avenues, enabling economic development-specific branding, and establishing programs and services aligned with county priorities.

Goals

1 Grow economic development capacity within Delaware County by adding staff

- Staffing to include four to six (4-6) full-time positions, which could include:
 - Economic Development Administrator (retention & expansion focus)
 - Economic Development Coordinator (more junior-level staff with the ability to conduct research/analysis & reach out to prospects/investors directly)
 - Innovation & Entrepreneurship Manager (focused on innovation sectors and building entrepreneurship communities; understanding of agribusiness, EV, or semiconductor industries a bonus)
 - Workforce Development Administrator/Coordinator (focused on existing business and alignment with Delaware County JFS workforce initiatives)

- Explore the re-activation of the County's Community Improvement Corporation (CIC) as the lead organization for county-wide economic development. Align organizational structure and funding with CIC operations and partner organizations (i.e. DCFA, Delaware County Jobs & Family Services, City of Delaware, all County Chambers of Commerce, Destination Delaware, etc.)

2 Prioritize Delaware County marketing and branding

- Invest in a County-wide marketing & branding study within the next 12 months
- Create an economic development brand for Delaware County, and roll out updated branding across economic development operations (website, program materials, attraction/expansion/retention collateral, core economic development programs)

3 Establish a County-wide incentive policy, to prioritize the use of public funds, programs, and resources in alignment with the County's economic development mission & vision

- Incorporate incentive policies into processes and procedures to align business attraction, retention and expansion programs with the need for more housing to support a growing talent pipeline

Timeframes

● Short
Years 1 – 2

●● Medium
Years 2 – 3

●●● Long
Years 3 - 5+

STRATEGY B

Diverse & Resilient Economy

Develop a focused approach to economic development and establish Delaware County's leadership in innovation and entrepreneurship, particularly for ag innovation and other advanced industries.

Opportunities

Delaware County's strengths in specific segments of the manufacturing and technology clusters (i.e. automotive, chemical and household electronics manufacturing) indicate it is well-positioned to further attract advanced industries in alignment with regional attraction targets (i.e. semiconductors, EV components, ag-tech), leveraging the opportunities for local supply chain growth for those sectors.

Workforce alignment for the growth of advanced industries can help to alleviate disconnect between resident labor force and the County's jobs base, which includes a significant amount of retail and restaurant employment. Delaware County is also part of a 44-County Workforce Development Board (WDB), which may hinder the County's ability to source additional workforce-directed funding.

Goals

1 Prioritize economic development growth in targeted industries with attraction, retention, and expansion programs

- Establish a targeted Business Attraction program, aligning business recruitment with the County's core and priority industries: Advanced Manufacturing & Technology, Ag-tech, Life Sciences, Education, Healthcare, and Tourism. Program elements could include:
 - Formalized outbound business recruitment activity, both as an independent County as well as with economic development partners (One Columbus, County municipalities)
 - Leverage updated branding to improve the County's site selection website and connectivity with regional site selection platforms

- Develop and Implement a business retention and expansion (BRE) program. Core industries to be prioritized for retention include: Financial Services, Manufacturing (including Automotive), and Retail. Program elements could include:
 - Conduct annual BRE survey and summary report
 - Formalized business visitation program with monthly and quarterly targets, across Delaware County core and target industries and in partnership with local cities and townships Industry and/or location-specific roundtables
 - Coordinated efforts with workforce development staff and partners to align the workforce pipeline & resources with businesses seeking to add and/or train staff
 - Retention-specific incentives and tools, particularly for businesses needing space to expand and hire new staff
- Consider creation of new small business lending tools as funding avenues to support expansion
- Retail 2.0: Design a retail-specific retention & expansion policy to direct outreach and retain key retailers (i.e. those within the specialty retail sector)



Workforce alignment for the growth of advanced industries can help to alleviate disconnect between resident labor force and the County's jobs base, which includes a significant amount of retail and restaurant employment.

Restoration Brew Worx, a downtown Delaware microbrewery and restaurant, is part of a thriving food and drink scene in Delaware County.

- 2** **Grow a highly skilled workforce with a focus on the County's primary business sectors**
 - ● ● Conduct a study to identify pathways forward for Workforce Development Board independence
 - Partner with local and regional workforce development partners to more closely align local workforce development offerings (funding for training, supportive services, etc.) with local business talent attraction/retention needs
 - ● Collaborate with education partners to align educational offerings and training programs (especially with K-12 and CTE schools) with employer and business needs and with available resources (supportive services, incumbent worker funds, discretionary workforce development dollars, etc.)

- 3** **Establish Delaware County's leadership in the innovation and entrepreneurship ecosystem. Position Delaware County as a vibrant innovation and entrepreneurship center, particularly with regards to ag-tech**
 - Identify supports the County is able to provide to address gaps in Delaware County's innovation ecosystem (such as business creation resources, accelerators, maker-spaces, etc.)
 - ● Establish formalized outreach with the County's farming communities and farmers to create intentional and informed connections between the OSU Ag Extension campus, ag-tech R&D, food-related tourism, and County-wide initiatives including land use, zoning and comprehensive planning

STRATEGY C

Real Estate & Redevelopment

Encourage investment in key areas to create cohesive development that incorporates well-designed housing, commercial/industrial, and retail opportunities.

Opportunities

The County has land available for development, but parcels which are not “shovel ready” remain a barrier to development.

Data analysis identified the potential to leverage demand in key commercial sectors, but the County, cities, and townships offer developers a highly fragmented set of divergent approaches for how to regulate development.

Goals

1 Identify priority areas, “growth corridors,” for economic development and pursue prioritization of these areas in alignment with infrastructure development, zoning considerations, entitlement processes, etc.

- Compile and release a quarterly report of real estate availability for all submarkets (multi-family housing, commercial, flex, industrial, retail)
- Establish and engage in partnerships to assemble land/properties for redevelopment in target/growth areas

2 Align development and entitlement processes at the township level

- Consider the support of a study to catalog entitlement and development processes throughout the county, assessing the similarities and differences across the County’s cities, villages, and townships

3 Pursue policies to encourage diversification of housing unit availability to support retirees, empty-nesters, new families and younger workers

- Produce a quarterly report detailing housing market metrics, recording the pace of new permits, renovations, demos, and resident growth (including lot supply, cost per unit of construction)
- Consider the support of a study to review existing zoning of residential areas throughout Delaware County and identify opportunities for local municipalities to pursue re-zoning of properties for additional density in residential developments, where appropriate

4 Advance overall site development and shovel readiness through intentional site vetting and site certification processes empty-nesters, new families and younger workers

- Proactively prepare available sites for development opportunities by submitting sites to the SiteOhio Comprehensive Certification Process
- Work with property owners, property developers, and site readiness partners to pursue Ohio State Inventory Program grants and/or loans to support speculative site and building development projects
- Pursue opportunities through JobsOhio/SiteOhio and the Ohio Department of Development to access funding (grants and loans) to accelerate the redevelopment of County sites

Core Infrastructure

Promote growth through strategic infrastructure projects which build on unique assets and competitive strengths.

Opportunities

Research has found that post-COVID economic development site selection will rely heavily on the provision of the highest quality infrastructure in environments full of amenities. To compete with regional peers, Delaware County will need to think about infrastructure development to better connect opportunity sites, in alignment with named “growth corridors.”

In addition, the County’s transportation infrastructure was overwhelmingly identified as an area for continued focus, particularly along east-west transportation routes.

Goals

1 Prioritize infrastructure improvements and maintenance in alignment with identified growth corridors, working closely with the Delaware County Engineering Office and regional sewer to align future capital improvement plans

- Support the pursuit of diverse funding sources to support the build out & maintenance of county infrastructure aligned with future growth
- Increase east-west corridor capacity with support of a 36-37 bypass around Sunbury

2 Align Economic Development with other County planning efforts, such as the updates of local Zoning & Land Use Plans

- Form a working group led by Economic Development and the Delaware County Regional Planning Commission to review the opportunity for the creation of a Delaware County Comprehensive Plan
- In partnership with the Delaware County Regional Planning Commission, engage with jurisdictions that are pursuing updates to zoning and land use plans in 2024 and 2025, to discuss opportunities for economic development alignment with plan updates

3 Encourage and formalize strategies which encourage the emergence of planned advanced manufacturing districts (which minimize residential encroachment)

- Conduct a study examining best practices in the formation of planned advanced manufacturing districts (which may include planned industrial districts) from similar markets throughout the country
- Partner with County and local planning entities to explore the creation of industrial district overlays in jurisdictions throughout the County for a range of light, general, and heavy industrial uses, focusing on the County’s growth corridors (with consideration given to land availability, road and rail networks, existing zoning, and existing and pending infrastructure and utilities access)

STRATEGY E

Quality of Life & Place

Encourage improvements to quality of life & place, through placemaking enhancements and diverse cultural amenities, in order to attract and retain businesses and the talented individuals who fuel them.

Opportunities

Delaware County's high quality of life is a notable strength that was cited frequently during stakeholder conversations.

As Delaware further considers its transition from a bedroom/office community to a regional destination for businesses and employees, amenity offerings will need to be updated and maintained.

Goals

1 Integrate tourism entities across the County with the goal of extending stays, increasing local spend, increasing airport activity, and leveraging existing events and attractions (i.e., Little Brown Jug, Memorial Tournament, Columbus Zoo)

- Promote Delaware County as a destination, augmenting existing events and programming with targeted visitor marketing
- Consider a branding study collaboration between tourism and economic development

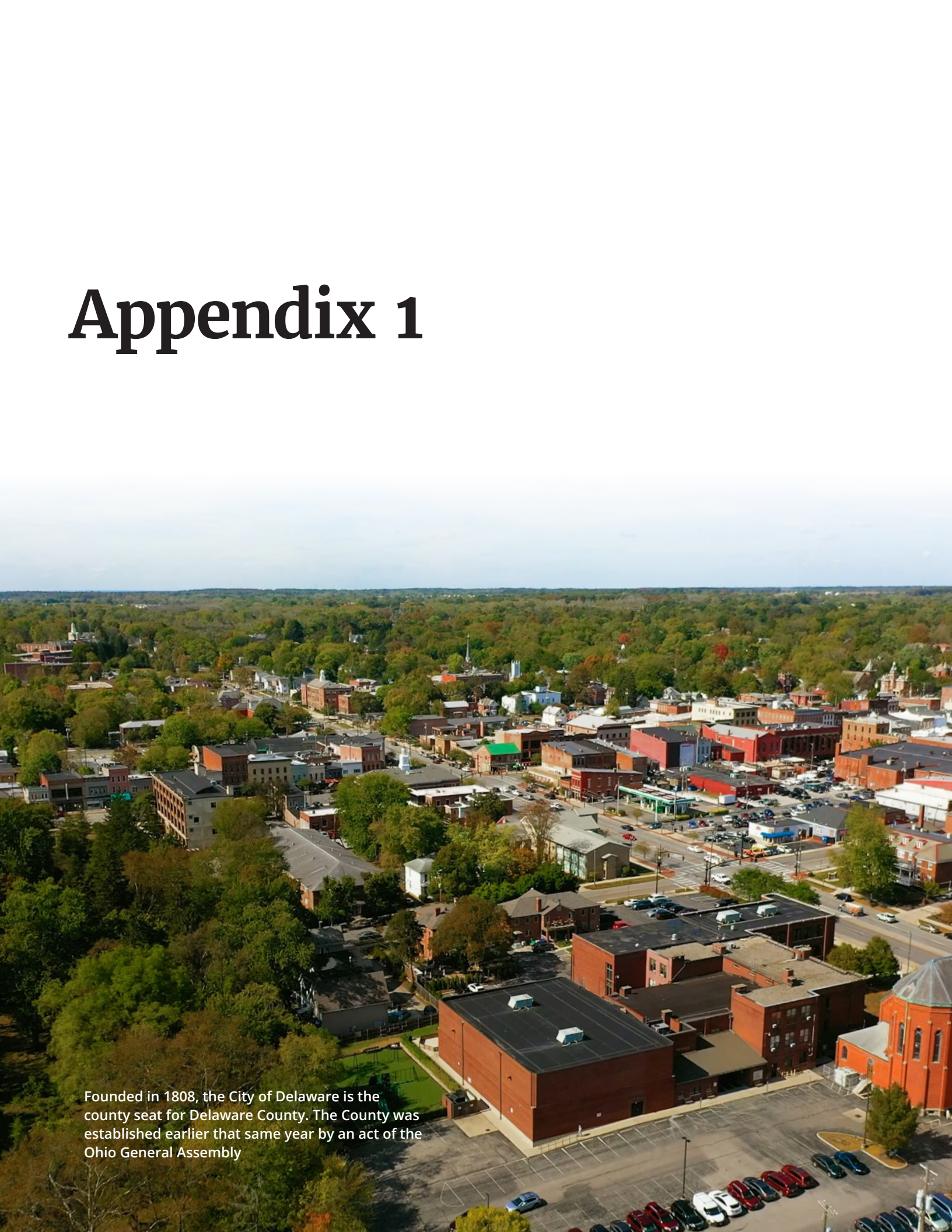
2 Support the pursuit of partnerships that demonstrate Delaware County's welcoming and diverse nature

- Based on interest from residents, explore a "Sister City" partnership in India
- Explore a young professionals network with local Chambers of Commerce, recent college graduates, and local businesses
- Invest in wayfinding to highlight County attractions with the branding study

3 Consider expanding the capacity of recreational assets to support both resident demand and attracting visitor demand

- Assess the current inventory of parks and open space by municipality and in partnership with Preservation Parks, engaging townships, cities, villages, neighborhood associations, and community groups to explore areas of need and opportunities for improved recreational access
- Evaluate the role of a sports commission in supporting growth of tournament sports play in Delaware County
- Leveraging Delaware County's local equine-enthusiast community, explore options for an Equine Heritage committee/task force of representatives and key stakeholders from the equine community to establish guidance for additional equine-related tourism and recreation opportunities within Delaware County

Appendix 1



Founded in 1808, the City of Delaware is the county seat for Delaware County. The County was established earlier that same year by an act of the Ohio General Assembly

Delaware County Economic Development Strategy

Economic Baseline & End-Market Opportunities

October 2023

Key Sources, Assumptions, and Definitions

- For the purposes of this analysis, the Columbus, OH Metro Area is defined as eleven counties: Franklin, Delaware, Fairfield, Knox, Licking, Logan, Madison, Marion, Morrow, Pickaway, and Union
 - Some data sources use an alternate definition of the Columbus MSA. The alternate definition will be noted when such sources are included
- Real estate submarkets are defined as multi-family (e.g., apartments and condominiums), retail, office, hospitality (e.g., hotels), flex (e.g., multi-use), and healthcare (e.g., hospitals, medical labs, and doctors' offices)
- Maps in this report are created in ESRI ArcGIS Pro
- CAGR is defined as Compound Annual Growth Rate

Data Type	Source
Agriculture	<ul style="list-style-type: none"> U.S. Department of Agriculture University of Pennsylvania
Demographics/Population	<ul style="list-style-type: none"> U.S. Census Bureau American Communities Survey U.S. Census Bureau Population Flows Mapper MORPC Population Resource Hub
Employment	<ul style="list-style-type: none"> U.S. Census Bureau Bureau of Labor Statistics EMSI/Lightcast Employment Data
Housing	<ul style="list-style-type: none"> U.S. Census Bureau CoStar Redfin
Tourism	<ul style="list-style-type: none"> MORPC Destination Delaware County Visit Ohio
Transportation	<ul style="list-style-type: none"> State of Ohio OnTheMap Delaware County Ohio Department of Transportation Amtrak

Executive Summary: Population & Land Use

- **Delaware County's population is growing fast, but at a slower pace than 2010-2019.** According to MORPC, Delaware County's population growth is expected to continue at a slower pace, with a projected CAGR of **2.3%** from 2020-2030, which is slightly less than its 2010-2020 CAGR of **2.4%**. The Columbus Metro area is predicted to grow at a CAGR of **1.07%** from 2020-2030 and grew at a CAGR of **1.12%** from 2010-2020
- **Delaware County has a higher proportion of families than the Columbus Metro.** In 2021, Delaware County had a higher proportion of families (**77%**) than in neighboring counties (**63%**) and Ohio as a whole (**62%**). From 2019 to 2021, the proportion of families to non-family households remained approximately the same despite population growth
- **Incomes in Delaware County are higher than the Columbus metro but growing at a similar rate.** From 2019-2021, Delaware County's median income increased at a CAGR of **2.8%**, which is higher than 2010-2019 growth rate of **2.6%** annually. It is comparable to Ohio's growth in median income, which also saw a **2.6%** CAGR from 2010-2019 and a **3.0%** CAGR from 2019-2021
- **Delaware County has a rich agricultural legacy and identity, but the industry has not grown at the same pace as the rest of the County.** In 2022, **41%** of the County's land was classified as **agricultural**, mostly concentrated in the north with Marlboro, Oxford, Radnor, Thompson, and Troy Townships making up **37% of the agricultural land** in Delaware County. The number of farms in Delaware county increased by **less than 1%** from 2012-2017; however, the percentage of agricultural land **decreased by 3%** which may be attributed to competing demands for land use and increasing land values



Source: City of Delaware, OH

Executive Summary: Housing

- Delaware County is more expensive to live in than the surrounding Columbus metro and rest of the state.** With a median home price of **\$336,600**, homes are more expensive in Delaware County than the rest of the state, by over **110%**. Home values grew at a CAGR of **3.7%** from 2010-2019 but began to stabilize from 2019-2022
- Housing is less affordable to Delaware County residents than the Columbus metro and Ohio more broadly.** The median home value to income ratio is higher in Delaware County (**2.89**) than in the Columbus, OH metro area (**2.74**) and Ohio as a whole (**2.58**), suggesting housing is comparatively more expensive for County residents
- Delaware County’s occupied housing stock is newer on average than the rest of the state.** Nearly **30%** of Delaware County’s housing stock was built from 2000-2009
- Rent in Delaware County is growing at a faster pace than the rest of Ohio.** The median rent grew at a CAGR of **3.7%** from 2019-2022, while the median rent in Ohio only grew at a CAGR of **2.3%**



Source: underpressureohio.com

Change in Housing Costs

CAGR	Ohio 2010-2019	Ohio 2019-2022	Delaware 2010-2019	Delaware 2019-2022
Median Rent	+1.9%	+2.3%	+3.1%	+3.7%
Median Home Value	+10.8%	-0.3%	+3.7%	-0.3%

Source: US Census Bureau

Executive Summary: Employment

- **Over 70% of Delaware County's jobs are positioned in Growth Sectors.** These sectors largely include professional services occupations (e.g., real estate, computer systems and design)
- **Delaware County has fewer jobs to cater to its resident population than its surrounding region.** In 2021, Delaware County had a lower jobs-to-housing ratio than it did in 2015, and the fourth-lowest in the surrounding region. Between these two time periods, **job creation within Delaware County has not kept pace with the development of new housing**
- **Job creation efforts in Delaware County must focus on work that county residents can compete for.** While the total number of jobs in Delaware County has largely recovered from the pandemic, the number of jobs per establishment has declined. One possible explanation is that the COVID-19 pandemic contributed to the automation of certain occupations, such as cashiers
- **An ongoing challenge for Delaware County is balancing its growth in population and jobs alongside its rural roots and rich agricultural history**

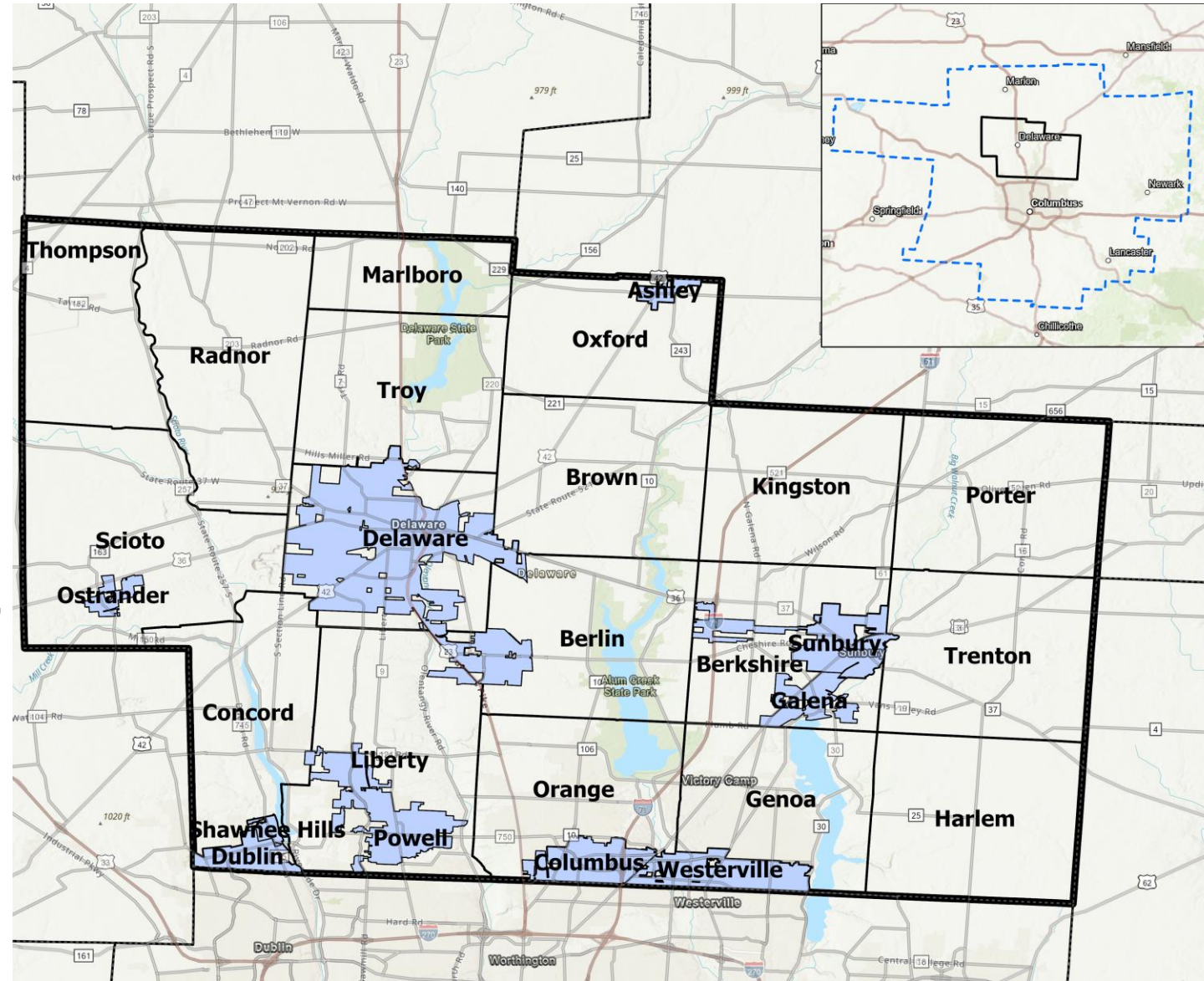


Source: Ohio.org

Economic Context

County Context

- Delaware County spans **457** square miles with **443** square miles covered by land (97 percent) and **14** square miles of it covered by water (3 percent). It is located **25 miles north** of Downtown Columbus, OH
- The County has **6 cities**: Columbus, Delaware, Dublin, Powell, Sunbury, and Westerville, **4 villages**: Ashley, Galena, Ostrander, and Shawnee Hills, and **18 townships**

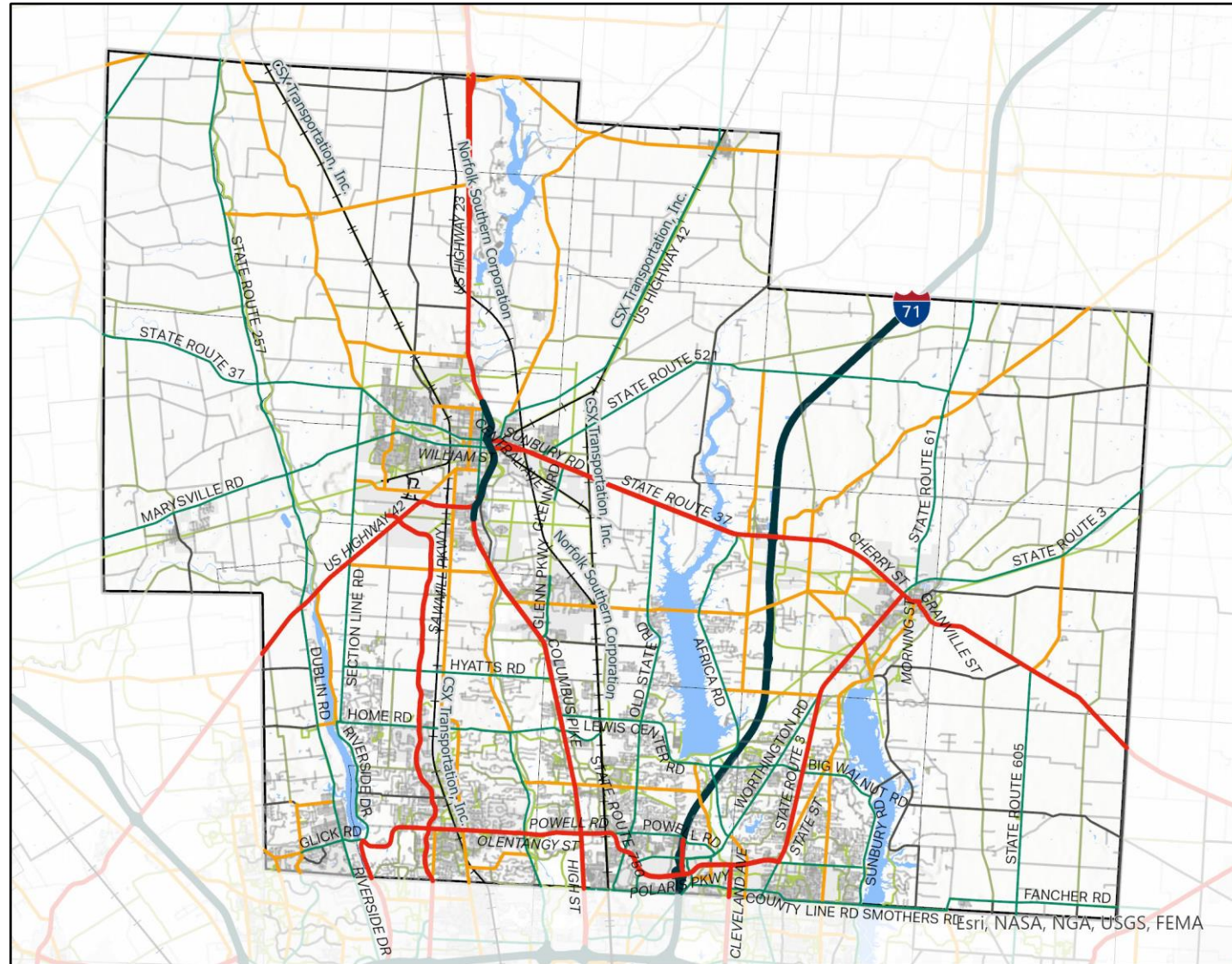


Legend

- Delaware County
- Delaware County's Townships
- Municipalities
- Columbus, OH Metro

Transportation Networks

- The major **highways** in the region are Route 23, U.S. 42, and Interstate 71
- Two Class 1 railroads (CSX and NS) serve Delaware County, and offer potential to support larger rail-served industrial opportunities
- Lack of **east/west access routes** and significant distance between interstate interchanges are a challenge
- With the opening of the Intel chip fabrication plant, **pass-through traffic** is expected to increase significantly, potentially impacting access for local residents
- The County is working with ODOT on plans to address some of these challenges



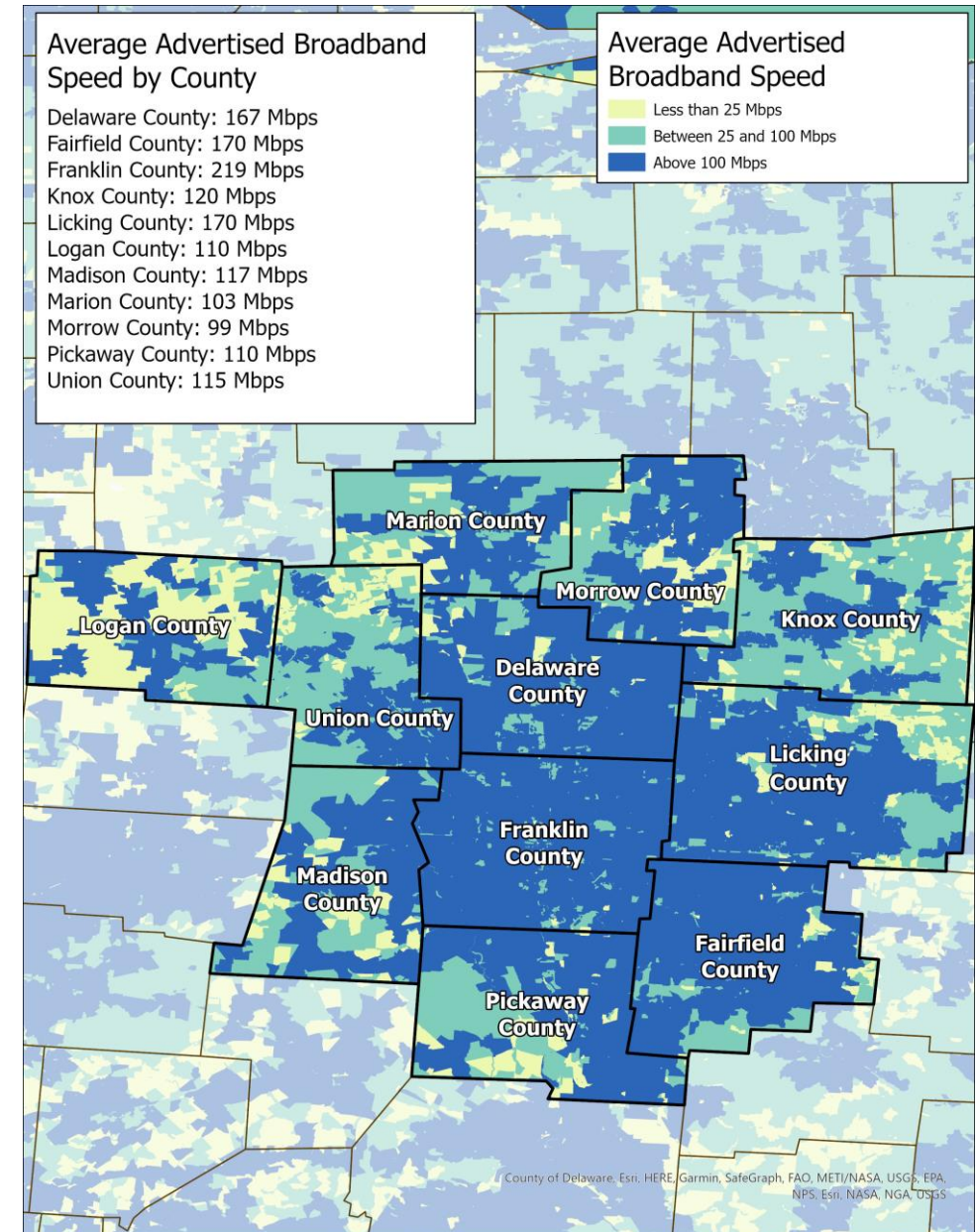
Transportation Network

- Freeways/Expwys
- Principal Arterial Roads
- Minor Arterial Roads
- Major Collector Roads
- Minor Collector Roads
- Local Roads
- Central Ohio Bikeways
- Active Railways

Broadband Coverage

- Broadband deployment data was obtained from the Federal Communications Commission (FCC) and mapped to Census Blocks. This data was last updated in **June 2021***
- Delaware County has the **4th highest average advertised broadband speed, at 167 Mbps**. While a majority of the County has the option of excellent broadband speeds, there are some areas where connection speeds are lacking – particularly as one moves north and northwest of Delaware City
- Within these low-speed areas, consumers lack access to reliable broadband speeds that can handle essential operations such as remote working and learning, among other processes such as high-quality video streaming, and high-traffic web surfing
- According to the FCC, broadband speeds below 25 Mbps are often too slow to even be considered broadband. Speeds below 100 Mbps, though sufficient for web surfing and low-quality video streaming, are not ideal for multiple connections and cannot reliably support remote working and learning. Speeds above 100 Mbps are ideal for almost any situation the average consumer may encounter and can handle multiple connections simultaneously

* In December 2022, the FCC officially sunset Form 477, which is the data source that collects average advertised speeds across the nation by census block. Currently, the latest available date for the data is June 2021.



Population & Household Composition

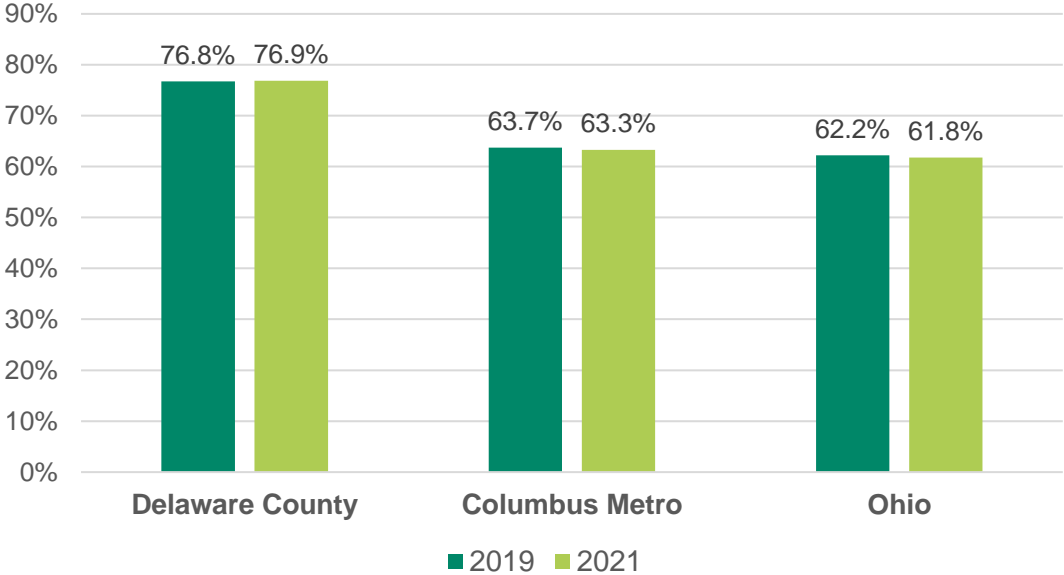
- Delaware County has experienced significant population growth compared with the greater region; from 2020 to 2030, MORPC projects a compound annual growth rate (CAGR) of **2.3%**¹
- In 2021, Delaware County had a **higher proportion of families (77%)** than in neighboring counties (**63%**) and Ohio as a whole (**62%**). The proportion of families changed only slightly (0.1% increase) from 2019-2021
- Median household size in Delaware County (**2.73**) is larger than both the Columbus Metro (**2.6**) and Ohio (**2.41**) as a whole, which can indicate lower affordability and/or a higher percentage of family households
- Large employers such as McGraw-Hill and JPMorgan Chase continue to attract top talent to the region, employing **989** and **16,896** respectively in Central Ohio in 2022²

Population	2010	2020	2025	2030	2010-2020 CAGR	2020-2030 CAGR
Delaware County	174,214	220,740	247,016	277,484	+2.40%	+2.30%
Columbus, OH Metro	2,014,142	2,251,797	2,384,482	2,505,534	+1.12%	+1.07%

Counties included in the Columbus, OH Metro: Delaware, Fairfield, Franklin, Knox, Licking, Lohan, Madison, Marion, Morrow, Pickaway, Union

Source: MORPC Population Estimates, AECOM

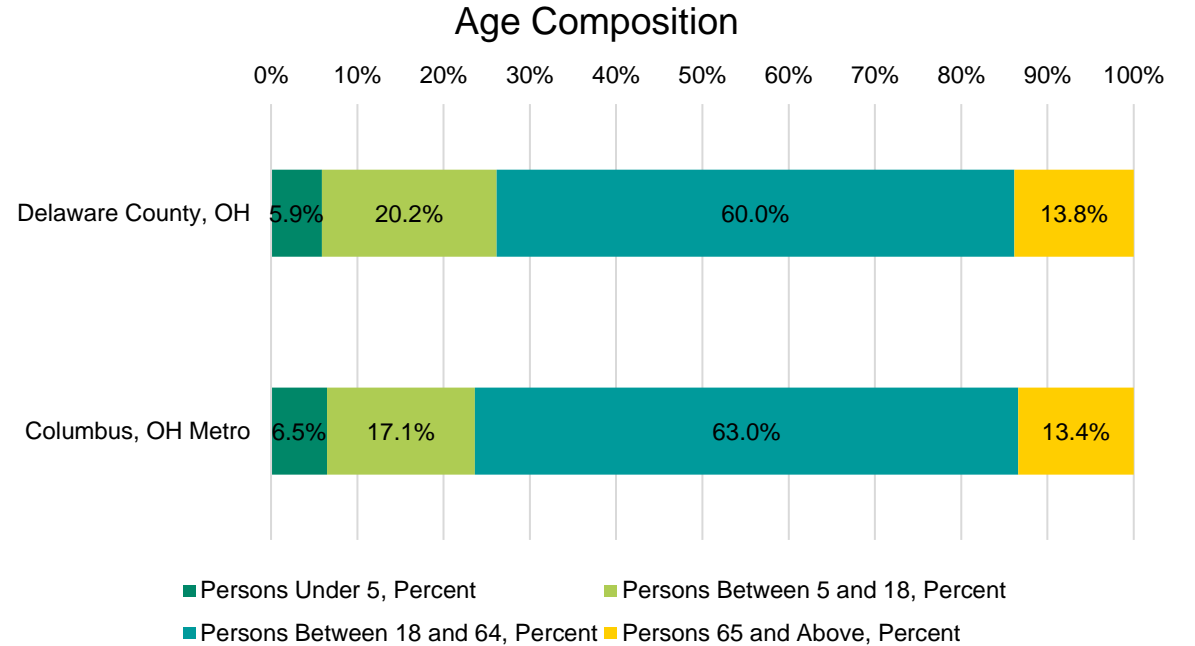
Percent of households which are families



¹MORPC Population Resource Hub.
²Columbus Business First.

Age Composition

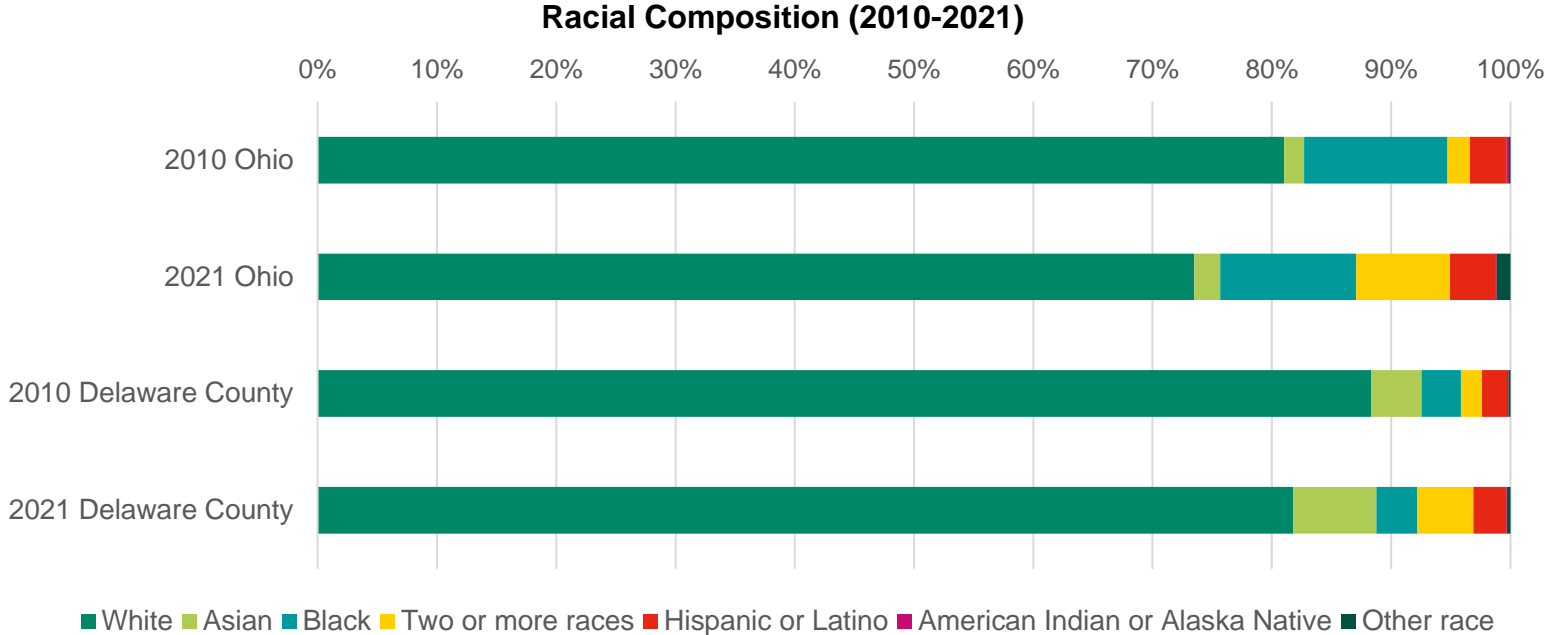
- In 2021, Delaware County residents had a median age of **39.4** years old, which is similar to, but slightly lower than, the Columbus metro median of **39.8** and the Ohio statewide median age of **39.6** years
- In 2021, Delaware County had a similar proportion of children under 18 in the County (**26%**) compared to the Columbus Metro region (**24%**)



Median Age	2010	2021
Delaware County	37.4	39.4
Columbus, OH Metro	37.7	39.8
Ohio	38.9	39.6
U.S.	38.3	38.8

Racial Composition

- From 2010 to 2021, both Delaware County and Ohio grew more diverse. The proportion of white residents reduced by **6.5%** in Delaware County and **7%** in Ohio
- In 2021, residents were mostly white (**82%**), which is **8%** more than the state average. The second-largest race category is Asian, representing **7%** of residents, which grew since 2010. The County is slightly less diverse than Ohio overall



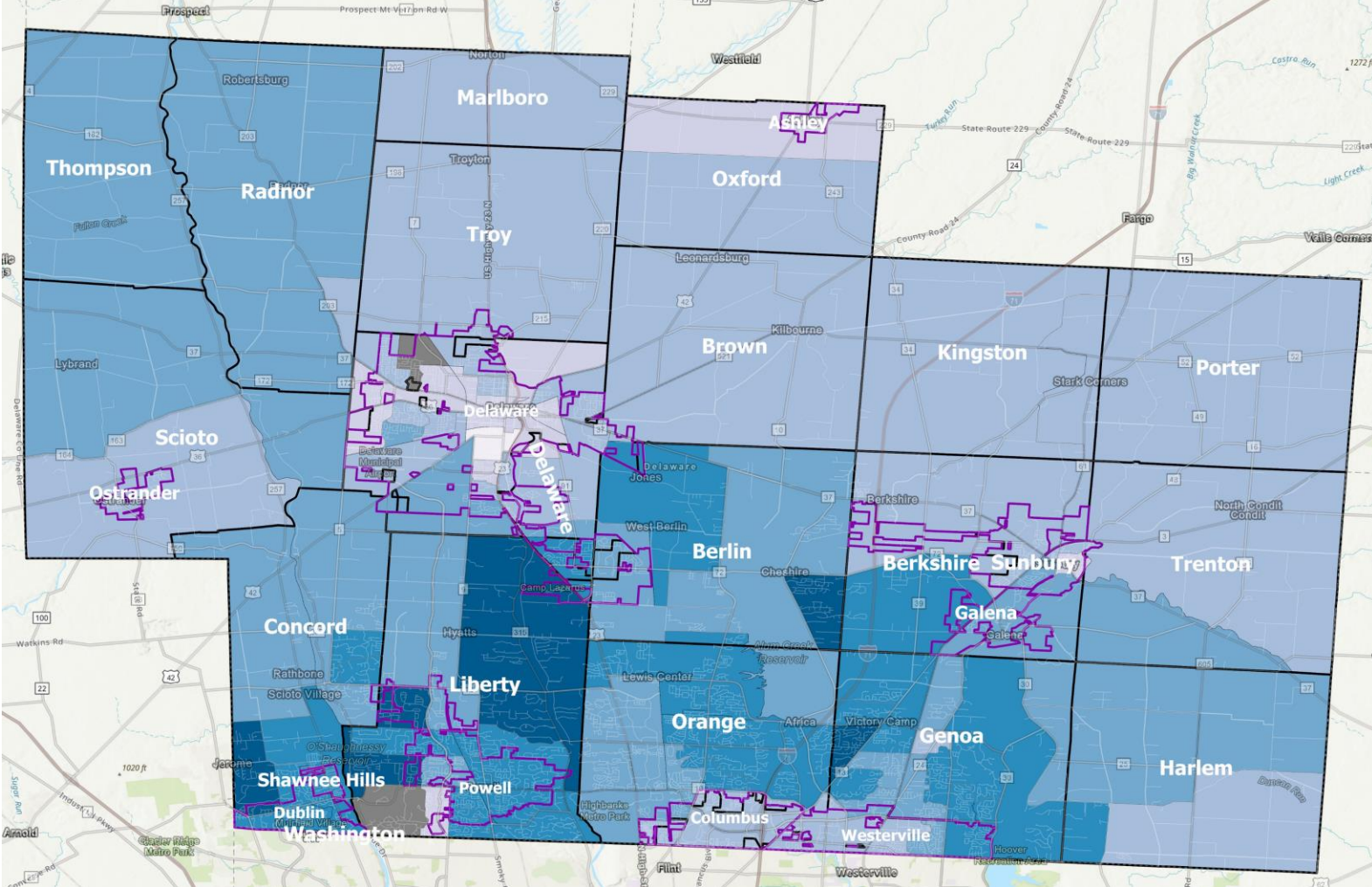
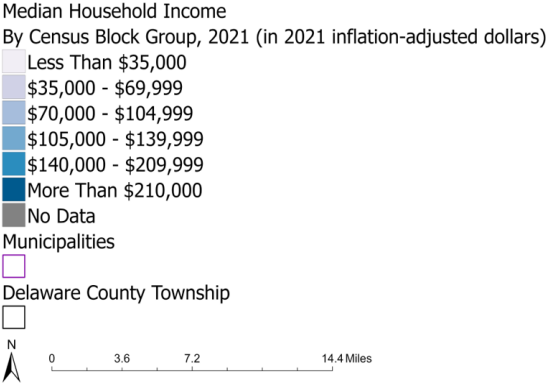
Race	Ohio (2010)	Ohio (2021)	Delaware County (2010)	Delaware County (2021)
White	81.0%	73.5%	88.3%	81.8%
Asian	1.7%	2.2%	4.2%	7.0%
Black	12.0%	11.4%	3.3%	3.4%
Hispanic or Latino	3.1%	3.8%	2.1%	2.8%
American Indian or Alaska Native	0.2%	0.1%	0.1%	0.1%
Other race	0.1%	1.1%	0.1%	0.3%
Two or more races	1.9%	7.9%	1.8%	4.7%

Source: U.S. Census Bureau (2010 & 2021)

Median Household Income, 2021

- Median household income in Delaware County (**\$116,284**) is high compared with Ohio (**\$61,938**) and the Columbus metro (**\$79,243**), however incomes vary across the County, and some areas have a median income far below that of the County and State overall

Legend



Income Distribution and Growth

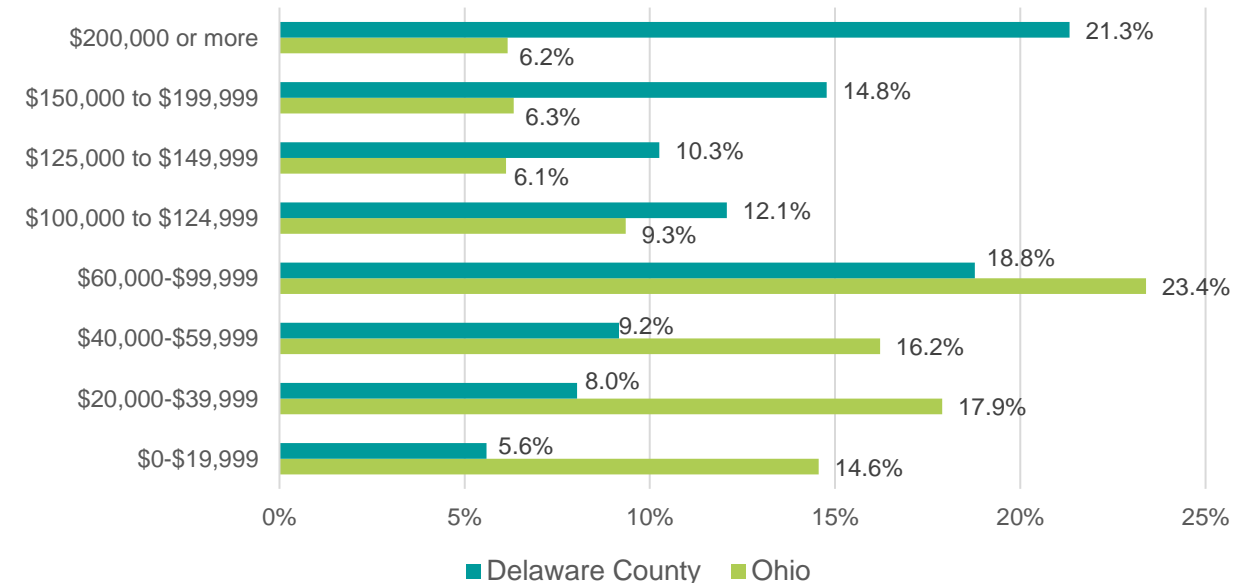
- As of 2021, **per capita income is 51.8% higher** in Delaware County than in the rest of Ohio, and **56.5% higher** than the Columbus OH Metro. Delaware County's poverty rate of **4.1%** is lower than the measured poverty rates for Ohio (**13.4%**) and the Columbus OH Metro (**10.4%**)
- More than **21%** of households in Delaware County earn over **\$200,000** per year, compared to **6.2%** in the state of Ohio; however, household incomes vary significantly throughout the County
- From 2019-2021, Delaware County's median income grew from **\$106,908** to **\$116,284**. The Columbus metro area grew from **\$64,111** to **\$69,385**
- The median income in Delaware County and Ohio grew at a similar CAGR from 2010-2019 of **2.6%**

Income Metrics (2021)	Ohio	Columbus, OH Metro	Delaware County
Per Capita Income	\$34,526	\$33,465	\$52,397

Poverty Rate	13.4%	10.4%	4.1%
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CAGR	Ohio 2010-2019	Ohio 2019-2022	Delaware County 2010-2019	Delaware County 2019-2022
Median Income	+2.6%	+3.0%	+2.6%	+2.8%

Delaware County Share of Households by Income

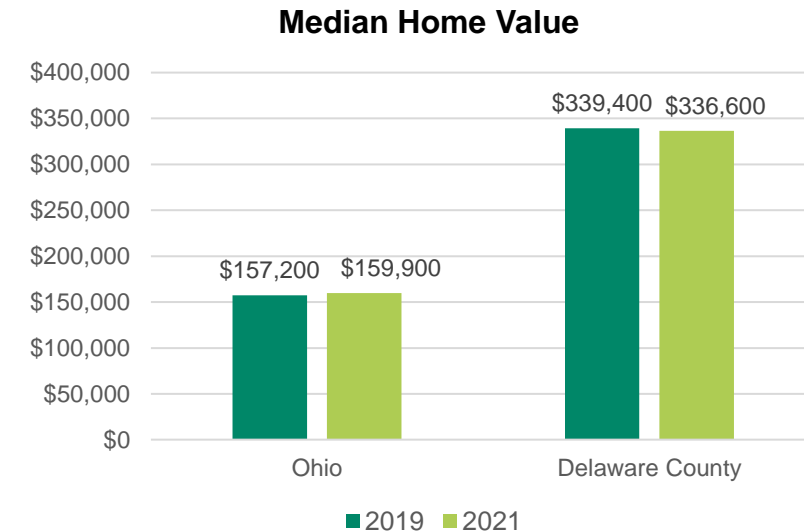
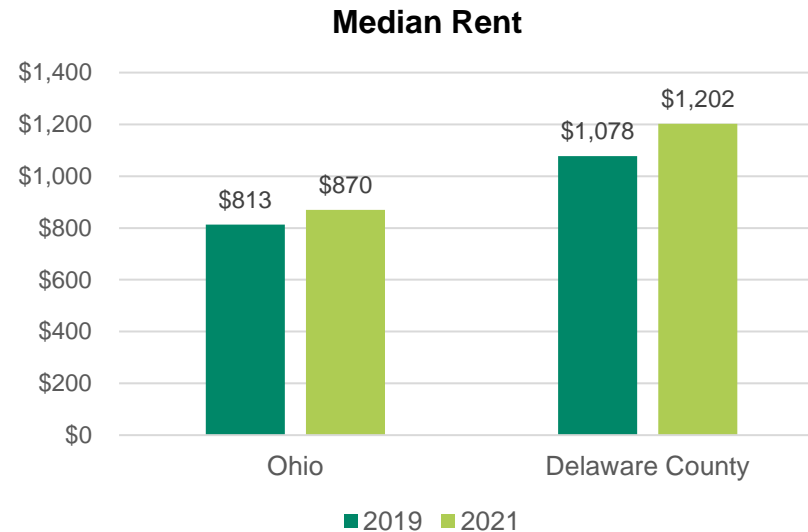


Housing

- Nearly **80%** of residents own their homes, **13%** more than the State as a whole
- While fewer households in Delaware are rentals, the median gross rent in the County (**\$1,202**) is **38%** higher than the rest of Ohio, which has a median gross rent of \$870, indicating affordability/attainability challenges, and a lack of multifamily inventory
 - The 2021 Delaware County Regional Planning Commission's Annual Report cites **8,229** multi-family units currently in development
- The **median rent in Delaware County has increased** since 2019 (from \$1,078 to \$1,202), but the **median home value has reduced** slightly (from \$339,400 to \$336,600)

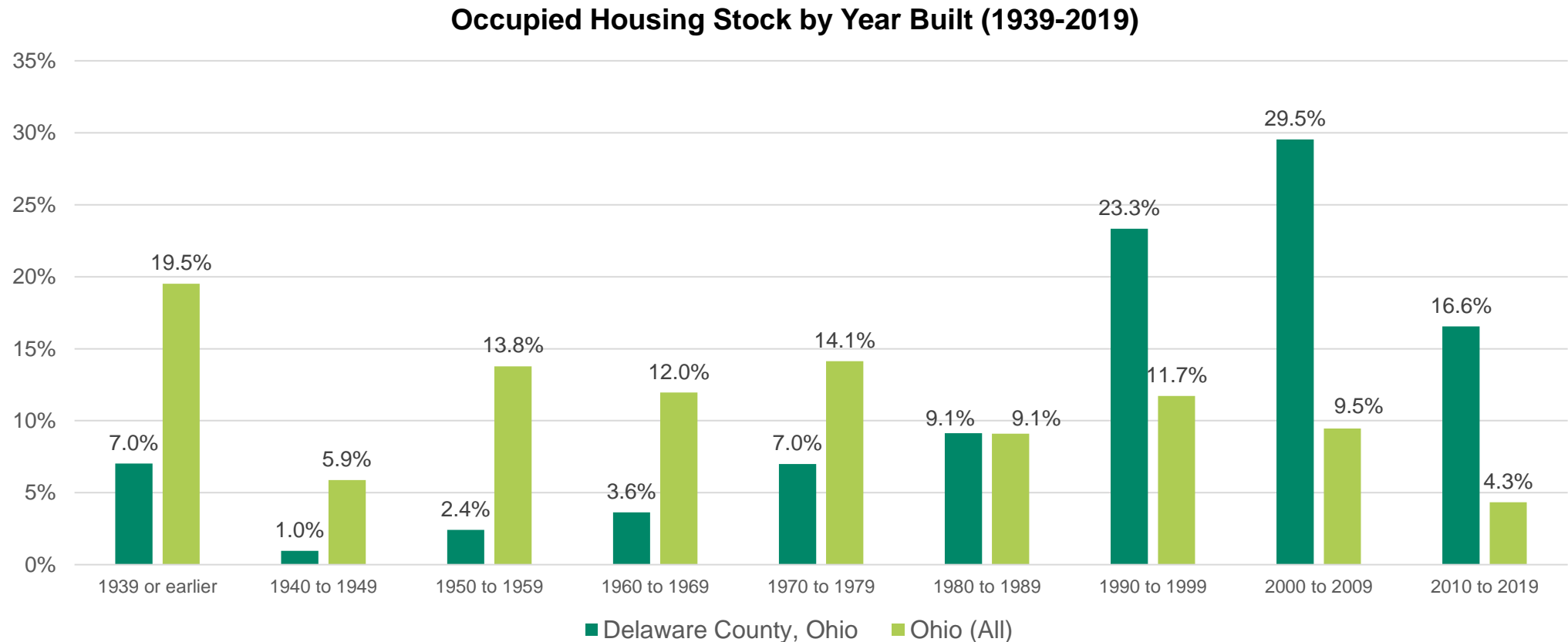
Key Housing Metrics (2021)	U.S.	Ohio	Columbus, OH Metro	Delaware County
Median Gross Rent	\$1,163	\$870	\$882	\$1,202
Median Home Value	\$244,900	\$159,900	\$190,250	\$336,600
Owner-Occupied Housing	64.6%	66.6%	61.70%	79.1%
Vacant Housing Units	9.7%	8.3%	7.5%	5.1%

Source: All statistics are derived from U.S. Census American Communities Survey (2021), except for Vacant Housing Units, which is derived from the U.S. Census Bureau 2020 Decennial Census.



Housing by Year Built

- Nearly **30%** of occupied housing stock was built from **2000-2009**, making Delaware County's housing stock generally newer than the rest of the state



Housing Affordability

- With a median home value of **\$336,600**, homes are more expensive in Delaware County than the rest of the state, by over **110%**
- The home value to income ratio is a metric used to evaluate housing affordability based on regional incomes and owner-occupied home values
 - The ratio is higher in Delaware County, OH (**2.89**) than in the Columbus Metro area (**2.74**) and rest of Ohio (**2.68**), indicating that, **despite higher incomes, housing may be less affordable** than other regions of the state
- The share of income spent on rent (calculated as percent of median monthly rent of median gross monthly income) of **12.4%** in Delaware County is lower than in the surrounding metro, Ohio, and the U.S. average

Geography	Median Monthly Unit Rent	Median Home Value	Median Income	Percent of Median Rent of Median Gross Monthly Income	Median Home Value to Median Income Ratio
Delaware County	\$1,202	\$336,600	\$116,284	12.4%	2.89
Columbus, OH Metro	\$882	\$190,250	\$69,385	15.2%	2.74
Ohio	\$870	\$159,900	\$61,938	16.9%	2.58
U.S. Average	\$1,163	\$244,900	\$71,186	19.6%	3.44

Source: U.S. Census Bureau (2021), AECOM

¹ Delaware Metropolitan Housing Authority.

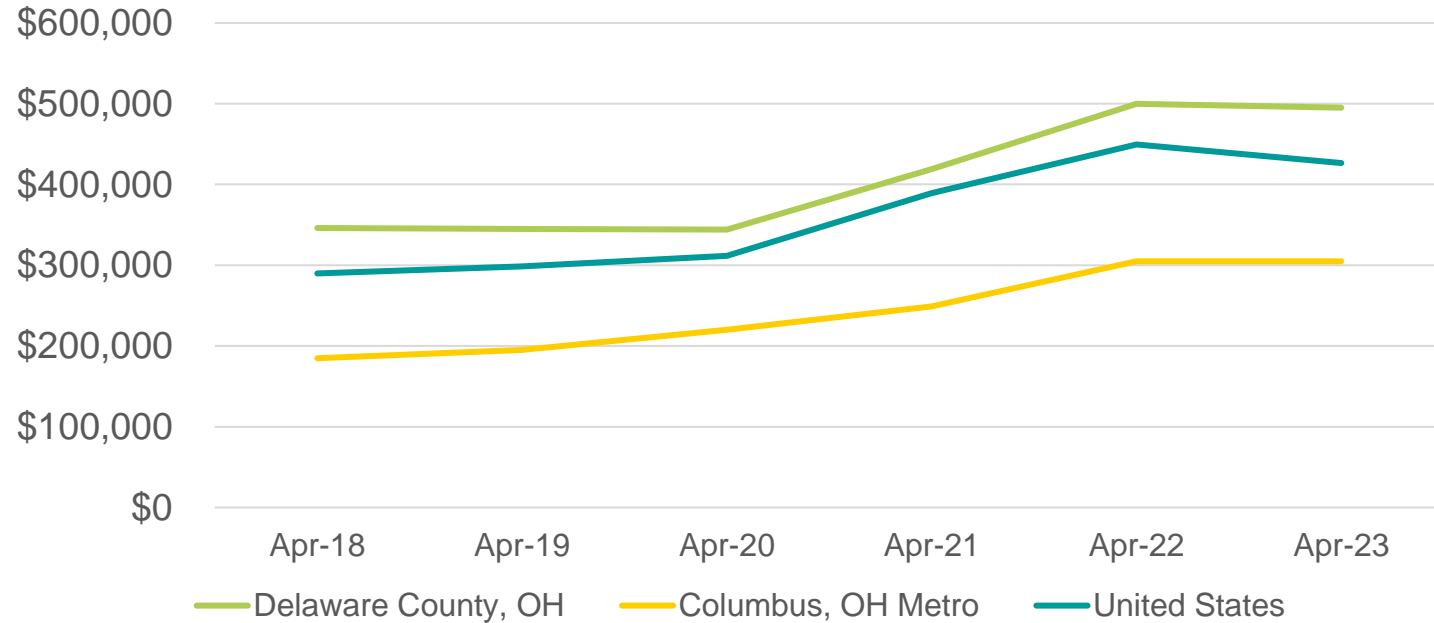
² "Ohio Federal Rental Assistance and Fact Sheet." Center on Budget and Policy Priorities. January 19, 2022

Housing Demand

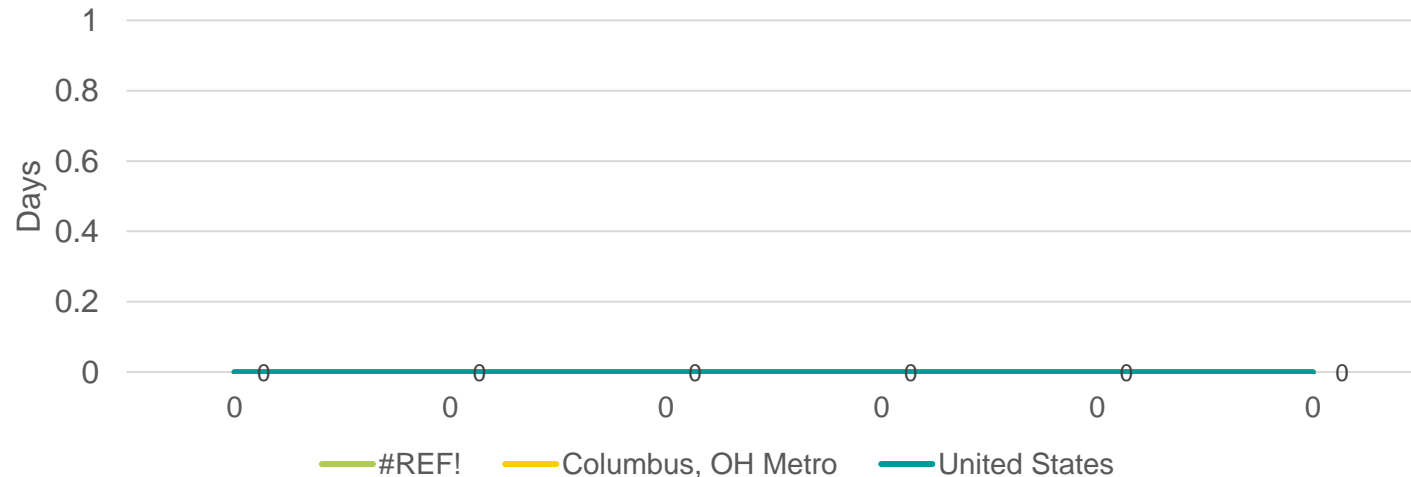
- Delaware County’s April 2023 median single-family housing price was **\$478,450, the highest among the Columbus Metro counties**, above the national median, and corresponding with the County’s higher median income of \$116,284
- The County’s **southern region is the primary driver** of the high single-family median sale price, with approximately 80% of houses sold above \$600,000 last year
- The average number of days housing spent on the market fell during COVID (April 2020-2021), which has an inverse relationship to median sales price, indicating a great demand for housing
- High demand has forced buyers to make **quicker decisions** and be less selective on their housing preferences
- From April 2022-2023, the number of days on the market increased by 5 days **(+4% YoY)** as median housing prices increased – this indicates that, while people are still buying, they are being more selective

Source: Redfin (2023), AECOM

Median Sale Price: Single Family Housing, Apr 2018-2023

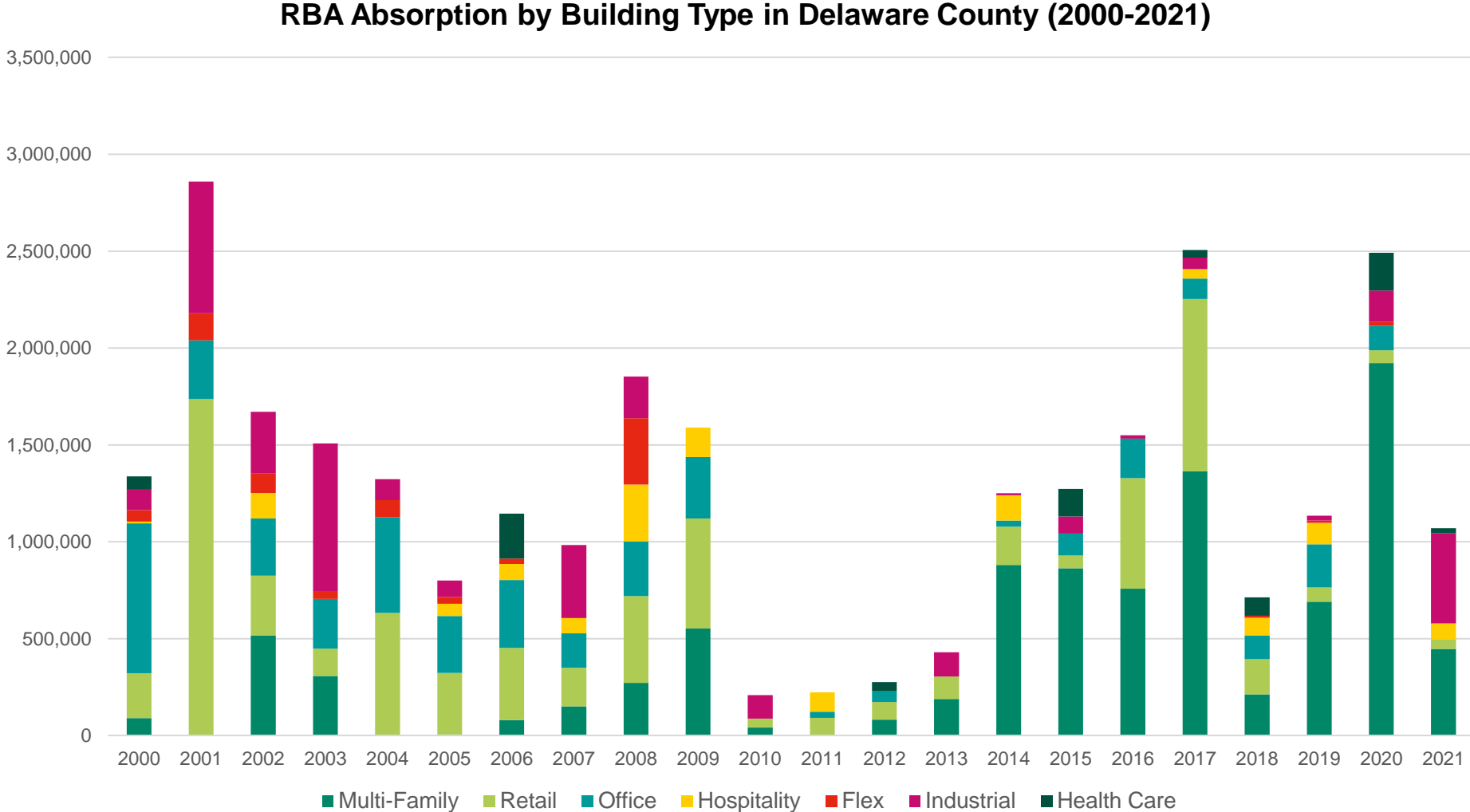


Number of Days on the Market: Single Family Homes, April 2018 – 2023



Recent Building Construction by Submarket

- New building absorption from 2009-2013 was low, which can increase demand on existing stock and cause lower vacancy rates
- Multi-family absorption accelerated after 2014
- While retail has added less RBA than other submarkets, it has been absorbed each year since 2000



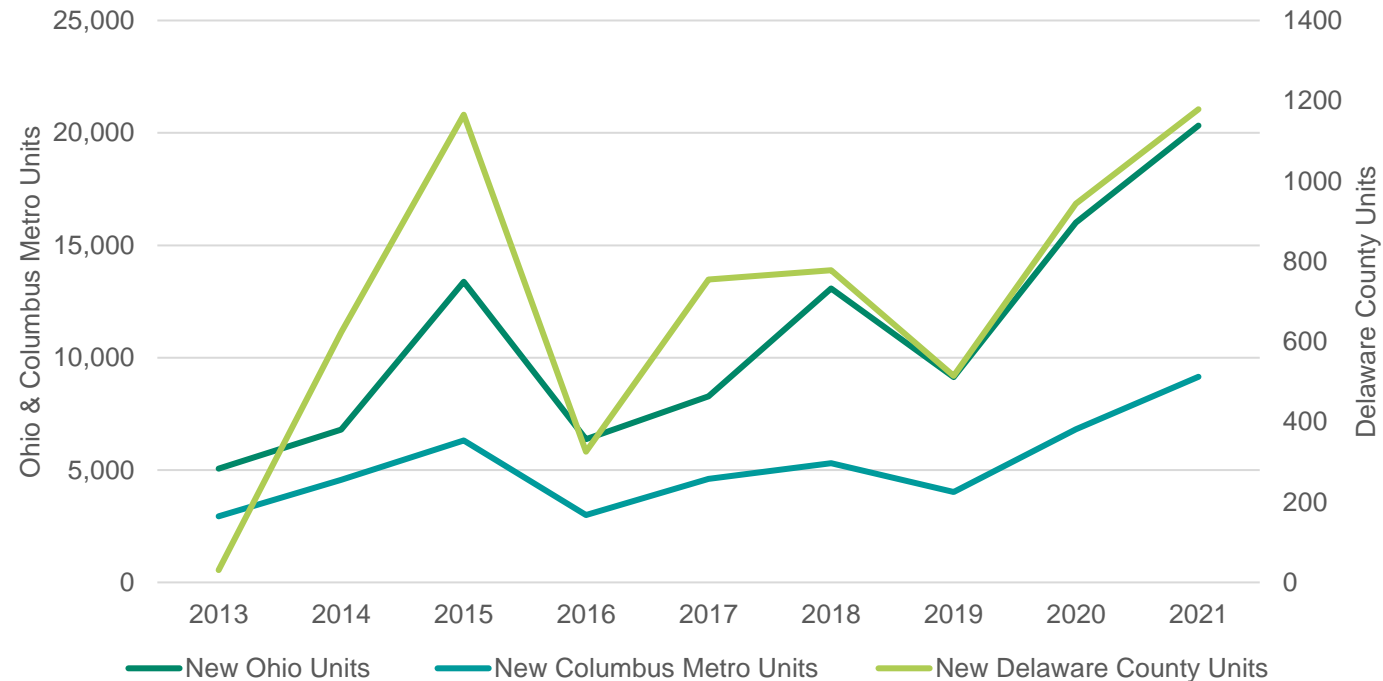
Source: CoStar, AECOM

Square Footage by Submarket

- While retail, office, and industrial have steadily added square footage, multi-family has grown the fastest of the four submarkets
- Industrial has grown from **14,949,437** to **15,925,021 SF**
- Office has grown from **2,729,995** to **3,022,339 SF**
- Retail has grown from **5,737,544** to **6,966,261 SF**
- Multifamily has grown from **5,825 units** to **12,812 units**
- The growth of multi-family correlates with significant population growth in Delaware County since 2013

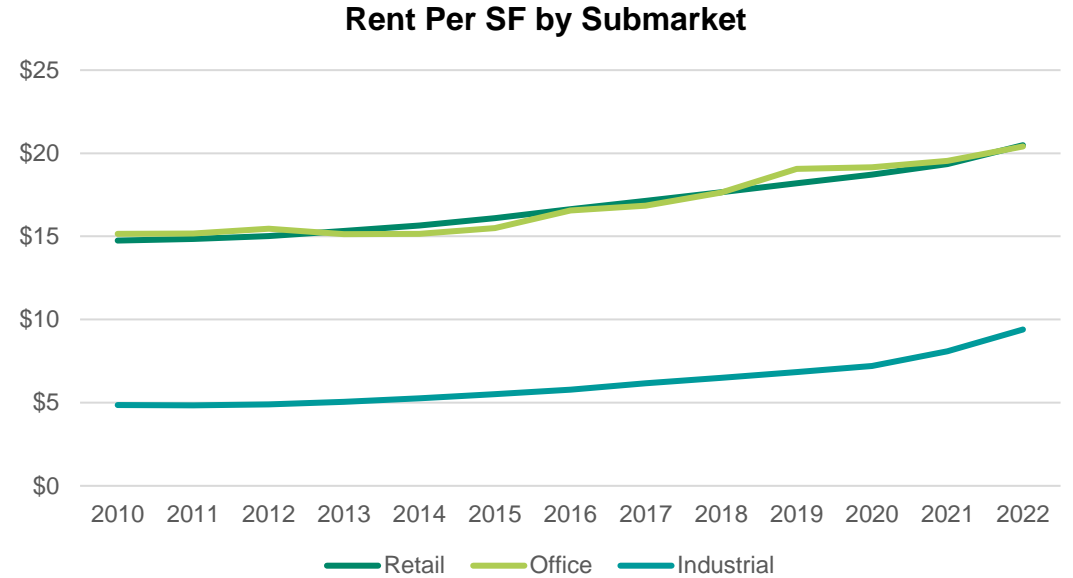
Submarket	CAGR (2010-2022)
Multi-Family	+6.79%
Retail	+1.63%
Office	+0.85%
Industrial	+0.54%

New Multifamily Units Absorbed by Year (2013-2021)

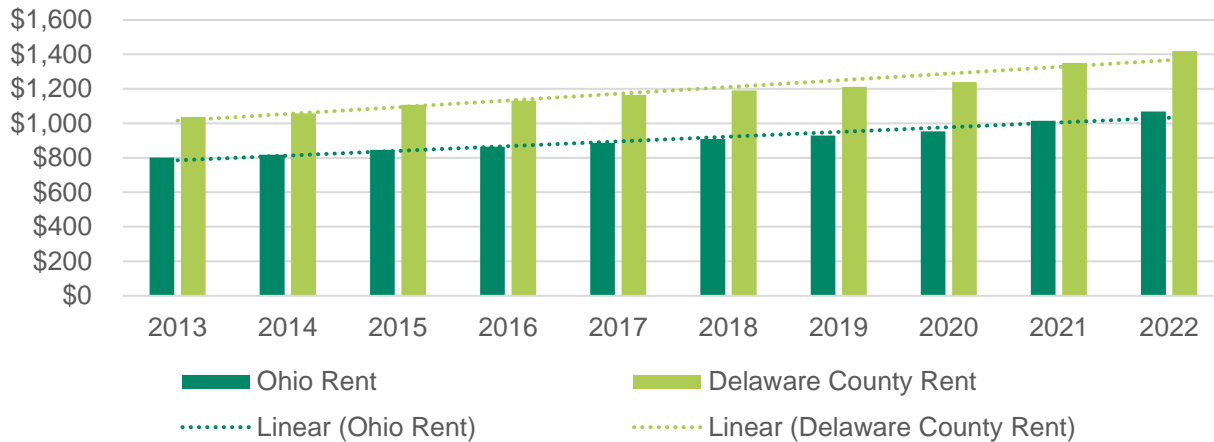


Rent by Submarket

- Rents increased across all submarkets from 2010-2022
 - Despite the high rate of new **multi-family** absorption after 2013, rent continued to grow (**\$982** in 2010 to **\$1,420** in 2022)
 - Retail** rent grew from **\$14.75** per SF in 2010 to **\$20.49** per SF in 2022, though does not show significant shifts after a high rate of absorption in 2017
 - Office** rent grew from **\$15.15** per SF in 2010 to **\$20.40** per SF in 2022
 - Industrial** rent nearly doubled, from **\$4.86** per SF in 2010 to **\$9.41** per SF in 2022, which aligns with trends from the Columbus Metro, likely due in part to the region's record-low vacancy rates in the industrial submarket in late 2021 and early 2022



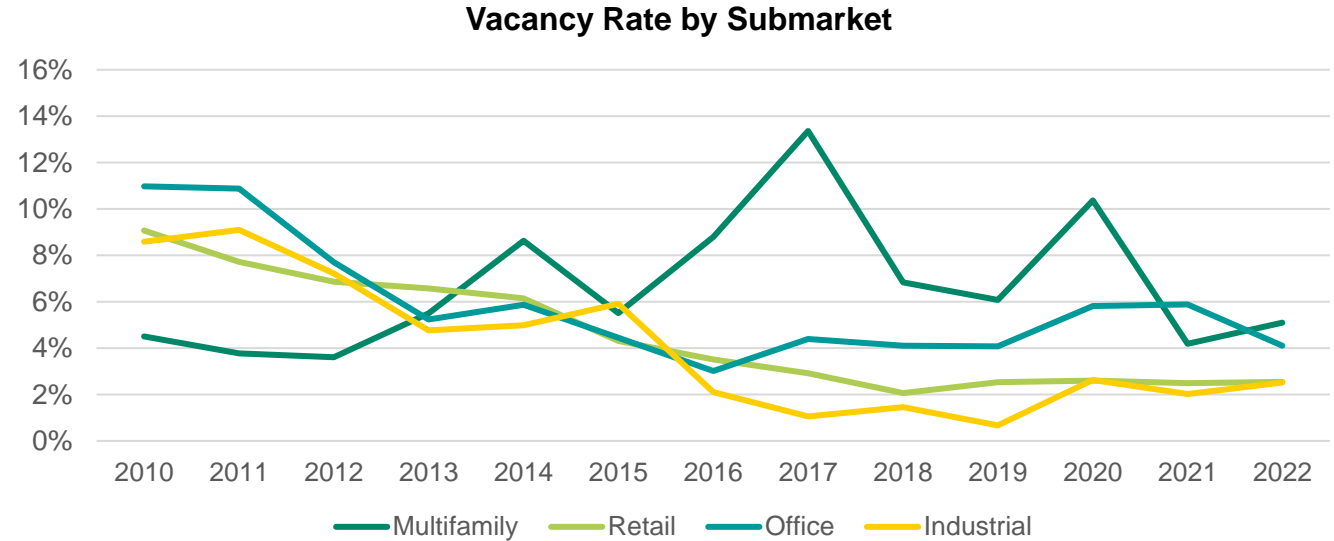
Average Monthly Multifamily Rent (2013-2022)



Submarket	Rent CAGR (2010-2022)
Multi-Family	+3.13%
Retail	+2.78%
Office	+2.51%
Industrial	+5.67%

Vacancy by Submarket

- Vacancies have gradually decreased over the last 12 years in multifamily, retail, office, and industrial submarkets,
- Delaware County’s retail vacancy of only **2.5%** in 2022 indicates a healthy post-pandemic retail sector
- Given strong population growth in the region, all four submarkets in Delaware County in 2022 had vacancies **under 6%**

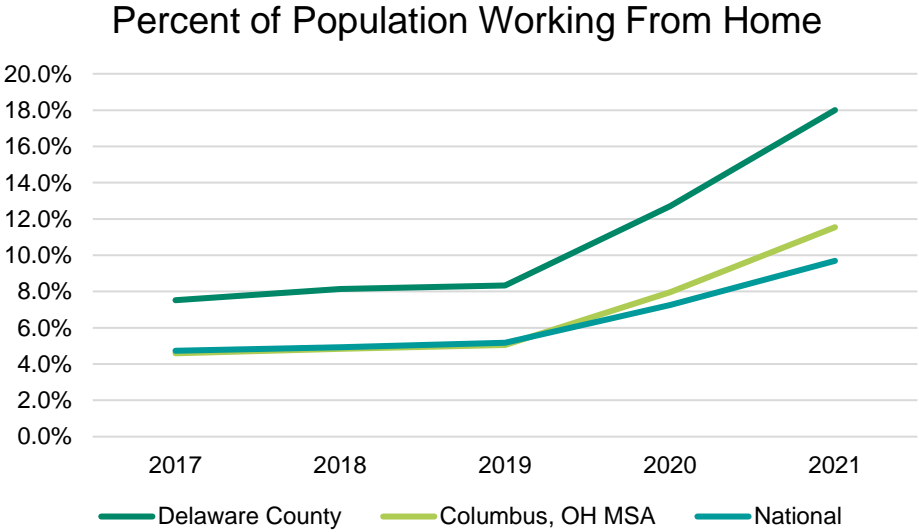


Year	Delaware County Multifamily	Ohio Multifamily	Delaware County Retail	Ohio Retail	Delaware County Office	Ohio Office	Delaware County Industrial	Ohio Industrial
2015	6.2%	6.5%	4.3%	4.8%	4.5%	7.8%	5.9%	5.3%
2020	5.75%	6.0%	2.6%	4.5%	5.8%	6.8%	2.6%	4.4%
2022	5.5%	4.5%	2.5%	3.9%	4.1%	7.9%	2.5%	3.2%

Education, Transportation, and Remote Work

- Delaware County is highly-educated – over **50%** of its residents have at least a Bachelor’s degree, and nearly one-quarter have at least a Master’s degree
- The high school graduation rate of **97%** is **5%** higher than Ohio as a whole.
- A larger proportion of workers report working from home in Delaware County (**18%**) than in the broader Columbus metro and US average

Education Level	Delaware County	Ohio
Less than high school	3%	8%
High school diploma or GED	16%	33%
Some college	17%	20%
Associate's	7%	9%
Bachelor's	34%	19%
Master's Degree or Above	23%	11%



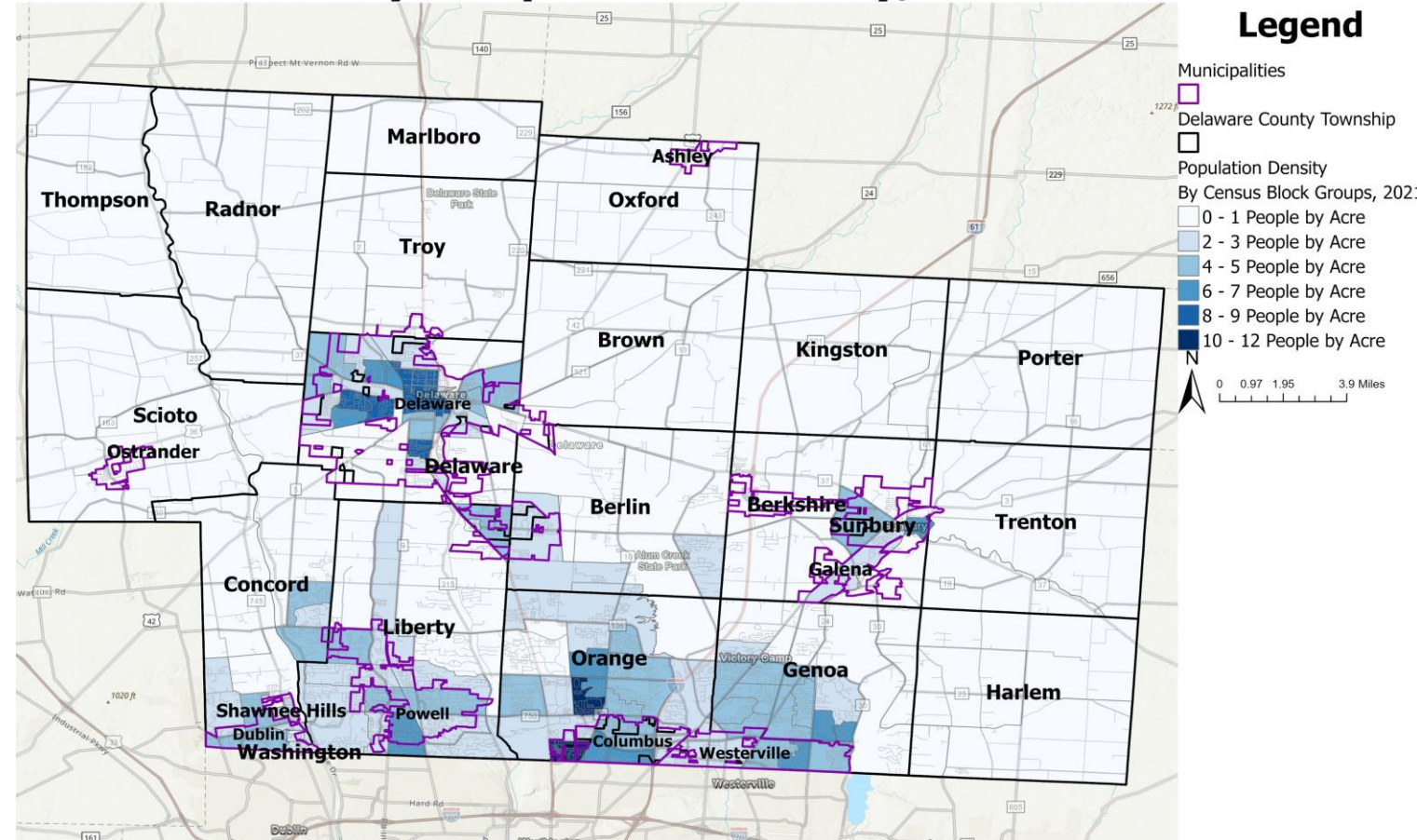
Region	Average commute time (minutes)	Percent of workers reporting use of public transportation
US	26.8	4.2%
Ohio	23.7	1.3%
Columbus, OH Metro	25.8	1.3%
Delaware County	26	0.2%

Source: U.S. Census Bureau, American Community Survey (2021)

Population Density

- Population density is concentrated in the **central and southern portions** of Delaware County, reflecting the County's proximity to Columbus and connectivity through primary transportation arteries, such as Route 23, I-71, and I-270
- While population and job density appear to cluster in the same areas, this is on a relative scale – much of the County has low residential and job density

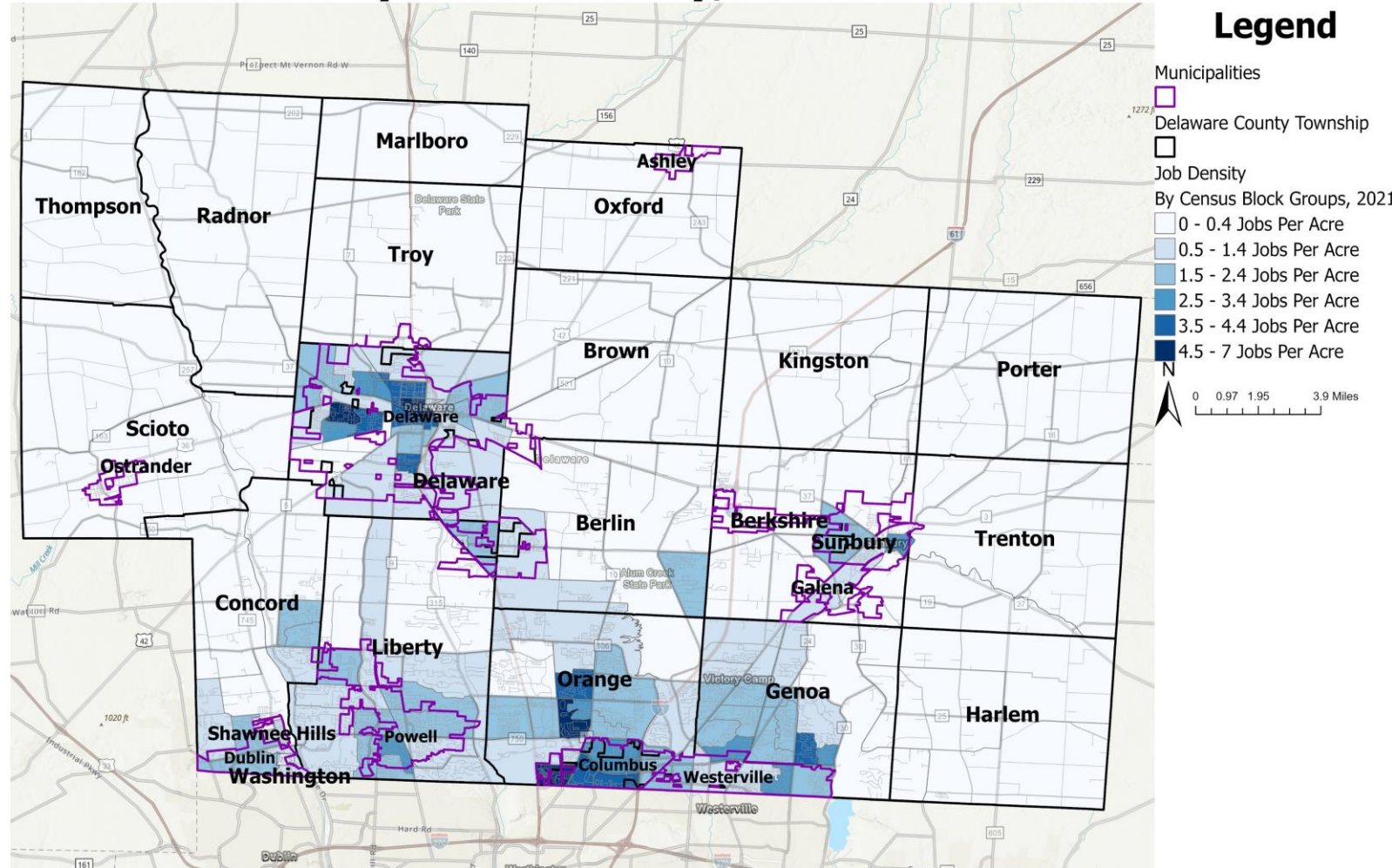
Delaware County's Population Density, 2021



Job Density

- Like the population density map, job density also concentrates in the **central and southern portions** of Delaware County, further reflecting the County's proximity to Columbus
- Delaware County has a rich agricultural heritage, and **41%** of the County continues to serve agricultural uses (reflecting lower population and job density in those areas)

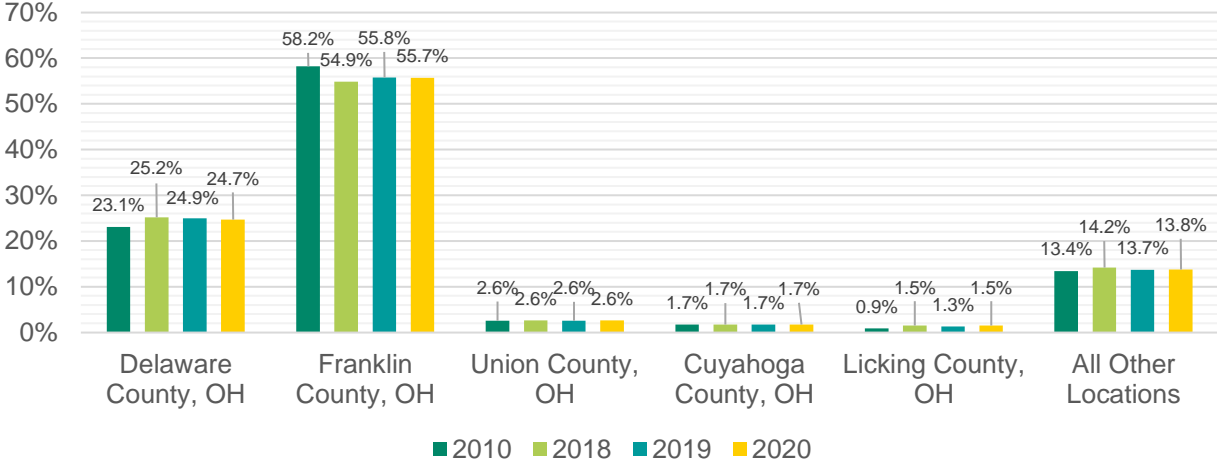
Delaware County's Job Density, 2021



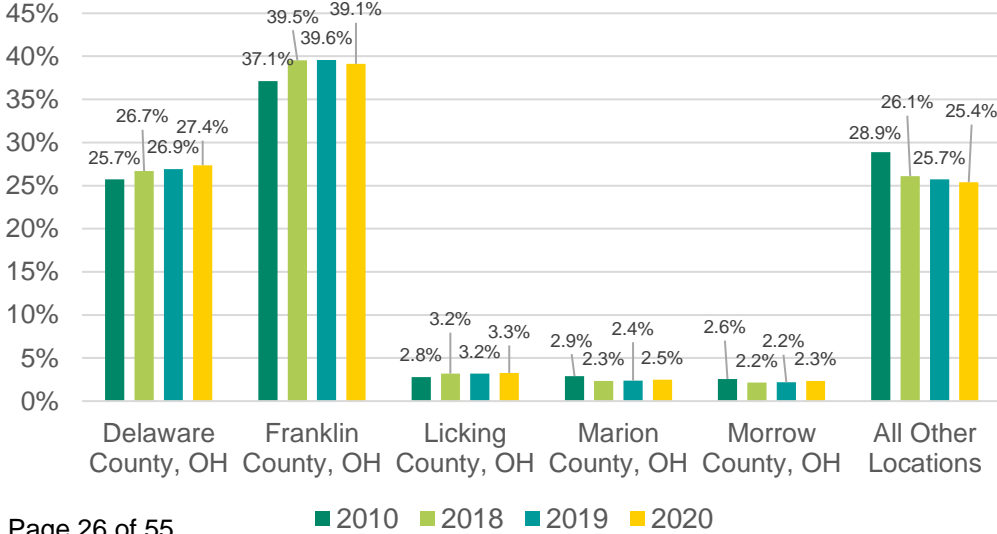
Commuting Patterns

- Since 2010, the percentage of Delaware County residents who work in Delaware County has remained relatively the same (**24%**)
- In 2020, nearly 73% (**72.6%**) of workers commute into Delaware County. Of the 73%, 26% commute into the City of Columbus, 16% commute into the City of Delaware, and 15% commute into the City of Westerville
- The majority of retail workers are commuting to the City of Columbus; the presence of Polaris Fashion Place and Tanger Outlets could explain the County’s relatively high LQ (**1.11**) in retail
- There has been little change in the percentage of workers who work and live in Delaware County, indicating a **potential mismatch between available jobs and resident workforce skills**

Where Workers Who Live in Delaware County Are Employed



Where Workers Who are Employed in Delaware County Live



Source: OntheMap (2020), AECOM

Employment – Jobs:Housing (J:H) Ratio

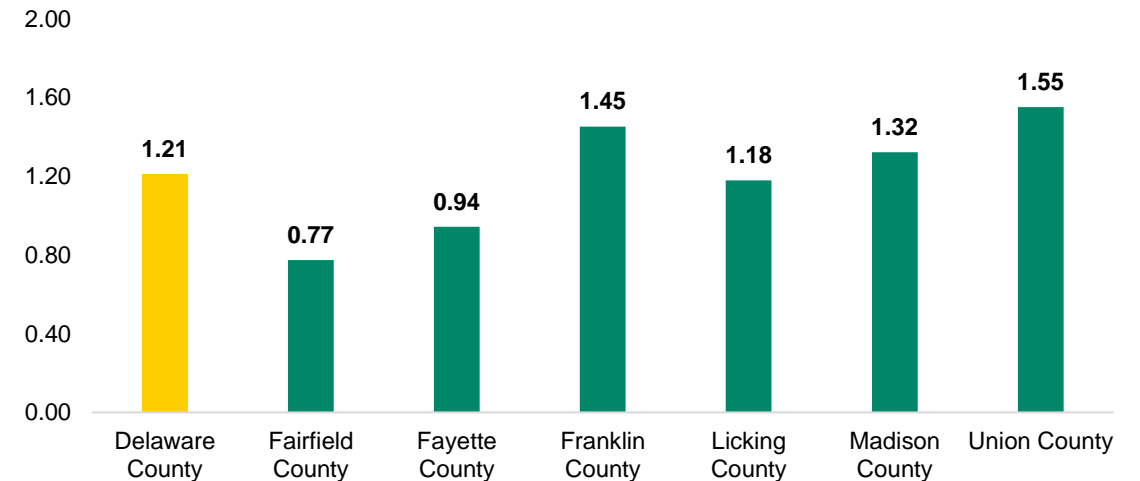
- The Jobs/Housing Ratio is calculated by dividing the total employment in a region by the number of occupied housing units
- Higher J:H ratios indicate that a region has **more jobs relative to residents** than regions with lower J:H ratios
- Delaware County has **the fourth-lowest J:H Ratio** when compared to other surrounding counties
- **Relative to its neighbors, Delaware County has fewer jobs to cater to its resident population**
- In 2021, Delaware County had a lower J:H ratio than it did in 2015. This implies that between these two time periods, **job creation within the County has not kept pace with the development of new housing**
- Between 2015 and 2021, the number of occupied housing units in the County grew by 25%, while the number of local jobs grew by 22%

Jobs:Housing Ratio for Delaware County and surrounding Counties

County	Jobs-Housing Ratio		
	2010	2015	2021
Union County	1.50	1.73	1.55
Franklin County	1.49	1.59	1.45
Madison County	0.93	1.09	1.32
Delaware County	1.24	1.35	1.21
Licking County	0.86	0.89	1.18
Marion County	1.02	1.03	1.00
Fairfield County	0.76	0.80	0.77

Source: EMSI / Lightcast Employment Data, American Community Survey 5-year Estimates AECOM Analysis

Jobs-Housing Ratio, 2021



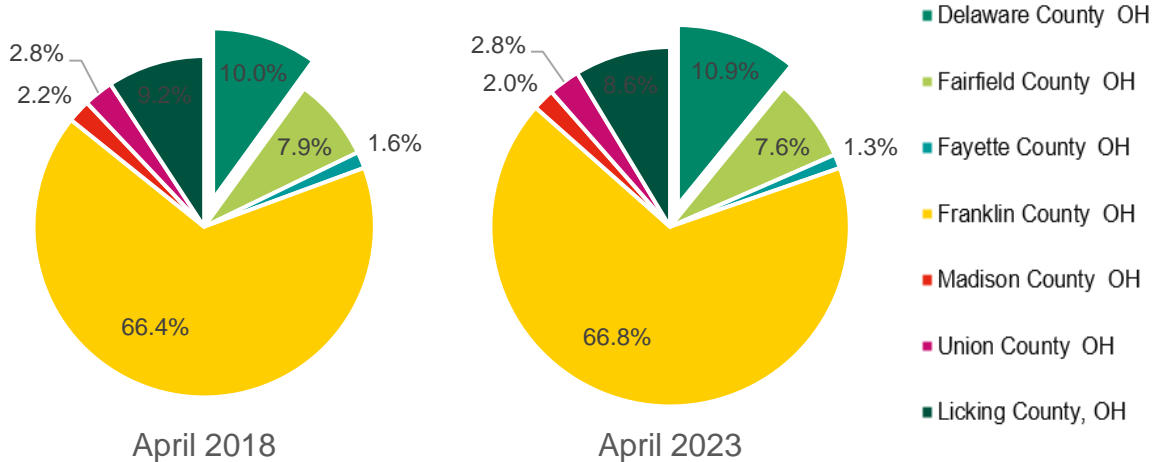
Source: EMSI / Lightcast Employment Data, American Community Survey 5-year Estimates AECOM Analysis

Employment: Labor Market and Unemployment Trends

- From 2018-2023, Delaware County’s unemployment rate followed similar trends to the U.S. average
- A large share (~67%) of the labor force from the Columbus OH Metro works in Franklin County, while only 10% of the labor force is in Delaware County. This finding correlates directly with the lower job density in the northern areas of the County

Unemployment Rate, April 2018-2023			
Period	Delaware County	Columbus Metro, OH	United States
Apr-18	3.2%	3.7%	4.0%
Apr-19	2.6%	3.0%	3.6%
Apr-20	9.8%	12.6%	14.7%
Apr-21	3.7%	4.4%	6.1%
Apr-22	2.6%	3.0%	3.6%
Apr-23	2.4%	2.7%	3.4%

Columbus, OH Metro Labor Force Breakdown



Source: Bureau of Labor Statistics (2023), AECOM

End-Market Opportunities

Introduction to Industry Cluster and End-Market Analysis

- **Industry cluster analysis** is a method for identifying a region's industry clusters, their levels of specialization, and potential for further growth
 - This analysis can help identify the clusters with the highest potential for success in the region and identify gaps that can be filled through targeted ED strategies
- An **industry cluster** is a concentration of firms in related industries. A cluster consists of industries across the value chain, including research and development, manufacturing, wholesale trade, retail, and services. Firms in a cluster may compete or do business with one another.
- **Industry cluster economic development strategies** grow the local economy by expanding and strengthening a region's existing and emerging clusters. Common cluster strategies include:
 - Attracting, cultivating, and growing firms that fill gaps in local value chains, enabling the region to retain more of the economic activity generated by the cluster
 - Supporting R&D and educational initiatives that enhance innovation and increase cluster competitiveness
 - Investing in physical and human capital resources shared by cluster firms, including infrastructure, supply chains, and the local workforce

Introduction to Industry Cluster and End-Markets Analysis

Location Quotients and their Classifications

- Location quotients (LQs) are computed for industry clusters and are a measure of local employment concentration against the national average.
 - An LQ of **exactly 1** implies that both the regional concentration and the national concentration are the same.
 - And LQ **less than 1** implies that a smaller proportion of a region's workforce is employed in a particular cluster than the national average proportion.
 - An LQ **greater than 1** implies that a larger proportion of a region's workforce is employed in a particular cluster than the national average proportion.
- The jobs mix of a region can be categorized into buckets based on LQs:
 - **Undeveloped Clusters** – Clusters with location quotients below 0.4. These clusters usually account for a very small percent of jobs.
 - **Long-Term, Medium-Term, and Short-Term Growth Clusters** – Clusters with location quotients between 0.41 and 1.6. Typically, these clusters collectively account for over 50% of a region's jobs.
 - **Mature Clusters** – Clusters with location quotients between 1.61 and 4.0. These clusters often show volatility in job growth.
 - **Super-sector Clusters** – Clusters with location quotients above 4.0. These clusters are highly concentrated and are usually unaffected by changes in national and international supply chains.

Industry Cluster Analysis – Concentrations of Industries

- Slightly **over 70% of the County’s jobs** are in the “**Growth Sectors**,” with location quotients between 0.4 and 1.6
- The **Mature Sector** (location quotients between 1.6 and 4) is strong, including nearly 28% of all jobs in the County
- Delaware County has a relatively even distribution, with jobs concentrated in the **Growth & Mature Sectors**
- There are opportunities to grow certain **Mature Sectors** into Super Sectors, which the County currently lacks
- These include retaining **Mature Sector** jobs, and developing Long-Term Sector industries, so they become **Medium** and/or **Short-Term Sector** industries
- Computer Systems Design was previously a **Super Sector** (LQ of 9.49) and over 9,000 jobs; in 2012, this industry lost nearly 7,500 jobs, and by 2022, had approximately 3,000 jobs, and a location quotient of 1.53 (Short-Term Growth)

Classification	Undeveloped	Long-Term Growth	Medium-Term Growth	Short-Term Growth	Mature	Super Sectors	Total
LQ Range	< 0.4	0.41 to 0.8	0.81 to 1.2	1.21 to 1.6	1.61 to 4	> 4	All LQs
2022 Jobs	1,825	24,957	24,119	18,225	26,723	0	95,848
Share of Jobs	1.9%	26.0%	25.2%	19.0%	27.9%	0.0%	
Industry Clusters by Highest Employment	Manufacturing: Food & Beverages	Services: Government	Retail: Department, General, and Grocery Stores	Retail: Restaurants, Bars & Bakeries	Services: Management, Scientific, and Technical Consulting Services		
	Services: Warehousing & Storage - Food	Services: Health	Services: Warehousing & Storage	Services: Computer Systems Design and Related Services	Services: Insurance		
	Services: Security	Services: Real Estate	Services: Personal Services	Retail: Specialty	Services: Amusement and Recreation		
	Services: Passenger Transportation	Contractors: Utilities & Electrical	Services: Others	Retail: Construction, Building Materials, and Furniture	Services: Financial Investment and Supporting Facilities		
	R&D: Engineering Research	Contractors: Foundation, Structure, and Building Exterior	Services: Education	Contractors: Residential	Retail: Apparel and Accessories		

Industry Cluster Analysis – Mature Industries since 2010

- Of the industries that were in the 'Mature' Sector in 2010, several have experienced declines
- Among the industries that lost jobs and fell to less-concentrated sectors are **Retail: Electronics, Warehousing & Storage, Automotive Manufacturing, Publishers & Printing, Media Production & Distribution, and Utilities Services**
- Many of these losses are part of the cycle of Mature industries – this sector typically experiences volatile job growth but can benefit from targeted economic development strategies that focus on job retention and positive growth

A Closer Look at 2010's Mature Clusters and Where They Are Now

Granular	Endmarket	2010 Jobs	2010 LQ	2010 Sector	2022 Jobs	2022 LQ	2022 Sector	Flat Change in Jobs	Annualized Growth Rate since 2010	Forecasted Growth as a Multiple of Inflation (3.5%)	Expected Performance (2023 to 2025)
Retail: Electronics & Appliances	Consumer Retail & Services	491	1.65	Mature	394	1.50	Short-Term Growth	-97	-2%	1.80	Overperforming
Services: Warehousing & Storage	Warehousing & Storage	4,209	1.65	Mature	3,406	0.84	Medium-Term Growth	-802	-2%	1.03	At Pace
Manufacturing: Automotive	Automotive	682	1.80	Mature	545	0.90	Medium-Term Growth	-137	-2%	2.31	High Growth
Publishers & Printing	Wood & Paper	994	1.81	Mature	379	1.02	Medium-Term Growth	-616	-8%	0.86	At Pace
Manufacturing: Electrical Equipment, Appliances & Components	Electronics & HVAC Manufacturing & Retail	472	1.92	Mature	460	1.67	Mature	-12	0%	2.62	High Growth
Manufacturing: Non-Metallic Mineral Products	Manufacturing: Other	400	1.95	Mature	524	2.08	Mature	123	2%	1.42	Above Inflation
Retail: Apparel and Accessories	Textiles & Apparel	1,630	2.10	Mature	1,568	2.32	Mature	-61	0%	1.54	Overperforming
Services: Insurance	Finance & Insurance Services	2,756	2.17	Mature	3,858	2.19	Mature	1102	3%	1.75	Overperforming
Media: Production and Distribution	Media & Telecommunications	958	2.23	Mature	585	1.09	Medium-Term Growth	-374	-4%	0.94	At Pace
Manufacturing: Chemical	Chemicals	475	2.25	Mature	611	2.44	Mature	136	2%	0.87	At Pace
Services: Amusement and Recreation	Tourism & Recreation	2,738	2.50	Mature	3,569	2.55	Mature	830	2%	1.88	Overperforming
Services: Utilities	Utilities	75	2.89	Mature	27	0.79	Long-Term Growth	-49	-8%	2.26	High Growth

Industry Cluster Analysis – Highest Employment Clusters

- The industries that employ the highest number of people in Delaware County are summarized in the table below
- The largest industries in the County are **Management, Scientific & Technical Consulting**, **Restaurants, Bars & Bakeries**, and **Government Services**
- Overall, employment in the largest 10 industries in the County has trended positively since 2010. The only industries that have seen losses in jobs are **Department, General, & Grocery Stores**, **Warehousing & Storage Services**, and **Computer Systems Design Services**.
- Every high-employment industry in Delaware County has a nationwide forecasted revenue growth higher than the projected inflation rate

Delaware County's Highest Employing Industries

Industry Cluster	End Market	2022 Jobs	Share of Total Jobs	2022 LQ	Flat Change from 2010 to 2022	Annualized Growth Rate since 2010	Forecasted Revenue Growth as a Multiple of Inflation (@ 3.5%)
Services: Management, Scientific, and Technical Consulting Services	Management, Scientific, and Technical Consulting Services	13,252	13.8%	2.13	10,258	13.2%	2.01
Retail: Restaurants, Bars & Bakeries	Consumer Retail & Services	10,431	10.9%	1.45	2,593	2.4%	1.80
Services: Government	Government	9,363	9.8%	0.64	1,168	1.1%	-
Services: Health	Healthcare	8,909	9.3%	0.74	4,291	5.6%	4.68
Retail: Department, General, and Grocery Stores	Consumer Retail & Services	4,200	4.4%	1.11	-304	-0.6%	1.80
Services: Insurance	Finance & Insurance Services	3,858	4.0%	2.19	1,102	2.8%	1.75
Services: Amusement and Recreation	Tourism & Recreation	3,569	3.7%	2.55	830	2.2%	1.88
Services: Warehousing & Storage	Warehousing & Storage	3,406	3.6%	0.84	-802	-1.7%	1.03
Services: Personal Services	Consumer Retail & Services	3,072	3.2%	0.86	141	0.4%	1.80
Services: Computer Systems Design and Related Services	IT: Hardware & Software	2,855	3.0%	1.53	-6,263	-9.2%	4.34

Industry Cluster Analysis – Occupations

- The top employing occupations in Delaware County include **Office and Administrative Support**, **Sales and Related**, and **Food Preparation and Serving**
- Median hourly earnings for each of these occupations is shown in the table on the right, with the relevant comparison for Franklin County. The earnings for every occupation in Delaware County are within a \$1 range of the earnings in Franklin County
- The number of jobs in Delaware County has recovered to pre-pandemic numbers but has not kept pace with the growth in the number of establishments, as evidenced by the decline in Jobs per Establishment.
- A possible explanation is that the COVID-19 pandemic led to the automation of certain occupations, such as cashiers
- Despite the County’s highly educated resident population, data indicates that Delaware County lacks jobs aligned with resident skills and would benefit from the attraction of high-quality, career-track employment opportunities

Delaware County’s Highest Employing Occupations

Job Description	Jobs in 2022	Median Hourly Earnings in Delaware County	Median Hourly Earnings in Franklin County
Office and Administrative Support Occupations	13,197	\$19.43	\$19.75
Sales and Related Occupations	10,770	\$14.33	\$15.00
Food Preparation and Serving Related Occupations	10,735	\$11.58	\$11.82
Business and Financial operations Occupations	8,091	\$33.98	\$34.53
Transportation and Material Moving Occupations	6,938	\$18.26	\$19.00
Management Occupations	6,255	\$48.79	\$49.74
Educational Instruction and Library Occupations	6,014	\$27.28	\$29.80
Computer and Mathematical Occupations	5,021	\$42.19	\$42.05
Production Occupations	4,414	\$19.95	\$18.67
Healthcare Practitioners and Technical Occupations	3,812	\$33.00	\$32.98

Source: EMSI / Lightcast Employment Data, AECOM Analysis

Employees per Establishment, Pre- and Post-COVID

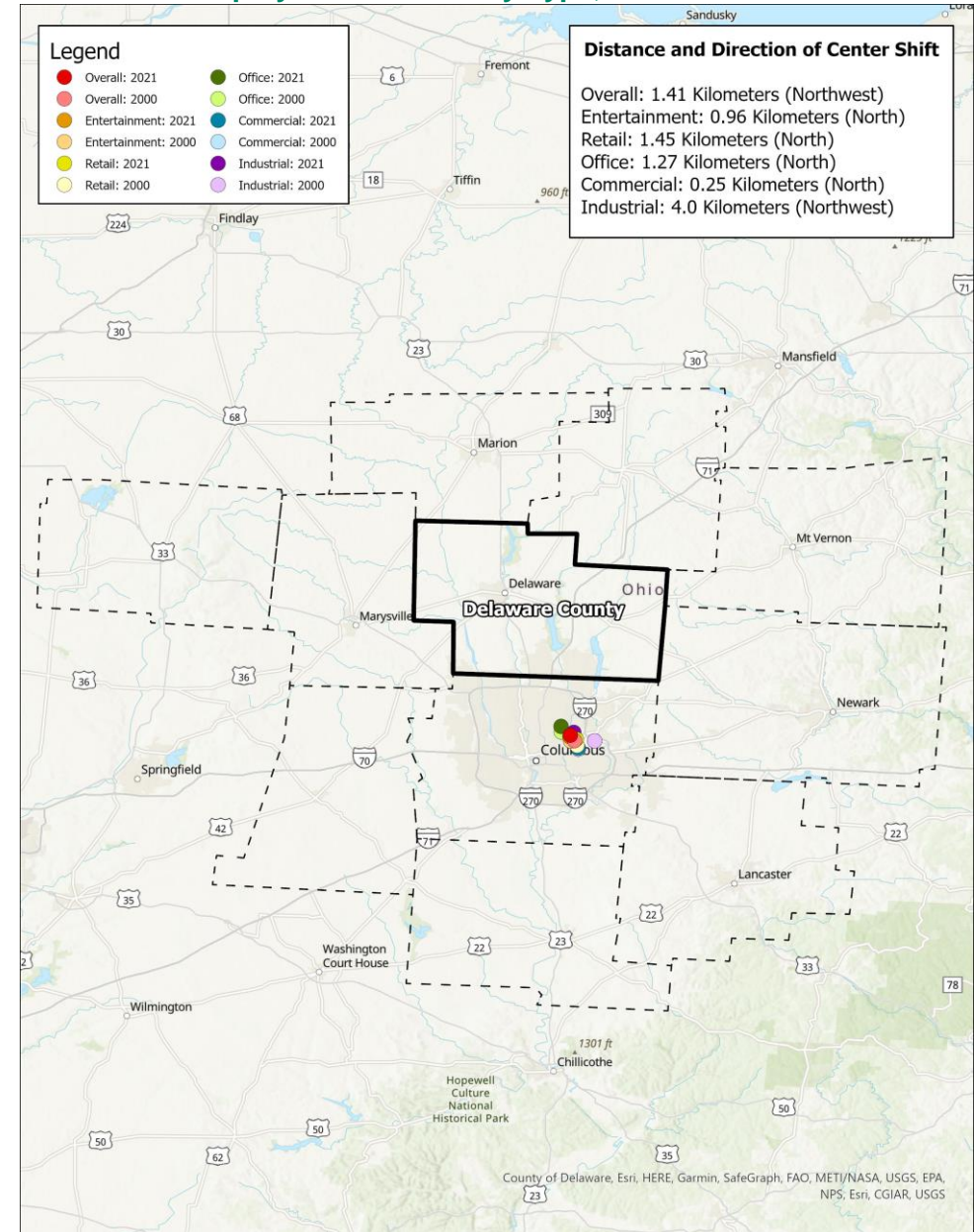
Year	Jobs	Establishments	Jobs / Establishment
2019	95,085	5,629	16.9
2022	95,848	6,501	14.7

Source: EMSI / Lightcast Employment Data, AECOM Analysis

Employment – Geographic Shifts

- Employment Centers for the Columbus MSA are calculated using American Community Survey 5-year data, which breaks employment down by Census Tract into 2-digit NAICS codes; AECOM aggregated the employment types into
 - **Entertainment**
 - **Retail**
 - **Office**
 - **Commercial**
 - **Industrial**
- The “central point” of these is based on 2000 and 2021 Census Tracts
- Since 2000, every employment center has shifted **northwards** by between 1 and 4 kilometers
- Pointing to exact employers that may be drivers of the employment center shifts is a challenge, due to the aggregated nature of the Survey data; however, based on QCEW employment statistics, Delaware County has seen growth in several manufacturing industries over the last decade (Industrial Machinery, Wood Products, Metal Products, Food & Beverages), which could be driving industry north
- It is likely that the development and growth of **Easton Town Center** and the **Polaris Mall** are key drivers of the Entertainment and Retail employment shifts

Employment Centers by Type, 2000 and 2021

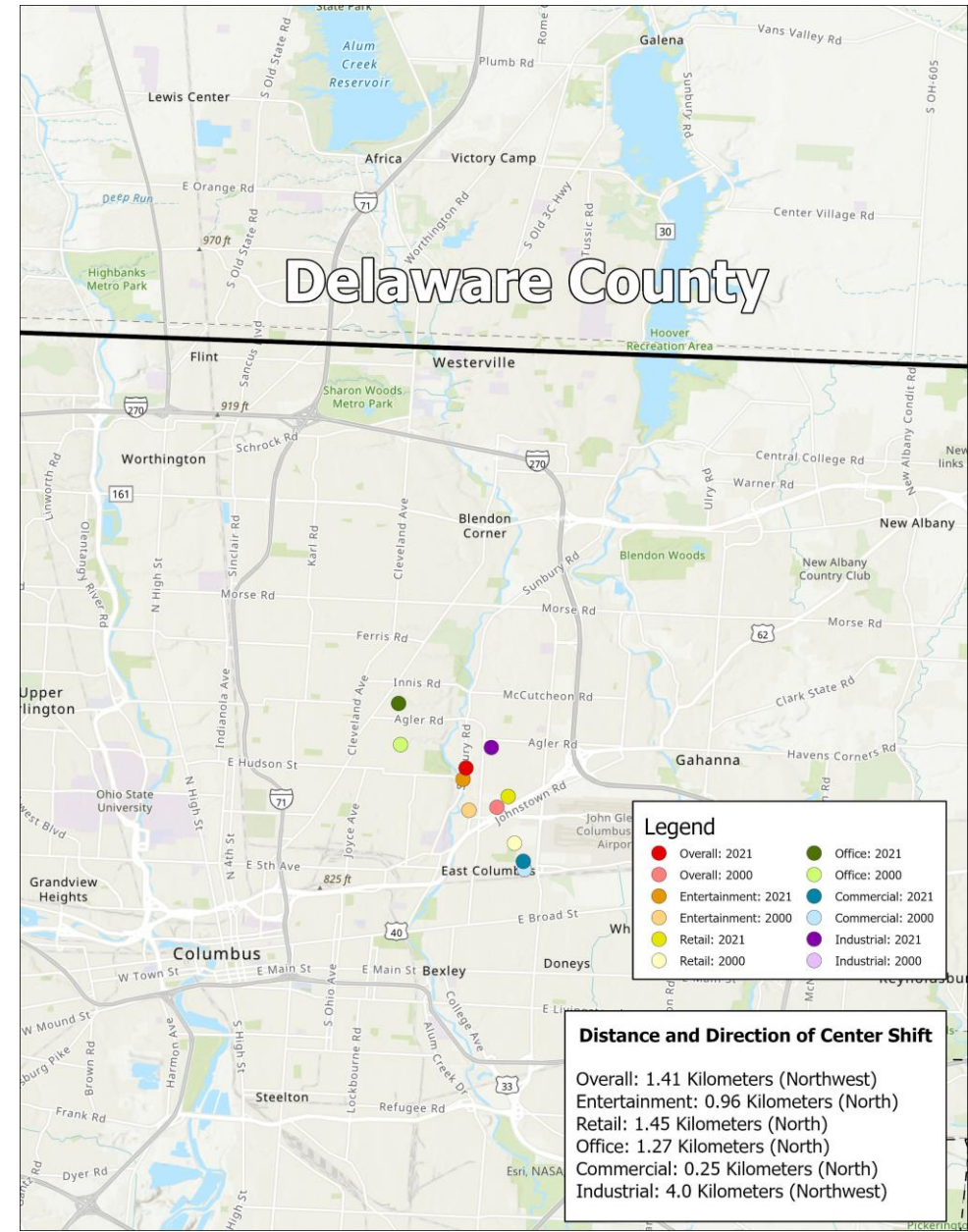


Source: American Community Survey 5-year Estimates, AECOM Analysis

Employment – Geographic Shifts

- Employment Centers for the Columbus MSA are calculated using American Community Survey 5-year data, which breaks employment down by Census Tract into 2-digit NAICS codes; AECOM aggregated the employment types into
 - Entertainment
 - Retail
 - Office
 - Commercial
 - Industrial
- The “central point” of these is based on 2000 and 2021 Census Tracts
- Since 2000, every employment center has shifted **northwards** by between 1 and 4 kilometers
- Pointing to exact employers that may be drivers of the employment center shifts is a challenge, due to the aggregated nature of the Survey data; however, based on QCEW employment statistics, Delaware County has seen growth in several manufacturing industries over the last decade (Industrial Machinery, Wood Products, Metal Products, Food & Beverages), which could be driving industry north
- It is likely that the development and growth of **Easton Town Center** and the **Polaris Mall** are key drivers of the Entertainment and Retail employment shifts

Employment Centers by Type, 2000 and 2021



Source: American Community Survey 5-year Estimates, AECOM Analysis

Agricultural and Food Industry Cluster Analysis: Family vs Nonfamily Farms

- The number of family farms in Delaware County grew by approximately **1%** from 2012-2017; however, the percentage of family farmland decreased by **(-2.6%)**, this decrease was not unique to Delaware County, both the metro region and the state experienced declines in family farmland over the same time period
 - In addition, some family farms transition to non-family business entities (i.e., partnerships, non-family corporations) for other purposes such as estate planning and reducing tax liability
- The percentage of land for non-family farms increased from 2012-2017 (**6.1% CAGR**), but the percentage of workers in the agricultural sector **has not changed** from 2018, which indicates that the increase in non-family farmland did not impact agricultural job growth, perhaps due to larger, more efficient operations benefitting from economies of scale

	Percentage of Family Vs Non-Family Farmland, 2012-2017																	
	Delaware County, OH						Columbus, OH Metro						State of Ohio					
	Family Farm			Non-Family Farm			Family Farm			Non-Family Farm			Family Farm			Non-Family Farm		
	2012	2017	CAGR	2012	2017	CAGR	2012	2017	CAGR	2012	2017	CAGR	2012	2017	CAGR	2012	2017	CAGR
Farm	83.2%	86.8%	0.9%	16.8%	13.2%	-4.7%	60.2%	56.8%	-1.2%	39.8%	43.2%	1.7%	90.1%	87.4%	-0.6%	9.9%	12.6%	4.8%
Acre	71.3%	61.4%	-2.9%	28.7%	38.6%	6.1%	82.5%	48.3%	-10.2%	17.5%	51.7%	24.2%	75.1%	71.3%	-1.0%	24.9%	28.7%	2.9%

Non-Family Farms Include: Partnerships, Corporations, Other than family held, Other - estate or trust, prison farm, grazing association, American Indian Reservation, etc

Agricultural and Food Industry Cluster Analysis: Agricultural and Developed Land

- The percentage of developed land in Delaware County increased from 2011-2022, with a significant increase from 2020-2022 (**13.1%**), this trend to more developed land in Delaware County is likely to continue with more than 200 (**238**) residential permits issued in 2023, active subdivision proposals totaling **3,321 acres**, and the sustained population growth and related demand for housing
- There is a national trend towards increased urbanization, thus the loss of agricultural land (**-6.5%**) is not unique to Delaware County

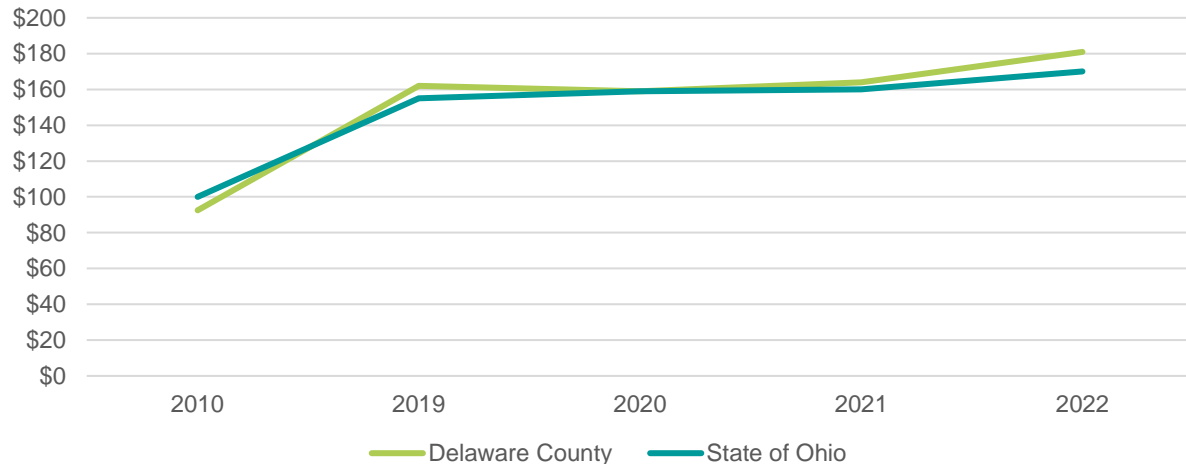
Delaware County's Agricultural and Developed Land, 2011; 2020; 2022

Agricultural Land					Developed Land				
2011	2020	2022	CAGR (2011-2022)	CAGR (2020-2022)	2011	2020	2022	CAGR (2011-2022)	CAGR (2020-2022)
40.58%	43.80%	40.94%	0.08%	-6.54%	17.34%	18.97%	21.46%	1.96%	13.14%

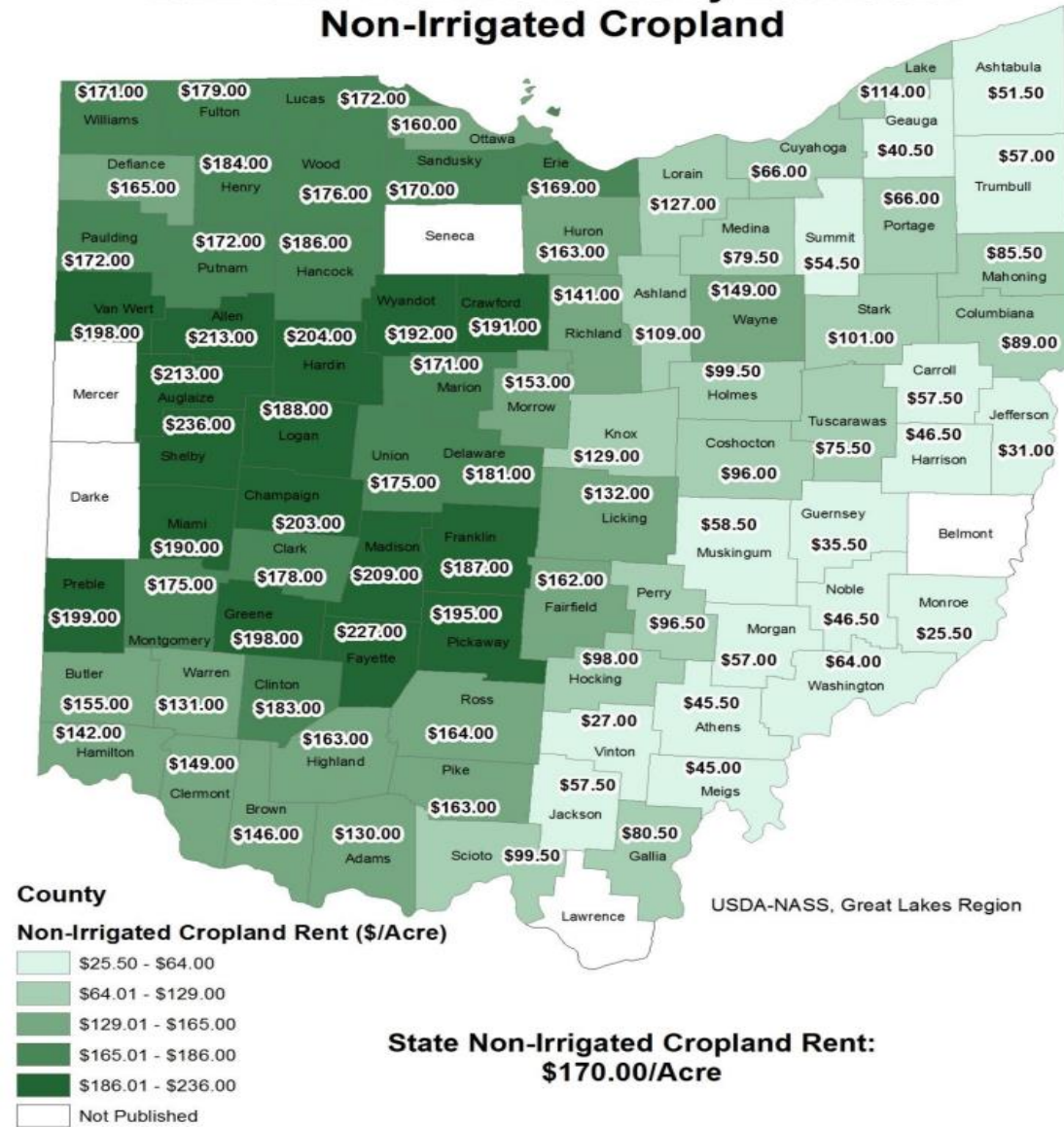
Agricultural and Food Industry Cluster Analysis: Land Value

- The County's **cash rent per acre** in 2022 was **\$181**, higher than the state average (\$170)
- Delaware County's agricultural land value increased by **10%** from 2021-2022, slightly lower than the statewide increase (11.3%) but which **follows a nationwide trend of increasing cropland values**
- Notable long-term drivers of rising agricultural land values include competing demands for land use (population growth and urbanization, recreational land use, food production, natural resources)

Cash Rent Per Acre: Non-Irrigated Cropland, 2010, 2019-2022



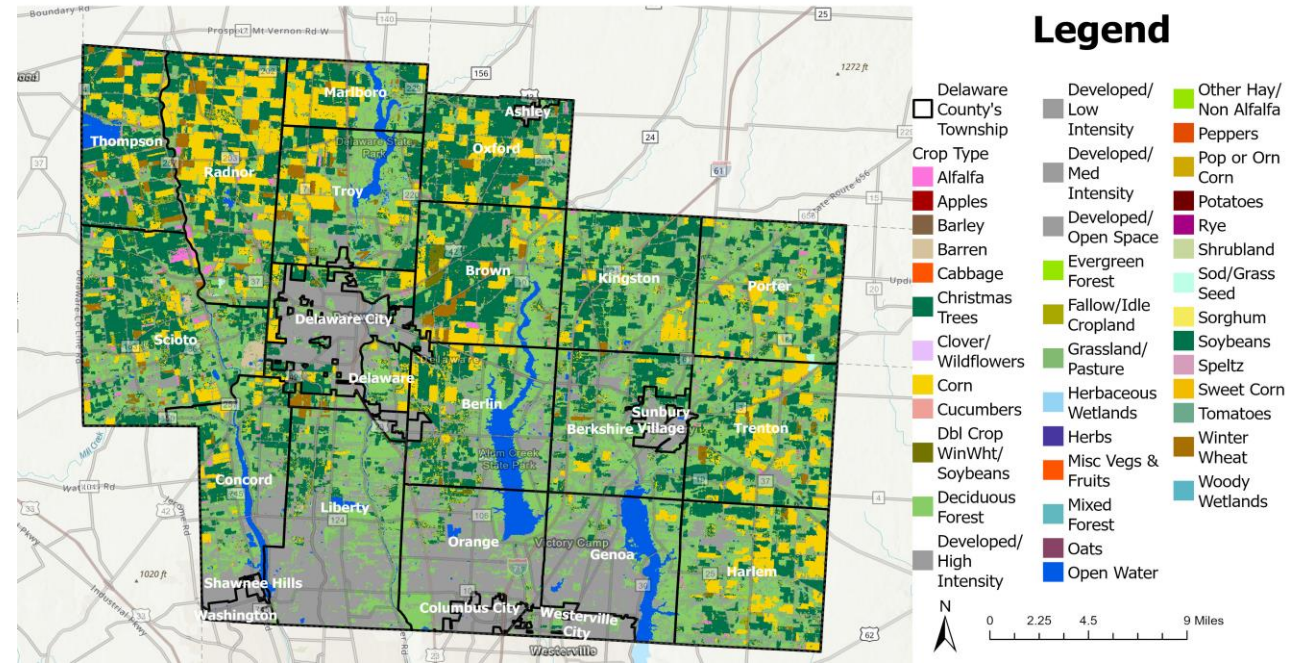
2022 Ohio Cash Rent County Estimates: Non-Irrigated Cropland



Agricultural and Food Industry Cluster Analysis: Cropland Coverage & Production

- **Soybean and corn** make up **91%** of the County's crop area and are typically produced for export; by cash receipts, Delaware County's top commodity crops are soybeans, nursery & greenhouse, and corn; **Ohio** is a **national Top 10 producer of corn** (7th) and **soybean** (8th) crops for export
- Delaware County's corn and soybean production combine to account for **67.7%** of the County's **crop commodity cash receipts**; statewide, corn and soybean crops account for 53.8% of cash receipts
- Production of **edible produce**, typically higher-value than commodity crops, has increased since 2010 but accounts for **less than 1% of cash receipts** in both Delaware County and statewide, reflecting labor- and management-intensive production
- While Delaware County crop production is more diversified than other counties throughout Ohio, the **County's agriculture sector is especially vulnerable to global disruptions in the corn and soybean markets**
- The County will need to **engage with key stakeholders** which include the ag community, township trustees, property owners and developers, and institutional ag sector partners (OSU Ag Extension Office) to **preserve high-value crop production**, where possible, as growth continues to occur

Delaware County's Crop Coverage, 2022



	Delaware County, OH			State of Ohio		
Category	2010	2021	2022	2010	2021	2022
Soybeans	56%	63%	61%	51%	53%	54%
Corn	38%	29%	30%	37%	35%	35%
Produce	0.002%	0.006%	0.018%	0.029%	0.035%	0.063%

Source: US Department of Agriculture (2022), AECOM

Tourism & Visitation

- Delaware County, OH has **12,396** jobs sustained by tourism. It received over **\$1.1 billion** in direct tourism spending in 2021¹
 - The industry cluster for restaurants, bars, and bakeries is well situated for **short-term growth**, while industry clusters for other retail outlets such as apparel are considered **mature**
 - The industry cluster for amusement and recreation is considered **mature**
 - Alum Creek State Park (4,600 acres) and Delaware State Park (1,300 acres) are attractions for outdoor recreation activities including camping, boating and fishing
- Annual events in Delaware County include: The Memorial Tournament (golf), The Delaware County Fair, The Little Brown Jug (harness race)
- The State of Ohio experienced its second-best year on record in 2021, suggesting a strong post-pandemic recovery in tourism activity. It received over **\$47 billion** in tourism spending in 2021, compared with **\$49 billion** in 2019²
- The Columbus Zoo generated **\$350 million** to the region and sustained more than **3,800 jobs** in 2021³



Source: Wikimedia

Top Attractions

Columbus Zoo and Zoombezi Bay

Tanger Outlet

Greater Polaris Fashion Place Area

Parks, Museums, and Cultural Experiences

¹ "Economic Impact of Delaware County Tourism for 2021." Destination Delaware County.

² "2020 Economic Impact from Tourism." TourismOhio.

³ Columbus Zoo News: <https://www.columbuszoo.org/news/columbus-zoo-and-aquarium-brings-significant-impact-region>

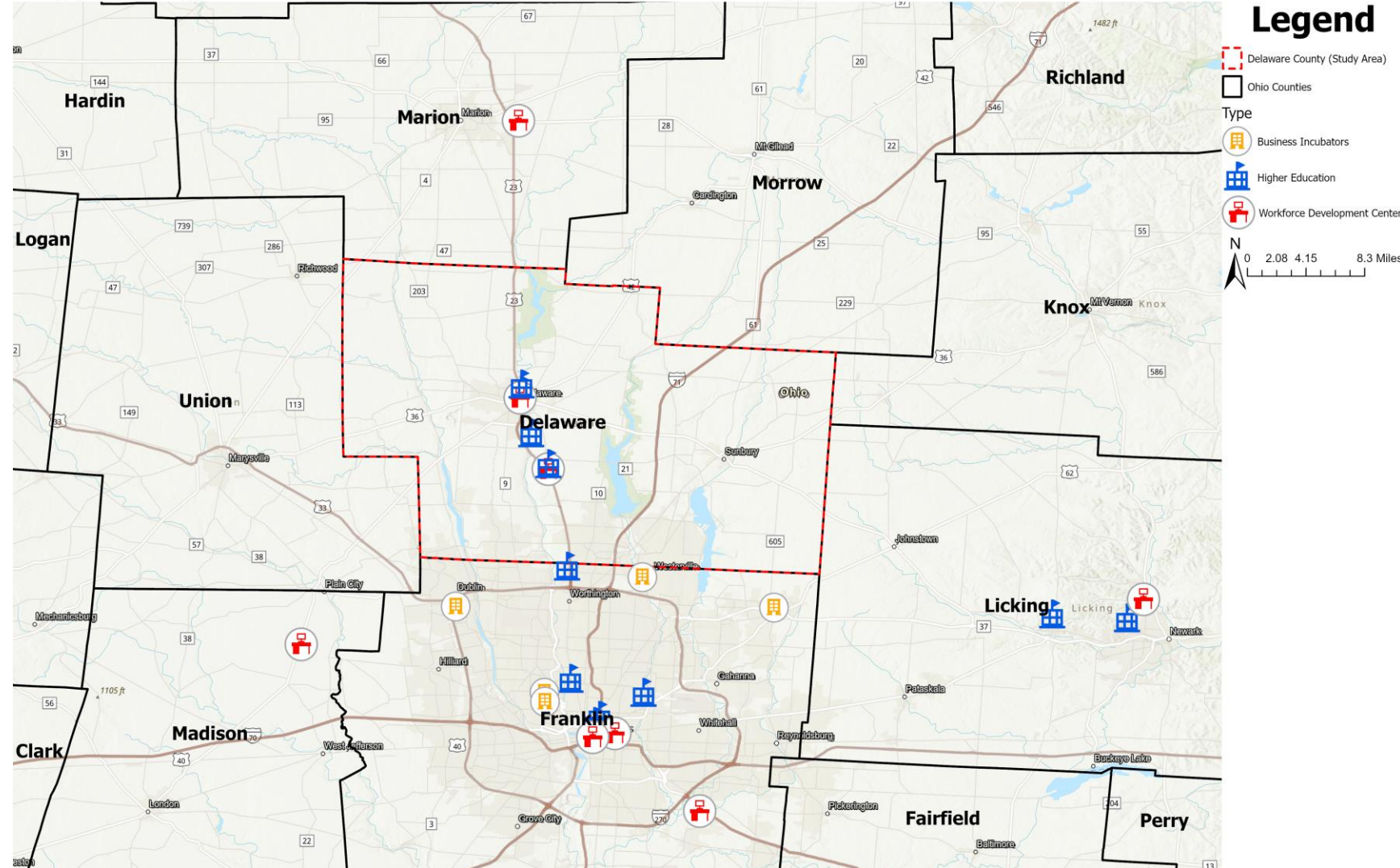


Economic Development Infrastructure

Supportive Infrastructure

- Higher education in Delaware County includes **The Methodist Theological School, Ohio Wesleyan University, Franklin University, Columbus State Community College Delaware Extension**, and an **OSU Ag Extension** campus
- **Delaware Area Career Center** and **American Job Center** are workforce development centers in Delaware County
- Delaware County is home to **The Delaware Entrepreneurial Center**, a business incubator formed through collaboration between Delaware County, the City of Delaware, and Ohio Wesleyan University (where it's located); many of the metro region's innovation ecosystem assets are found in Franklin County

Supporting Infrastructure In And Surrounding Delaware County



Community Improvement Corporations (CICs) in the Columbus Metro Area

- **CICs are non-profit entities** formed to assist in economic and community development, acting as **connector organizations** fueling private-public partnerships and community benefits
- County-level CICs align economic development efforts between public and private partners across business attraction, retention, and expansion, workforce development, and real estate domains
- Within the Columbus Metro region, **several counties utilize CICs to serve as economic development organizations** within their respective counties, including facilitating tax abatement and tax reduction programs & incentives, promoting foreign trade zones, coordinating with other economic development agencies (i.e. chambers of commerce, port authorities, and local CICs)
- Metro Columbus County CICs include Grow Licking County, Grow Union County, Pickaway Progress Partnership (P3), Grow Logan County, Marion CAN DO!, Madison Future, and Knox County ADF
- CICs can **braid funding from both public and private sources**: counties, townships, and municipalities are able to appropriate general funds to CICs, and the CIC can receive donations and charge membership dues to entities (including governmental entities and private companies which are members of the CIC)
- In assisting county governments with economic development programs and services, CICs have a broad role, with the ability to: borrow money for the CIC, provide loans to individuals/businesses, buy/lease/sell real or personal property, enter into contracts with federal, state or local governments, apply for or administer grants, coordinate the establishment of entrepreneur centers, and establish economic development promotion, marketing, and branding for the County

Delaware County Economic Development and Incentive Offerings

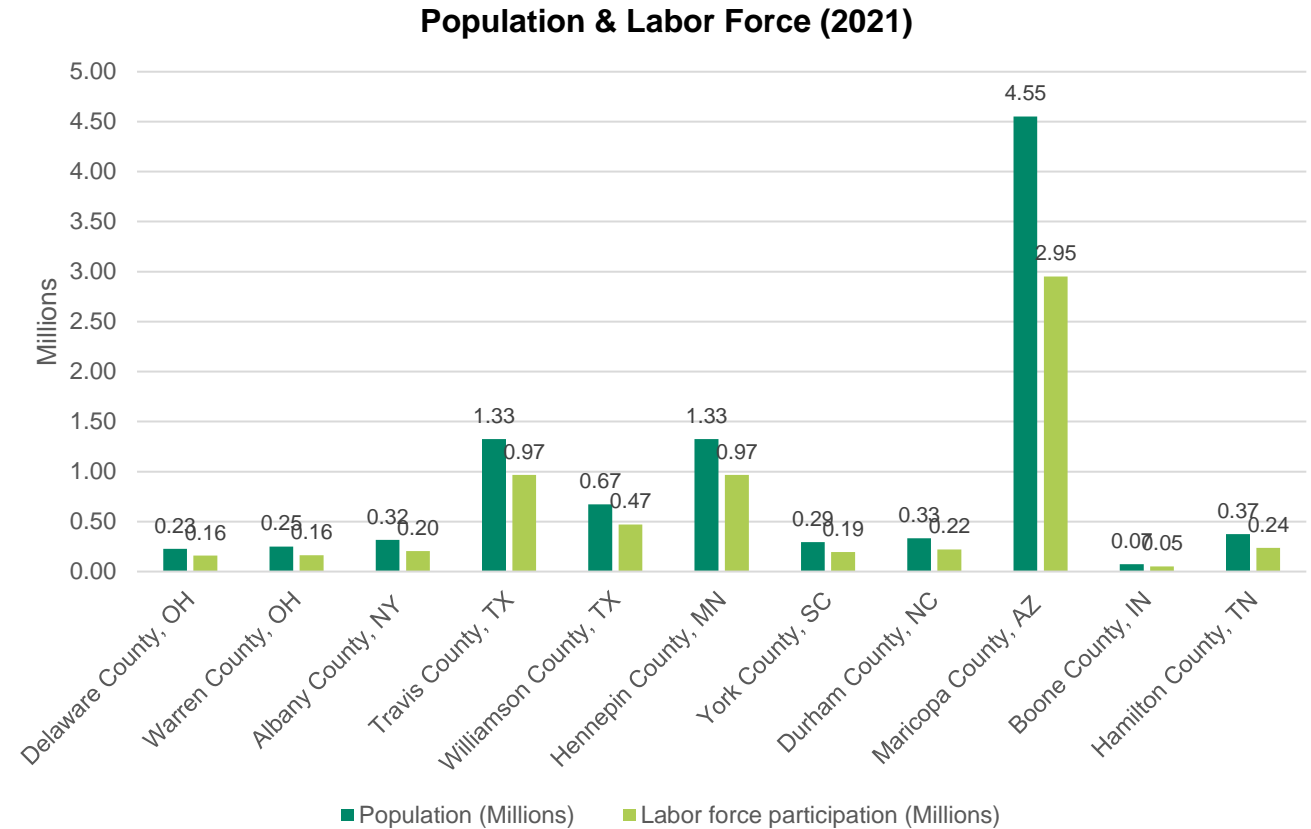
- Delaware County is an active partner with **One Columbus**, the organization leading a comprehensive regional growth strategy for the 11-county Columbus metro area
- The **Delaware County Finance Authority (DCFA)**, formerly the Delaware County Port Authority, is a political subdivision created in 2006 to assist with economic development and job creation endeavors
- The DCFA is led by a 7-member Board of Directors each serving a four-year term, appointed by the Delaware County Commissioners
- Within the County, **Community Improvement Corporations (CICs)** have been formed in Delaware County, Liberty, Powell, and Westerville
- Delaware County has an established CIC, but it has not been active in recent years; Living in Liberty CIC received a \$25K grant from Delaware County commissioners to advocate for local programming in 2021; and The Powell CIC was incorporated in 2010, and includes incentive programs for business attraction, retention, and expansion as a responsibility of the organization
- Local incentive options include bond programs, tax abatements, tax exemptions, and special purpose districts
- Delaware County Economic Development Incentives and Programs:
 - **Tax Increment Financing, TIF** (bond financing for project-related public infrastructure), **Community Reinvestment Area, CRA** (real property tax abatement), **Enterprise Zone, EZ** (designated areas eligible for property tax abatement tied to job growth), and Workforce Development training resources (**On-the-Job Training and Incumbent Worker Training**)
 - In addition, the County can facilitate the formation of special purpose districts, such as **Joint Economic Development Districts, New Community Authorities, Transportation Improvement Districts, Special Improvement Districts, and County Land Reutilization Corporations**, which can further economic development in specific geographic areas, authorize new taxing authority, or enable multijurisdictional cooperation
- Delaware County Finance Authority Incentives and Programs:
 - **Reinvest Delaware Bond Program** (for community projects and local infrastructure), **Construction Financing Program** (sales tax exemption for construction materials), **PACE Program** (clean energy bonds), tax-exempt financing programs supporting land and building acquisition, renovations, new construction, equipment purchases, and public infrastructure projects (**501(c)(3) Financing Program, Special Assessment Program, Manufacturing Financing Program**)
 - The DCFA is also a partner to the **Delaware County Revolving Loan Fund** Committee

Benchmark Counties

Benchmarking Survey

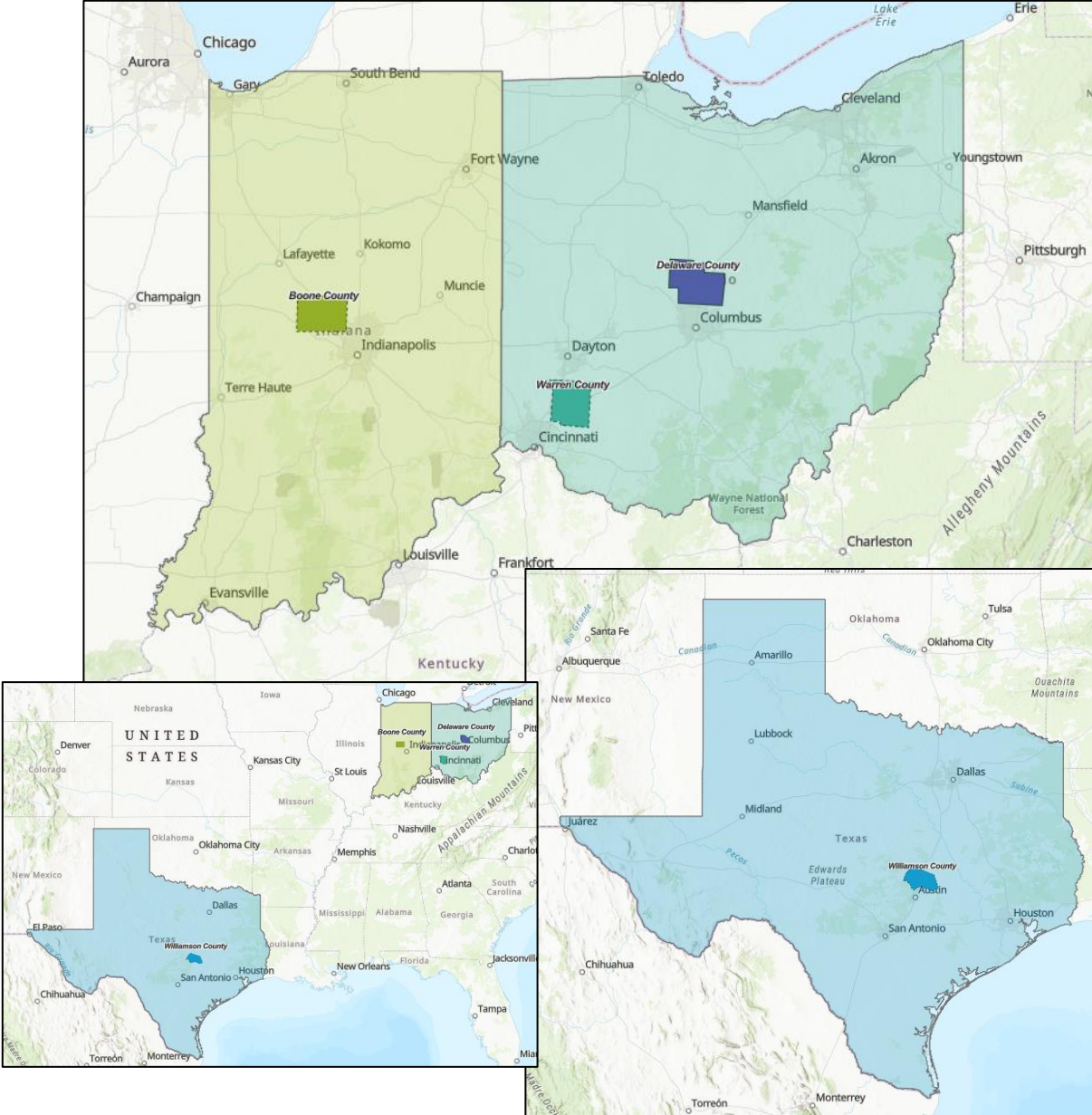
Eleven Counties with Similarities to Delaware County

- Delaware County, OH
- Warren County, Ohio (Cin-Day, OH MSA)
- Albany County, New York (Alb-Sch-Troy, NY MSA)
- Travis County, Texas (Austin, TX MSA)
- Williamson County, TX (Austin, TX MSA)
- Hennepin County, MN (Minneapolis, MN MSA)
- York County, SC (Charlotte, NC MSA)
- Durham County, NC (Raleigh-Cary-Durham, NC MSA)
- Maricopa County, AZ (Phoenix-Mesa, AZ MSA)
- Boone County, IN (Indianapolis, IN MSA)
- Hamilton County, TN (Chattanooga, TN MSA)



Benchmarking Methodology

<p>Selected Counties</p>	<ul style="list-style-type: none"> • Warren County, Ohio • Boone County, Indiana • Williamson County, Texas
<p>Criteria</p>	<ul style="list-style-type: none"> • County location borders a mid-size metropolitan area • Population/growth trajectory of the metro area is similar to Columbus' • Established industry presence • Economic development organization structure, relative to community size and challenges, is appropriate for comparison
<p>Key Similarities</p>	<ol style="list-style-type: none"> 1. Rapid growth challenges economic development practices 2. Remote work introduces new challenges and opportunities 3. Counties must continue investing in educational and workforce development partnerships to maintain stable growth






Warren County, OH

Economic Development Strategy Successes

- Utilization of special taxing districts to enable development and expansion
 - Warren County enabled the expansion of the Procter & Gamble campus in 2019 by creating a TIF equivalence fund to receive Payment In Lieu Of Taxes (PILOT) based on the improved value of the expansion
- Opportunities for relocation, expansion and entrepreneurial activity is **made easier** through the County's website
 - Warren County produces maps of available properties for prospective/expanding businesses to help them understand where they may fit in the County
 - Commonly utilized local incentives are explained with fact sheets for each
- Support for Convention & Visitor's Bureau
 - Warren County Convention & Visitor's Bureau brands Warren County as "Ohio's Largest Playground," and exists to drive the \$1.45B tourism economy in the county (2022)

Source: Dayton Daily News, Cincinnati Enquirer, AECOM



Industry Mix			
	Manufacturing	Healthcare	Retail Trade
	15.3% of Total Employment	13.0% of Total Employment	11.4% of Total Employment
	Average Salary \$62,460	Average Salary \$43,844	Average Salary \$29,458
Stats	2020-2022 Pop. Growth		Labor Participation Rate
	Delaware County, OH	5.7%	70.4%
Warren County, OH	3.1%	65.1%	

Boone County, IN

Economic Development Strategy Successes

- Seeding local startups and small businesses
 - The Propel Program provides financial assistance up to \$30k and 60-month terms for entities earning less than \$5M in revenue
- Staff **dedicated to workforce development**
 - Boone employs a full-time “talent development” specialist who focuses exclusively on talent attraction and retention efforts in Boone County
- A strong presence in the community
 - Economic development is led by the non-profit, Boone Economic Development Corporation
 - Over 60 companies, public agencies, and private organizations contribute funds to the EDC
- Successful branding based on key assets and events
 - “Better in Boone” reflects the County’s desire to be a great place to live, work and play

The LEAP Innovation District in Boone County is an emerging industrial hub which will soon include a future Eli Lilly facility; an investment of \$2.1B.

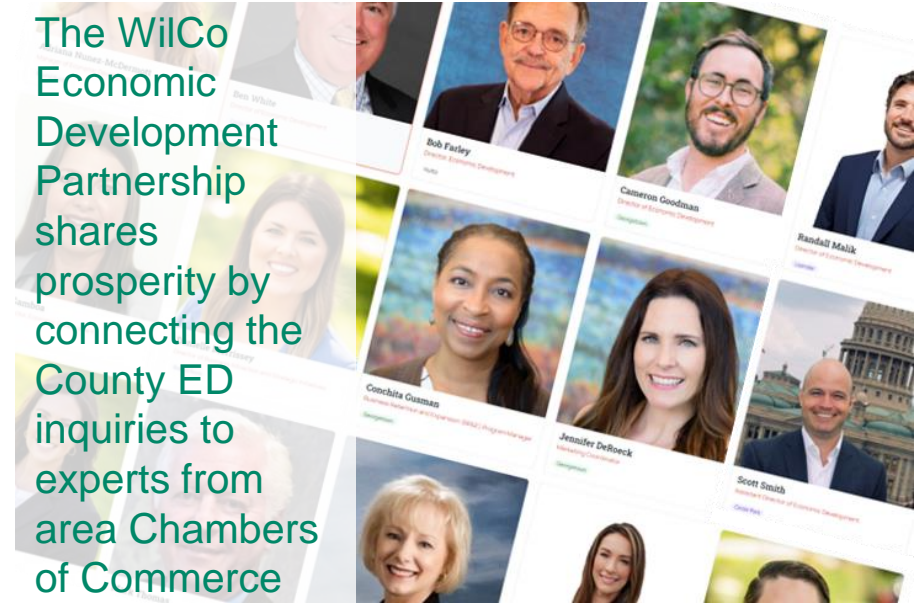





Industry Mix			
	Retail Trade	Manufacturing	Healthcare
	23.3% of Total Employment	11.6% of Total Employment	11.4% of Total Employment
	Average Salary \$36,564	Average Salary \$52,502	Average Salary \$47,677
Stats	2020-2022 Pop. Growth		Per Capita Income
	Delaware County, OH	5.7%	\$52,397
	Boone County, IN	4.7%	\$49,666

Williamson County, TX

Economic Development Strategy Successes

- Facilitating connections
 - At first glance, it seems that WilCoEDP has a staff of 17; in fact, they have a small staff that facilitates connection with Chambers of Commerce located within the county
- Global reach
 - An agreement formed with an agent of Korea's Ministry of Trade is developing a relationship that will bring new industries to the County, including a forthcoming Korean auto part manufacturer
 - Executive Director recently lead a delegation from Williamson County to Korea to talk with firms interested in establishing a footprint in Central Texas
- **Excellent website**
 - Website quickly connects prospective site selectors with staff, map of available properties, target industry data and information, news of notable recent wins, and tells a compelling story through video



Industry Mix			
	Retail Trade	Healthcare	Accom + Food
16.7% of Total Employment	12.1% of Total Employment	11.4% of Total Employment	
Average Salary \$43,430	Average Salary \$51,810	Average Salary \$16,897	
Stats	2020-2022 Pop. Growth		Per Capita Income
	Delaware County, OH	5.7%	\$52,397
Williamson County, TX	10.2%	\$42,959	

Next Steps

Next Steps

- **Asset Mapping**, Ecosystem Development, Gap Analysis to identify resources for entrepreneurship and innovation-linked economic development, and to identify opportunities for collaboration and areas for growth (end of June)
- **Listening Tour**/Stakeholder Interviews - to be placed in context with local economic trends (mid-July)
- **Opportunity**/"Catalyst Site" identification aligned with target sectors and development priority zones (mid-July)
- **Strategy** Framework Development to guide a visioning process for County economic development efforts

Appendix 2



The Columbus Zoo and Aquarium, located in the City of Powell, is Delaware County's top tourism destination and attracts more than 2 million visitors per year.





Delaware County Economic Development Strategy

Stakeholder Engagement & SWOT Analysis

Innovation Ecosystem Asset Map

Growth Corridor/Opportunity Site Analysis

Target Industry Analysis

October 30, 2023

Stakeholder Engagement & SWOT Analysis

Stakeholder Engagement & SWOT Analysis

25+

Engagement Interviews Conducted

75+

Individual Stakeholders who Participated

- County Commissioners
- Delaware County Finance Authority
- Workforce Development and Higher Education
- State/Regional Economic Development Partners
- City, Village, Township leadership
- Business Organizations
- Private Utility Providers
- State/Regional Planning Partners
- Community Non-Profits
- Housing Organizations

Discussions focused on high-level impressions, identifications of issues, challenges, and pathways for success, as well as recommendations for organizing economic development efforts in Delaware County

Listening Tour Summary

SWOT Analysis

S

STRENGTHS

- Educated and skilled resident population
- Location in the Columbus metro area
- High-quality K-12 education system
- Amenity-rich natural and built environments
- Communities within Delaware County maintain an independent sense of place
- Established businesses already connected to supply chains of innovative industries (EV, Semiconductors)
- Economic development is a clear County priority
- Presence of Class 1, dual-served rail

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Listening Tour Summary

SWOT Analysis

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WEAKNESSES

- Mismatch between jobs and resident skills
- 2nd-Tier roads rapidly shifting to higher use, infrastructure not ready at scale
- Need to diversify tax revenues
- High cost and low availability of housing
- Multi-modal transit options are limited
- Rising cost of living
- Limited County ED staff capacity
- Local and regional economic development partners are uncertain how to best position the County for business attraction/retention/expansion collaboration

Listening Tour Summary

SWOT Analysis

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OPPORTUNITIES

- Prime real estate available for development, especially sites >200 acres
- Strong positioning for advanced manufacturing and innovative industry growth post-Covid
- OSU Ag Extension and the County's agriculture economy offers an opportunity to explore the attraction/expansion of a robust agtech sector
- Improved positioning for federal grants
- Regional transit initiatives have started to identify solutions to accommodate continued population growth in the Columbus metro
- Availability of new federal infrastructure funds
- Post-Covid, there has been increased interest in mixed-use development opportunities
- Use of new/revitalized economic development organization within the County (example: CICs) to expand reach of County-led ED, and help align strategies across workforce, infrastructure, housing

Listening Tour Summary

SWOT Analysis

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THREATS

- “Shovel-readiness” of sites remains a barrier, despite availability of land
- Lack of community consensus on how to best manage current and future growth
- Loss of productive farmland
- Lack of a diverse stock of housing products and lack of access to housing towards job centers
- Annexation may expand utility infrastructure, but can also leave residents with multiple layers of tax levies amidst shared service delivery
- Risk of referendum/recall for zoning adjustments
- Local government structure is highly siloed, and relationships can be fragmented as a result
- Funding mechanisms in Delaware County are perceived as less competitive than other areas in the metro

Cross-Cutting themes

Stakeholder Engagement & SWOT Analysis

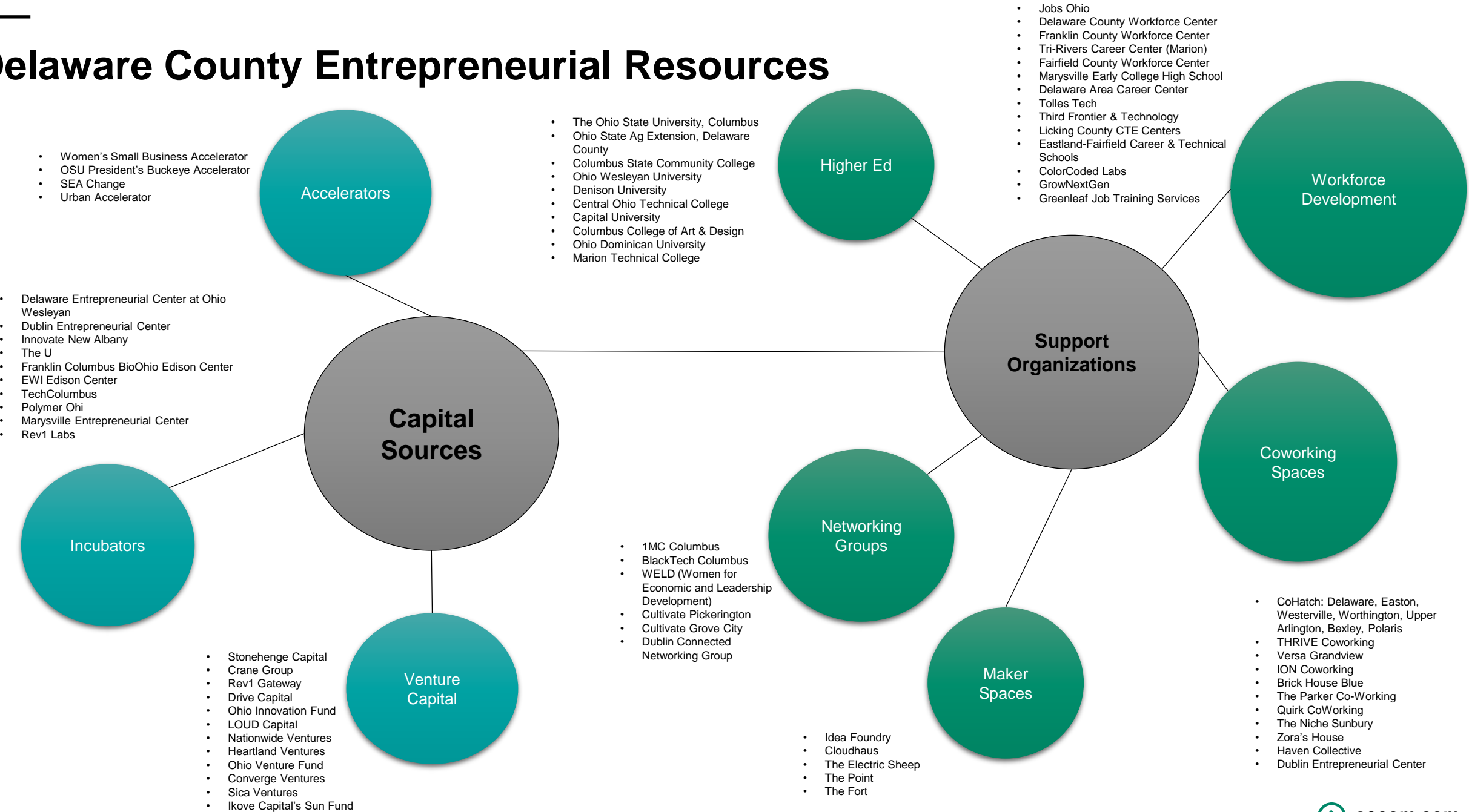
- Delaware County is experiencing growing pains as the County aims to balance strong residential growth with intentional economic development
 - Stakeholders expressed mixed feelings about the pace of growth and community change
 - Excitement and optimism for local and regional economic opportunities was countered by concern over the impact of growth on quality of life, local infrastructure, and housing

- In addition, continued metro-area growth has pushed north into more rural areas of Delaware County
 - These areas may lack commercial infrastructure but still experience the impacts of rapid growth (i.e., increased traffic) and development pressures (agricultural land turnover)

Local organizations are interested in partnerships with the County and each other to identify shared solutions for economic development

Delaware County Innovation Ecosystem

Delaware County Entrepreneurial Resources



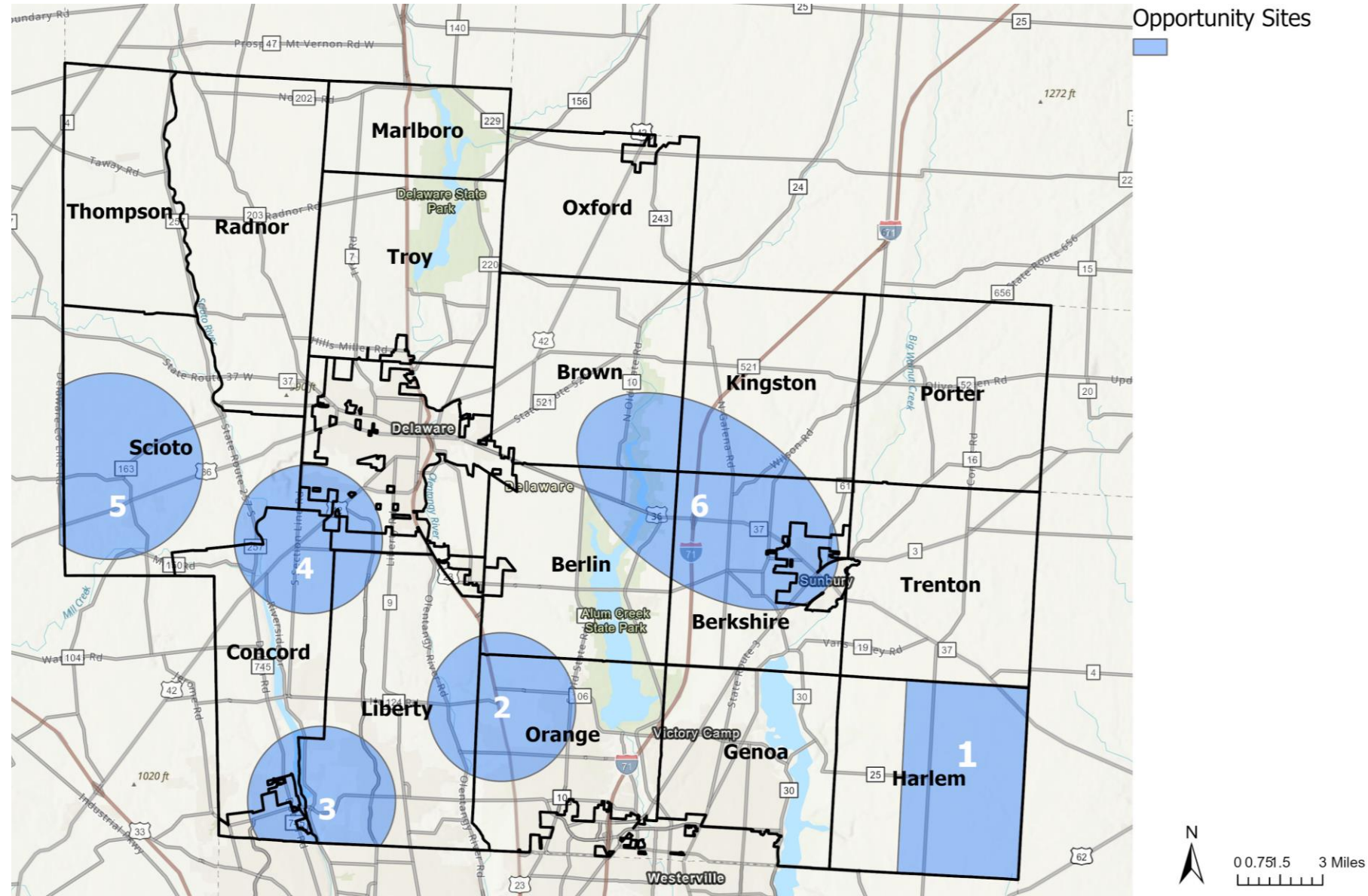
Innovation Ecosystem

- Overall activity is anchored in Columbus
 - Innovation across healthcare, life sciences, mobility and insurance are central Ohio strengths
 - Ohio State: R1 Research University with a \$1.2 billion annual basic and applied research program
 - Columbus, which was named Ohio's 3rd Innovation District in 2021, has established its leadership as a world-class biotech and gene therapy hub
 - Innovation Districts pool funds from public and private sources. In Columbus, Jobs Ohio, Nationwide Children's Hospital, and The Ohio State University are investing a combined \$1 billion for new research facilities
- Delaware County is optimally positioned for advanced industries growth, and with strong agriculture ties the County has the opportunity to lead in the advancement of an ag-tech ecosystem, leveraging the Ohio State Ag Extension office as well as the Delaware Entrepreneurial Center at Ohio Wesleyan

Growth Corridors

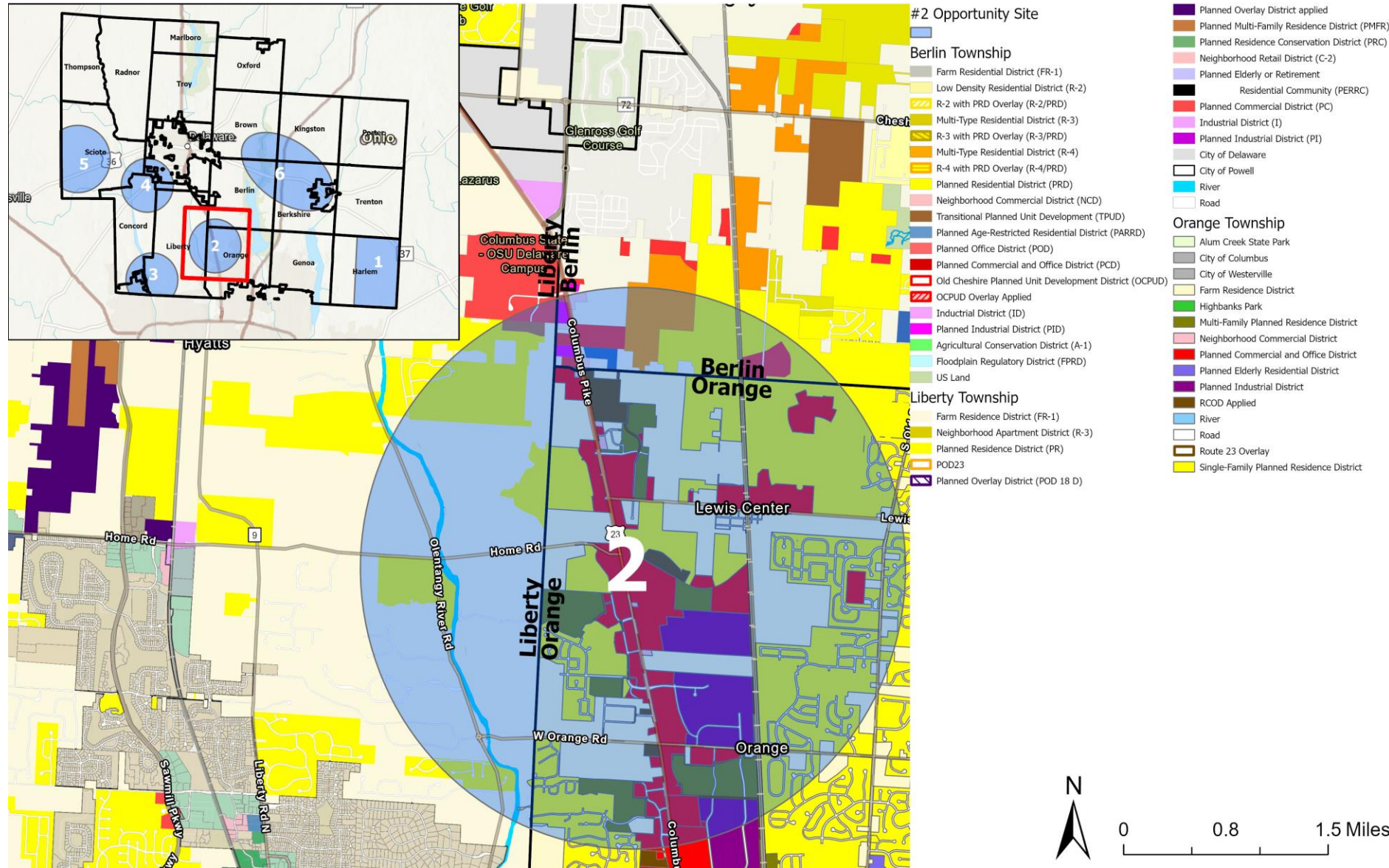
Growth Corridor Areas

- The project team conducted an assessment of developable land which yielded the identification of several growth corridors
- Delaware County may need to establish a more defined leadership role to manage the impact of projected growth, drive conversations around the prioritization of infrastructure and utility investments and maintenance, and update land use, zoning, and planning policies
- Delaware County is served by two Class-1 rail lines, which should be leveraged where feasible to move freight



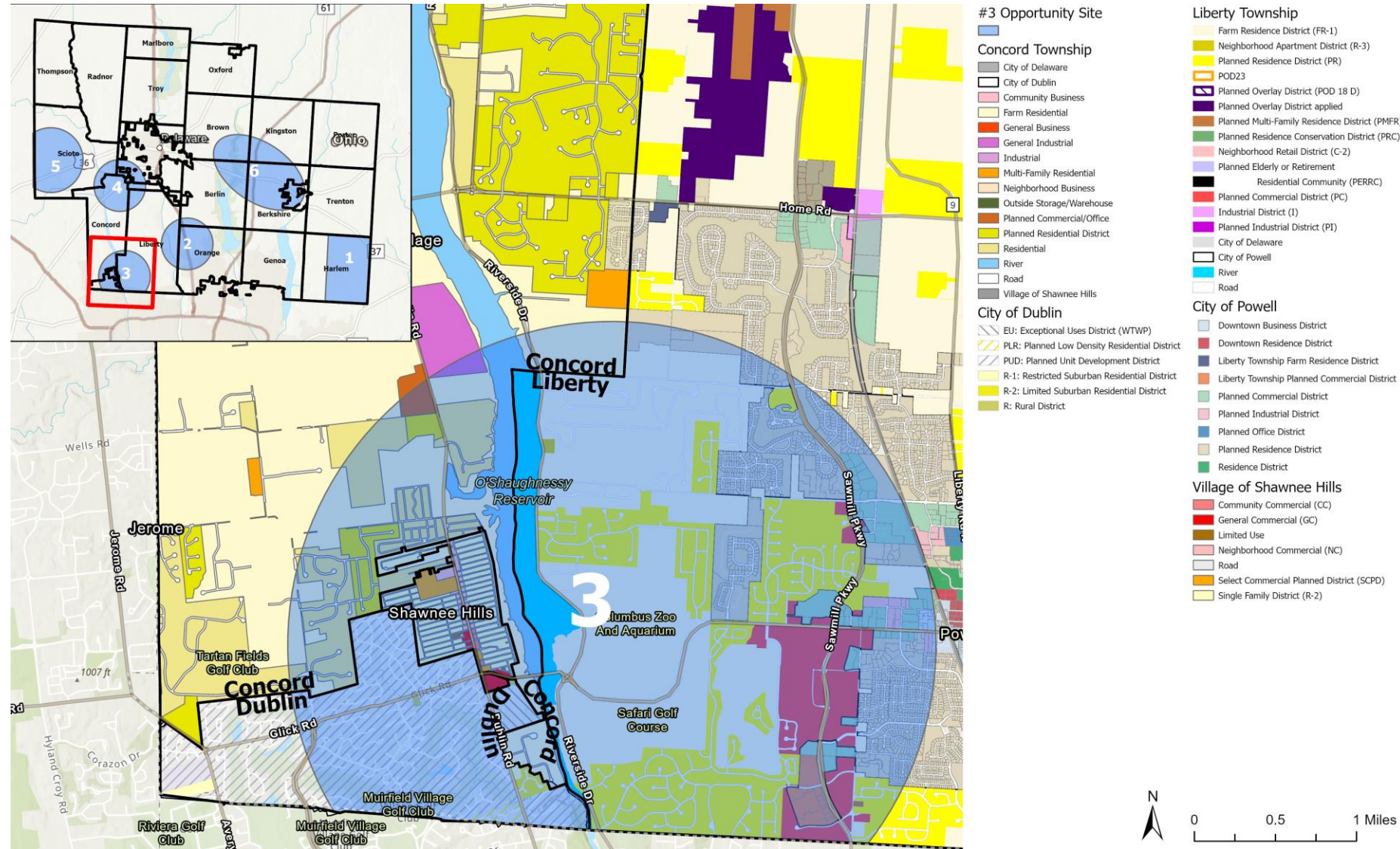
#2 Liberty/Orange

- This growth corridor includes portion of Liberty, Orange, and Berlin Townships located close to Route 23, in the south-central portion of the County
- 73% of the land use in this area is residential, though there is some industrial zoning already in place
- State, regional and local leadership have identified the significant and ongoing traffic challenges of the Route 23 corridor as a priority
- Sites within this corridor would be appropriate for data centers, or for advanced manufacturing and R&D facilities (leveraging existing industrial zoning and/or facilities)



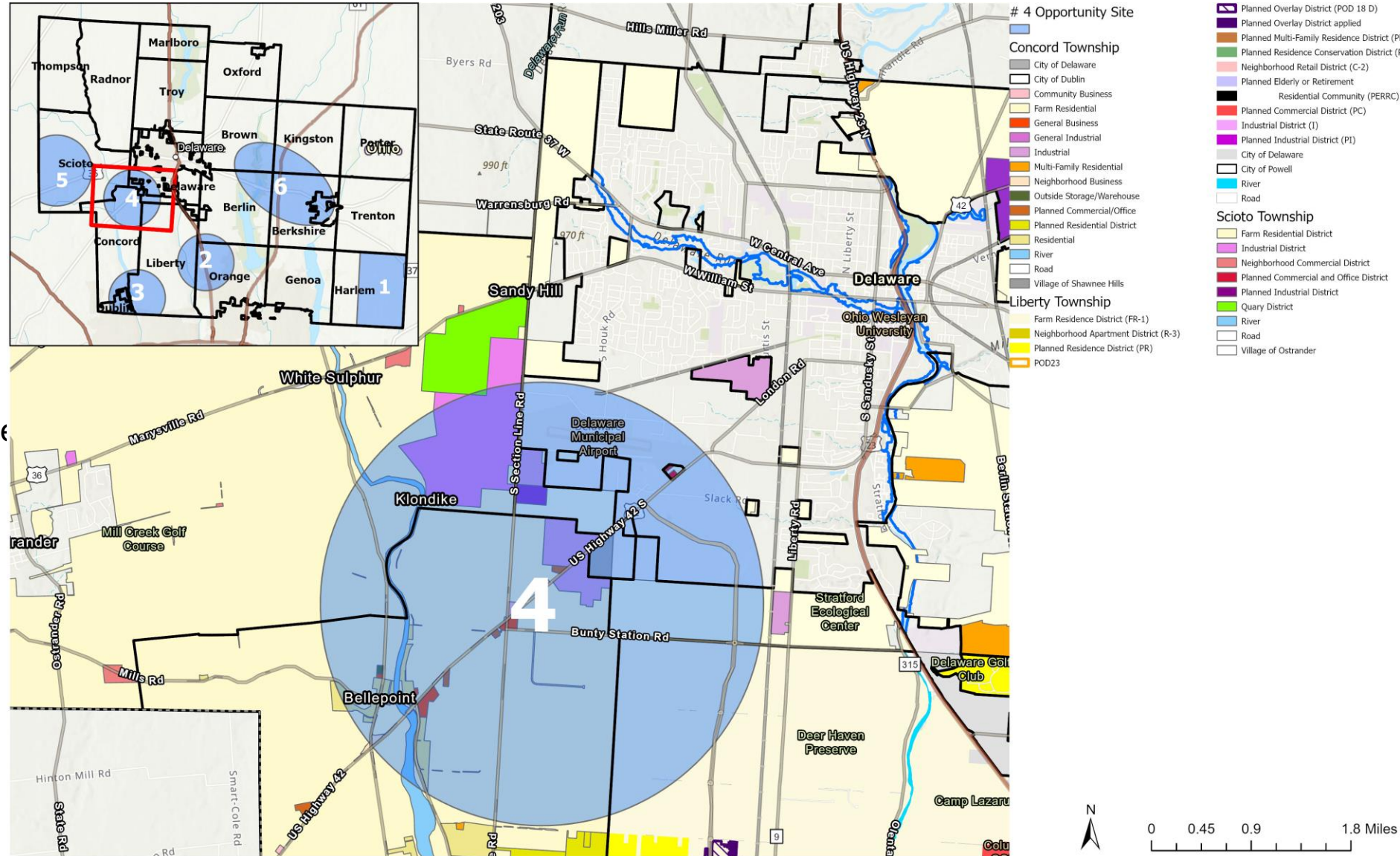
#3 Zoo Area

- Located in the southwest corner of the County, this opportunity site is situated near and around the current location of the Columbus Zoo, crossing between Concord Township, Liberty Township, City of Dublin, City of Powell and Village of Shawnee Hills
- The County should consider an enhanced tourism site for this corridor, based on the location of Columbus Zoo & Zoombezi Bay, Murifield Village Golf Club, and recreation and open space along the O'Shaughnessy Reservoir



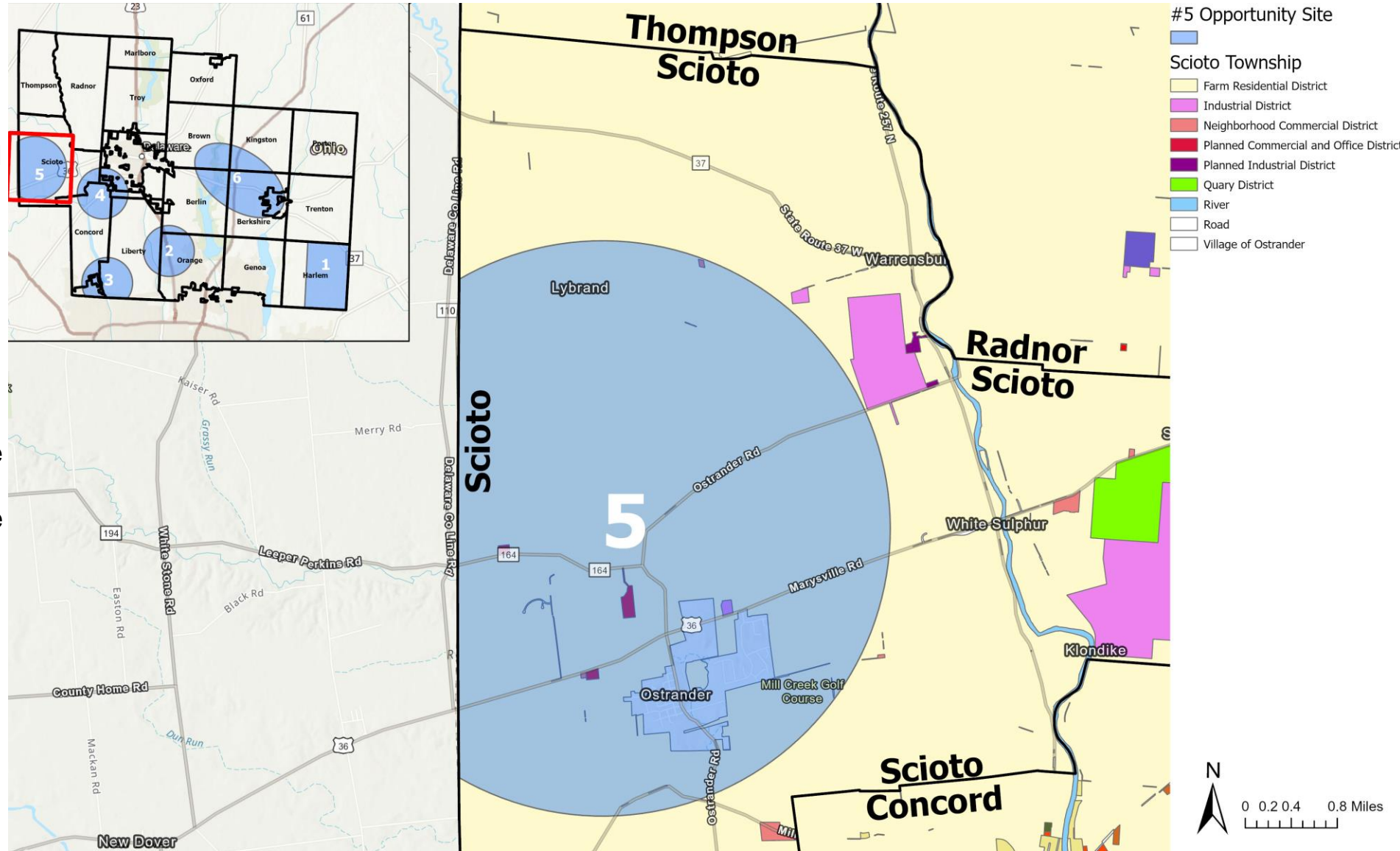
#4 Concord, Liberty Townships & City of Delaware

- This growth corridor is on the western edge of the County, and includes an existing industrial park, Delaware Municipal Airport, proximity to rural lands in the north/northwestern portion of the County, and primary throughfares of Sawmill Parkway and Route 42
- Existing industrial zoning makes this a prime area for the growth of advanced industry sectors (advanced manufacturing, ag-tech, R&D)



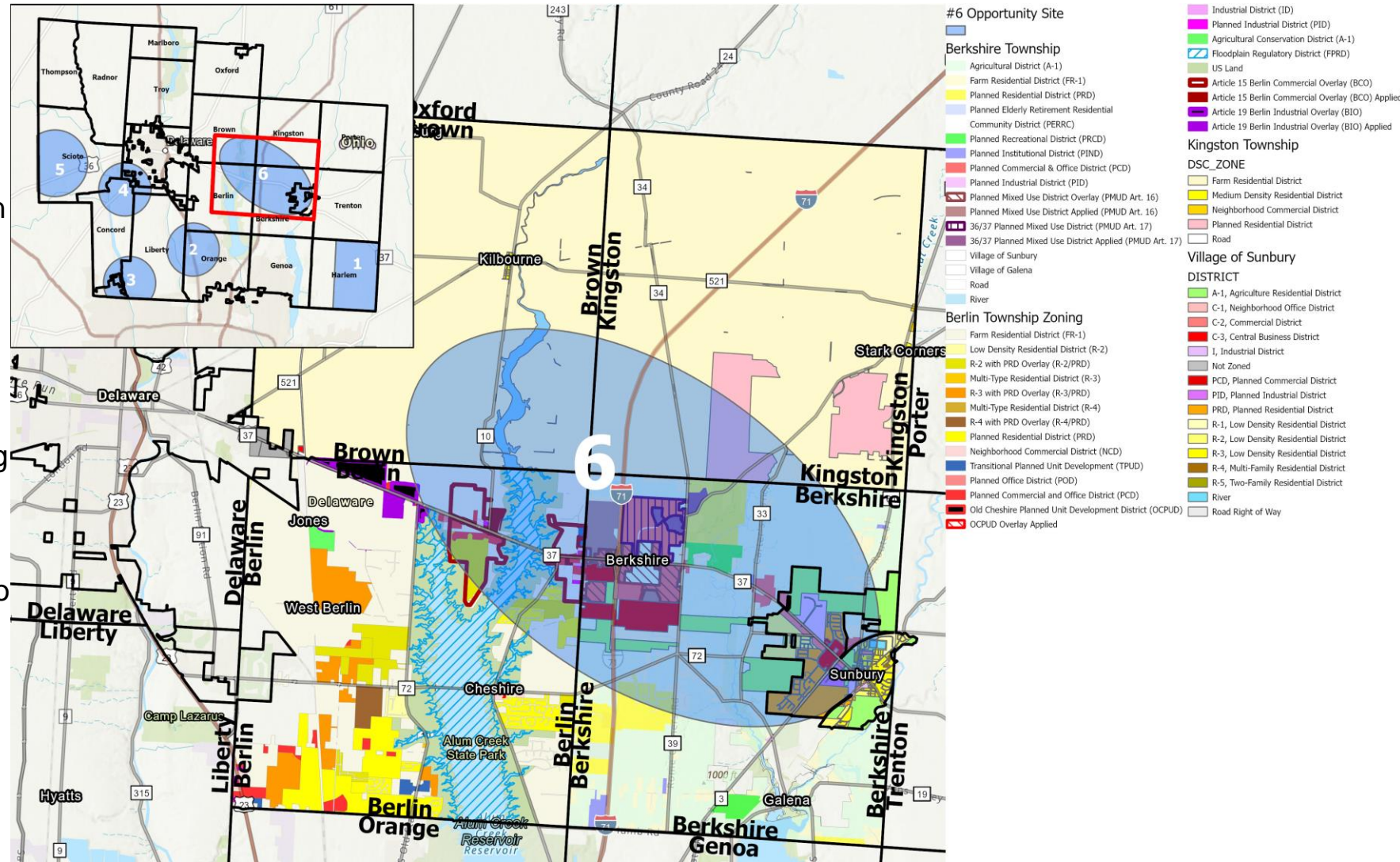
#5 Scioto & Ostrander

- Situated on the western border of Delaware County this growth corridor should be considered on a longer timeframe than other growth corridors that are identified
- Local officials have expressed interest in additional growth and development opportunities – though these are currently undefined and unexplored
- Area will need significant infrastructure investment – especially in utilities such as gas, water, and sewer – for optimal site readiness
- Proximity to Union County and the Honda plant in Marysville creates logical opportunities for growth of local suppliers for automotive manufacturing (including the EV sector), which could complement the expansion of industrial uses in Growth Corridor #4



#6 Route 36/37 Corridor

- This growth corridor is in the center of Delaware County, it includes land from Berlin to Sunbury along Route 36-37 and intersects with I-71
- Berlin Business Park is already planned for this area, and calls for mixed-use development appropriate for the attraction of health, professional, and financial services uses
- Land availability with willing sellers, rail access and existing access to roads and other infrastructure (utilities) indicate this area may be suitable to attract advanced industries – including R&D in ag-tech and life sciences and advanced manufacturing
- Tanger Outlet Mall, intersection with I-71 interstate and overlap with Alum Creek also point to strategies for retailer retention efforts and tourism growth tied to recreational assets
- Route 36/37 is a primary east-west artery in the County and is likely to be stressed by cumulative impacts of sustained growth, Intel and Honda
- Consideration should be given to how planned land uses and developments affect traffic flow, if only to avoid the long-standing challenges that affect other area roadways (notably US-23)



Industry Cluster Analysis (Updated)

Introduction to Industry Cluster and Endmarkets Analysis

The Importance of Industry Clusters

- An **industry cluster** is a concentration of firms in related industries. A cluster consists of industries across the value chain, including research and development, manufacturing, wholesale trade, retail, and services. Firms in a cluster may compete or do business with one another.
- **Industry cluster economic development strategies** grow the local economy by expanding and strengthening a region's existing and emerging clusters. Common cluster strategies include:
 - Attracting, cultivating, and growing firms that fill gaps in local value chains, enabling the region to retain more of the economic activity generated by the cluster
 - Supporting R&D and educational initiatives that enhance innovation and increase cluster competitiveness
 - Investing in physical and human capital resources shared by cluster firms, including infrastructure, supply chains, and the local workforce
- **Industry cluster analysis** is a method for identifying a region's industry clusters, their levels of specialization, and potential for further growth. This analysis can help identify the clusters with the highest potential for success in the region and identify gaps that can be filled through targeted ED strategies.

Introduction to Industry Cluster and Endmarkets Analysis

Location Quotients and their Classifications

- Location quotients (LQs) are computed for industry clusters and are a measure of local employment concentration against national average.
 - An LQ of exactly 1 implies that both the regional concentration and the national concentration are the same.
 - And LQ less than 1 implies that a smaller proportion of a region's workforce is employed in a particular cluster than the national average proportion.
 - An LQ greater than 1 implies that a larger proportion of a region's workforce is employed in a particular cluster than the national average proportion.
- The jobs mix of a region can be categorized into buckets based on LQs:
 - **Undeveloped Clusters** – Clusters with location quotients below 0.4. These clusters usually account for a very small percent of jobs.
 - **Long-Term, Medium-Term, and Short-Term Growth Clusters** – Clusters with location quotients between 0.41 and 1.6. Typically, these clusters collectively account for over 50% of a region's jobs and have the most stable job growth.
 - **Mature Clusters** – Clusters with location quotients between 1.61 and 4.0. These clusters often show volatility in job growth.
 - **Super-sector Clusters** – Clusters with location quotients above 4.0. These clusters are highly concentrated and are usually unaffected by changes in local markets.

950+ 6-digit NAICS Codes (EMSI)

6-digit NAICS codes uniquely identify employment industries in the United States.

E.g:

Code 485112 – Commuter Rail Systems,
Code 611620 – Sports & Recreation Instruction.



89 Local Clusters

6-digit NAICS codes are grouped into 89 local clusters.

These include:

Manufacturing: Plastic & Rubber
Retail: Apparel & Accessories
Services: Freight Transportation
and so on.



The 89 Clusters and the 3,000+ companies are each assigned to a National Endmarket. For each National Endmarket, an aggregate growth forecast is computed. These include:

Agriculture & Related
Automotive
Consumer Retail & Services
Finance & Insurance Services
and so on.

27 National Endmarkets



1,500+ SIC Codes



SIC codes are used to categorize the industries to which companies belong. While NAICS codes were created to analyze employment, SIC codes were created to analyze other economic activity, such as productivity.

Data on 3,000 Publicly Traded Companies

AECOM scraped publicly available data on 3,000+ publicly traded companies, along with metrics such as forecasted revenue growth. Each company has an SIC code associated with it.



The ability to compare local employment concentrations with private sector growth expectations to identify strengths and weaknesses.

Industry Cluster Analysis - Updated

2022	Classification	Undeveloped	Long-Term Growth	Medium-Term Growth	Short-Term Growth	Mature	Super Sectors	Total
	LQ Range	< 0.4	0.41 to 0.8	0.81 to 1.2	1.21 to 1.6	1.61 to 4	> 4	All LQs
	Jobs	1,639	17,580	25,293	21,411	24,878	10,980	95,848
	Share of Jobs	1.7%	18.3%	26.4%	22.3%	26.0%	11.5%	
Industry Clusters	Manufacturing: Semiconductors	Services: Professional & Technical Services	Retail: Grocery & General Stores	Retail: Restaurants, Bars & Bakeries	Services: Animal Health	Regional Headquarters		
		Services: Health		Services: Information Technology				
	Services: Warehousing & Wholesale - Food	Services: Accommodations	Services: Warehousing & Wholesale	Retail: Specialty	Services: Insurance			
		Agriculture, Forestry & Fishing		Services: Financial Services				
	Manufacturing: Pharmaceuticals and Medical Devices	Construction Contractors	Manufacturing: Automotive	Manufacturing: Industrial Machinery	Services: Recreation & Tourism	Manufacturing: Household Electronics		
		Manufacturing: Industrial Electronics		Manufacturing: Wood Products				
	Manufacturing: Information Technology	Manufacturing: Food	Manufacturing: Paper & Paper Products	Manufacturing: Metallic Products	Services: Investment	Manufacturing: Mineral Products		
		Manufacturing: Beverages		Services: Advertising, Public Relations, Research				
	Research & Development	Education: Post-Secondary & Vocational	Education: K-12	Manufacturing: Chemical				

Industry Cluster Analysis

- During the course of the study, AECOM updated the Industry Cluster Analysis tool that was used to provide initial analysis of the Delaware County industry mix
- In this update, there was not a significant shift in the data – the County’s distribution of jobs across industries remains relatively even, as jobs are concentrated in the **Growth & Mature Sectors**, over **67%** of jobs in sectors with location quotients between 0.4 and 1.6
- The updated analysis shows the County has **three Super Sectors: Regional Headquarters** (LQ 7.76), **Manufacturing: Household Electronics** (LQ 5.52), and **Manufacturing: Mineral Products** (LQ 4.27)
 - These sectors can be prioritized for county-wide retention strategies, and local strength in these industries can complement the attraction strategies for other growth-oriented clusters across several advanced industries (manufacturing, technology, research & development)
- The **Mature Sector** (location quotients between 1.6 and 4) in Delaware County is strong, including over a quarter of all jobs in the County, and there are opportunities to grow certain **Mature Sectors**, such as Manufacturing: Chemical, into **Super Sectors**
 - Strategies for such growth include prioritizing the retention of Mature Sector jobs, and further developing sectors identified for Long-Term Growth into Medium-and/or Short-Term Growth Sectors
- The industries identified as key industry clusters for Delaware County build on the County’s existing industry strengths and differentiators, and many of Delaware County’s target clusters align with or are complementary to the industries targeted for regional economic development strategies
- As organizational and staff capacity may be limited, Delaware County’s key target industries have been organized into categories to prioritize staff time and local resources: Retention & Expansion, Attraction (Primary), Attraction (Secondary)

Key Industries: Retention & Expansion

- **Financial Services:** Unfolding innovation within “fintech” is expected to force changes in this cluster. Employees in the cluster are more likely to pursue remote work
- **Manufacturing:** Each of Delaware County’s manufacturing sectors are individually interesting, as several have location quotients greater than 1.0. Retention conversations can focus on local supplier strategies and end market alignment
- **Retail:** Anchored by Polaris Fashion Place & Tanger Outlet Mall. Engaging with key tenants, such as larger-format specialty retailers (i.e. Sephora, Nike) will support confirming local positioning for retention conversations. Related retailer attraction strategies can leverage the influence of existing key tenants to draw new brands to the County (i.e. Whole Foods, Crate & Barrel)

Retention & Expansion Priorities					
Cluster	Sector	2015	2022	CAGR 2015-2022	LQ 2022
Financial Services	Financial Services	1,703	2,363	4.80%	1.24
	Insurance Services	3,958	3,992	0.10%	2.26
	Investment Services	6,21	1,181	9.60%	2.32
Manufacturing	Wood Products	321	481	5.90%	1.36
	Industrial Machinery	863	1,169	4.40%	1.35
	Metallic Products	1,130	992	-1.80%	1.27
	Paper & Paper Products	436	531	2.90%	1.48
	Mineral Products	409	448	1.30%	4.27
	Chemical	594	617	0.50%	2.47
Automotive	Automotive Manufacturing	746	549	-4.30%	0.89
Retail	Restaurants, Bars, Bakeries	9,544	10,664	1.6%	1.45

Key Industries for Attraction (Primary)

- **Advanced Manufacturing & IT and Related Manufacturing:** Evaluate the alignment of several manufacturing sub-clusters with Intel connections and workforce applicability to support attraction.
- **Ag Tech:** Aside from animal health, the cluster is under-weighted. Delaware County could lead regional efforts to blend more explicit R&D components with existing strengths in related industries
- **R&D/Life Sciences:** Underdeveloped but consider evaluation of opportunities linked to the development of new facilities
- **Education & Healthcare:** While health care and primary education have grown strongly since 2015, industry concentration within higher education and health care are below the US averages. Considering the County's relative affluence and growing population, stronger healthcare concentration would be expected
- **Tourism and Attractions:** Strength in restaurants and existing recreation & tourism amenities, and leverage strategies to extend visitor stays, benefitting hotel room night demand, additional stops and local spending

Primary Attraction Industries					
Cluster	Sector	2015 Jobs	2022 Jobs	CAGR 2015-2022	LQ 2022
Advanced Manufacturing	Industrial Electronics	595	331	-8.10%	0.7
	Pharmaceuticals & Medical Devices	3	8	17.40%	0.02
	Household Electronics	0	423	536.40%	7.76
IT & Related Manufacturing	Information Technology Services	3,177	3,020	-0.70%	1.32
	Semiconductors	0	0	0.00%	0
	Information Technology Manufacturing	122	1	-52.50%	0.01
Ag Tech	Food Manufacturing	489	385	-3.40%	0.42
	Beverage Manufacturing	8	90	40.50%	0.43
	Agriculture, Forestry, Fishing	408	422	0.50%	0.47
	Food Warehousing & Wholesale Services	65	241	20.70%	0.34
	Animal Health Services	487	700	5.30%	1.83
R&D/Life Sciences	Research & Development	82	197	13.3%	0.36
Education & Healthcare	K-12 Education	5,739	6,665	2.20%	1.18
	Post-Secondary/Vocational Education	1,862	1,769	-0.70%	0.49
	Healthcare Services	5,465	8,369	6.30%	0.68
Tourism & Attractions	Accommodations	636	726	1.90%	0.78
	Retail – Restaurants, Bars, & Bakeries	9,544	10,664	1.60%	1.45
	Recreation & Tourism Services	3,155	3,629	2.00%	2.11

Key Industries for Attraction (Secondary)

- These clusters represent **17% of County jobs**, and are complementary to the attraction and retention of companies and jobs in other sectors
- **Professional Services:** Expected to grow, though employees in this cluster remain more interested in remote/hybrid work arrangements
- **Construction:** Supportive policy to encourage more energy-efficient housing can encourage growth in the local contractor workforce and construction materials supply chains. Recruiting, training, and retaining the construction workforce will further support efforts to increase housing availability throughout the County
- **Headquarters Locations:** Already highly concentrated in Delaware County. Corporate motivation for off-shoring/outsourcing is expected to lead to smaller corporate HQ locations (footprints and employee headcounts)

Retention & Expansion Priorities					
Cluster	Sector	2015	2022	CAGR 2015-2022	LQ 2022
Professional Services	Advertising, Public Relations & Research	704	523	-4.20%	1.48
	Professional & Technical Services	1,539	1,925	3.20%	0.64
Construction	Construction Contractors	3,172	3,563	1.70%	0.74
HQ	Regional Headquarters	10,588	10,109	-0.70%	5.52

