

2014 Economic Development Plan

Business. Life. *Success.*



Economic development is more than just attracting new large employers. It is about infrastructure, preparing sites and buildings, workforce development, small business development and community development. It is a pathway to economic prosperity, self-sufficiency and sustainability neighborhoods and a fiscally sound City. In fact, it isn't as much about job creation as it is wealth generation for all stakeholders including residents.

As the economy continues to improve, it is essential that the City of Delaware is recognized for its assets and is known as a partner in the growth and success of businesses of all types, and as a place where staff understands and respects the critical business elements of time and certainty. As partners, we have common goals and can find mutually beneficial solutions and opportunities.

This Economic Development Plan is a purposeful, concentrated effort to achieve this vision with a focused use of City's resources. The plan take a careful analytic look at our assets, weaknesses and opportunities and develops ways to make the best use of our strengths, assets and opportunities, while mitigating our weaknesses. Due to our status as a fast growing community with an incredible quality of life, we are attracting a new type of labor force that provides for new opportunities. We also have some workforce weaknesses but we have the opportunity to be part of a regional effort to provide solutions to the needs of our current and future employers.

Economic Development is a team effort and includes all City staff, elected officials and residents. We all have a part to play in the creation of economic prosperity. We should have an economic development perspective in all that we do, and be willing to proactively coordinate efforts efficiently and effectively across departments.

We look forward to working with all of our partners to complete this plan. We are fortunate to be in a strong region, the Columbus Region, where we not only benefit from Columbus' increasingly positive national and global image , but also have access to some of the most accomplished partners and resources such as Columbus2020, TechColumbus, the Economic and Community Development Institute, the Ohio State University, Columbus State Community College, etc. A tremendous amount of dollars and effort are being spent to market the region allowing us to best utilize our limited dollars and resources as a City to accomplish the work in this plan.

Thanks for your continued support!

Sean K. Hughes, MS

Business Concierge and

Economic Development Director

City of Delaware

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Labor Analysis & Economic Structure

The following demographics snapshot includes relevant data that gives us a good idea of the City of Delaware's resident workforce population as well as the workforce we would be drawing from our surrounding region. The resident workforce demographics will shape the types of target industries and jobs we should attract to make sure our local workforce does not have to commute outside of the city for work every day. Currently, nearly 80% of our local labor force leaves the city for work. Conversely, we are importing 80% of our needed labor for our current employers. Therefore, the regional workforce information also will shape our target industries.

What does that mean?

- The City of Delaware's population grew by 3.4% in two years and the county's grew by 3.9% during the same period. Therefore, the city and county are growing at nearly the same pace and as housing start-ups continue to increase after the recession, this pace should continue to grow.

Theoretically, this level of population increase would signify that we have a healthy workforce increase. Our labor force did grow from 13,557 in 2000 to 17,900 in 2013 which constitutes a 32% increase in available labor force. However, we will need to watch trends in increases of the three major ages of population to accurately project what our total labor force and what our workforce demands in terms of occupations and industries will look like in the next 5 years.

	United States	Ohio	City of Delaware	Delaware County	Columbus Region
2012 Population	313,914,040	11,544,225	35,925	181,061	2,000,000
2010 Population	308,745,538	11,536,504	34,753	174,214	1,974,000
2010-12 Pop. Growth	1.7%	0.1%	3.4%	3.9%	1.3%
Median Age	37.2	38.8	33.2	36.8	38.0
Population under 18	23.5%	23.7%	25.5%	28%	
Population 65 and over	13.7%	14.1%	11.1%	10.5%	
Est. Median Household Income	\$52,762	\$48,701	\$57,201	\$90,022	\$52,632
Civilian Labor Force	154,975,000	5,748,000	17,900	95,300	1,042,117
Unemployment Rate 6/2013	7.6%	7.3%	6.0%	5.3%	
Graduate Degree	13%	7%	9%	14%	
Bachelor's Degree or Higher	28.2%	24.5%	32.1%	50.0%	31.3%
Associate's Degree or Higher	38%	35%	40.2%	60%	
Some College/No Degree	22.1%	20.5%	19.6%	16.9%	20.2%
High School Grad or Higher	85.4%	87.8%	92.3%	95.9%	
White Collar	38%	35%	62%	59%	
Blue Collar	61%	64%	37%	40%	

Labor Analysis and Economic Structure continued

	United States	Ohio	City of Delaware	Delaware County	Columbus Region
Job Growth 2011-12	1.99%	1.69%		4.6%	
Small Businesses		850,961	1,088	5,237	
Management, Business, Science, Arts Occupations		34%	38.6%	50%	
Service Occupations		18.1%	18.5%	12.1%	
Sales And Office Occupations		25%	26%	25.5%	
Natural Resources, Construction, And Maintenance		7.6%	5.8%	5.1%	
Production, Transportation, Material Moving Occupations		15.2%	11.1%	7.3%	
Occupational Industry: Agriculture, forestry, fishing and hunting, mining		0.9%	0.8%	0.63%	
Occupational Industry: Construction		5.1%	4.1%	4.0%	

For instance, youth ages 0 to 17 are the second largest percentage of population but had the highest population growth between 2000 and 2010 at nearly 41.95%. Our largest population and the bulk of our labor force, the age group of 18 to 64, had the least growth at 35.66%. Those who are most likely exiting the workforce now or in the next few years, people aged 65+, are the smallest percentage of the population, but had the second highest growth at 39.62%. This would typically signify we have a high percentage of labor force who may be retiring, but we have a very large pool of potential labor force coming into the pool in the next few years, however, we will still need to make sure they are trained and want to remain here.

- What do statistics say about our current labor pool and our upcoming labor pool?

Here and nationally, a tremendous amount of the current labor force will retire in the next five years. The remaining current labor pool that will replace those leaving is smaller in the rest of the state and country, but ours is still healthy. However, as you see with our demographics, our remaining current labor pool also tends to be highly white collar.

“Research by economist Barry Bluestone, dean of the School of Public Policy and Urban Affairs at Northeastern University, [predicts labor shortages](#) over the next eight years to the tune of more than 5 million job vacancies, including 2.4 million in the education, health care, government and nonprofit sectors.

"If the baby boom generation retires from the labor force at the same rate and age as current older workers, the baby bust generation that follows will likely be too small to fill many of the projected new jobs," says Bluestone's report, *After the Recovery: Help Needed - The Coming Labor Shortage and How People in Encore Careers Can Help Solve It.*" Matthew Scott, [dailyfinance.com](#), 2010

Labor Analysis and Economic Structure continued

	United States	Ohio	City of Delaware	Delaware County	Columbus Region
Occupational Industry: Manufacturing		15%	12.4%	9.5%	
Occupational Industry: Wholesale Trade		2.8%	2.3%	4.1%	
Occupational Industry: Retail Trade			13.3%	11.1%	
Occupational Industry: Transportation and warehousing, and utilities		4.8%	3.7%	3.8%	
Occupational Industry: Information		1.8%	2.5%	2.8%	
Occupational Industry: Finance and insurance, and real estate and rental and leasing		6.4%	9.1%	12.8%	
Occupational Industry: Professional, scientific, management, administrative and waste management services		8.9%	8.9%	12.7%	
Occupational Industry: Educational services, and health care and social assistance		24.7%	24.2%	22.8%	

Of our current workforce, nearly 19% are Baby Boomers, ages 45 to 64, and will be retiring throughout the next 20 years. The upcoming workers, those under 18, make up a quarter of our population. Therefore, despite national worker shortages, our local labor force could be robust if we pay attention to other demographic trends such as education and training.

- The City and County have some of the highest educational attainment rates in the state and country. The City and County also have a higher percentage of white collar (62% and 59% respectively) compared to the state and country (35% and 38% respectively). These demographics combined with the fact that 83.9% of our city's workforce commutes outside of the City for work everyday compared to an import of 78.6% of our City's needed labor, gives us an indication of how we should shape some of our economic development efforts. This becomes even more evident when looking at the labor force industry and occupation data. With so many of our manufacturing employees coming from a distance of 30 miles or greater (see labor sheds on pages 9 and 10) and a total of 1.6 million workers in central Ohio, we have plenty of labor force to supply our current and future manufacturers. Many just need some sort of formal training.
- The top 10 employers in the City each employ 175 or more employees. Three employ 100 or more and the rest are less than 100 employees. Most of these are small manufacturers employing 15 to 86, therefore, even our manufacturing base is composed of small businesses. The National Establishment Time Series (NETS Database) continues to support the fact that small businesses create the most jobs nationally.

Labor Analysis and Economic Structure continued

	United States	Ohio	City of Delaware	Delaware County	Columbus Region
Occupational Industry: Arts, Entertainment, Recreation, Accommodation and Food Services		8.7%	8.7%	6.9%	
Occupational Industry: Other services, except public administration		4.6%	4.9%	3.9%	
Occupational Industry: Public administration		4.2%	5.1%	5.1%	
Workforce living and working inside geographical area			16.1%	36.5%	
Living in geographical area, but working outside of that area			83.9%	63.5%	
Needed workforce coming from outside of area			78.6%	51.4%	
Needed workforce coming from local resident labor pool			21.4%	48.6%	
Avg. Drive Time of Labor Pool		25 min.	25 min.	26.5 min.	

- The Office of Workforce Development and JobsOhio project the following industry sector job growth from 2010 to 2020:

- ◇ Information Technology and Services: 34.6%
- ◇ Logistics: 17.5%
- ◇ Business Functions: 14.7%
- ◇ Automotive: 4.3%
- ◇ Financial Services: 4.3%
- ◇ Food: 0.8%
- ◇ Aerospace and Aviation: 0.7%
- ◇ Polymers and Chemicals: -0.1%
- ◇ Advanced Manufacturing: -2.2%
- ◇ BioHealth: -3.9%
- ◇ Energy: -3.6%

Some of the City's traditional industry sectors have projected declines in job growth statewide; whereas, some of the industries where our current labor force are employed have significant projected job growth.

- Our percentage of workers living and working in the City is low for stand-a-lone cities, but average for major metro suburbs:
 - ◇ Bowling Green—47.6%
 - ◇ Lancaster—36.7%
 - ◇ Lima—29.9%
 - ◇ Marion—25.3%
 - ◇ Boardman—21.2%
 - ◇ **Delaware—16.1%**
 - ◇ Beavercreek—15.9%
 - ◇ Dublin—15.6%
 - ◇ Westerville— 15.1%
 - ◇ Fairborn—13.7%
 - ◇ Grove City—10.3%
 - ◇ Brunswick—9.6%
 - ◇ Hilliard—8.1%
 - ◇ Gahanna—8.0%

What are people doing?

Industry	City of Delaware Labor Force by Sector working anywhere (onthemap.census.gov)	Regional Employment By Sector working anywhere (Ohio LMI, 2011 Columbus MSA + Knox, Marion, and Logan Counties)	% and # of people that are employed in this industry sector IN the city (2011 County Business Patterns)
Forestry, fishing, hunting, and agriculture support	.31% / 55	.24% / 1,824	.02% / 3
Mining, quarrying, and oil and gas extraction	.07% / 13	.11% / 857	.09% / 15
Utilities	.68% / 120	.41% / 3,134	.72% / 124
Construction	3.23% / 567	3.80% / 28,985	2.33% / 403
Manufacturing	10.19% / 1,787	10.39% / 79,343	17.67% / 3050
Wholesale Trade	5.44% / 954	2.69% / 20,516	1.65% / 285
Retail Trade	13.69% / 2,402	13.68% / 104,450	10.78% / 1861
Transportation and warehousing	4.57% / 802	4.68% / 35,758	11.61% / 2004
Information	2.23% / 391	2.24% / 17,113	.43% / 75
Finance and Insurance	6.04% / 1,059	7.16% / 54,640	1.55% / 268
Real Estate and Rental Leasing	1.27% / 222	1.64% / 12,527	.64% / 111
Professional, scientific, and technical services	8.31% / 1,457	8.35% / 63,721	2.28% / 393
Management of companies and enterprises	2.33% / 408	2.66% / 20,319	2.58% / 445
Administrative and support and waste management and remediation services	6.86 / 1,203	8.20% / 62,621	9.29% / 1604
Educational services	9.16% / 1,607	2.26% / 17,246	7.65% / 1327
Health care and social assistance	13.40% / 2,351	15.63% / 119,296	18.49% / 3192
Arts, entertainment, and recreation	1.37% / 240	1.58% / 12,061	.77% / 133
Accommodation and food services	8.04% / 1,410	10.72% / 81,838	8.14% / 1405
Other services (except public administration)	2.81% / 493	3.55% / 27,126	3.25% / 561

Labor Excesses and Shortages

Industry	City of Delaware Labor Force by Sector working anywhere (onthemap.census.gov)	% and # of people that are employed in this industry sector IN the city (2011 County Business Patterns)	Difference in our labor force compared to the number of jobs available in the city of Delaware	Of those finding work elsewhere, ranked industries where we have opportunities to have residents live and work in the city.
Forestry, fishing, hunting, and agriculture support	.31% / 55	.02% / 3	52 finding work elsewhere	10
Mining, quarrying, and oil and gas extraction	.07% / 13	.09% / 15	About the same	
Utilities	.68% / 120	.72% / 124	About the same	
Construction	3.23% / 567	2.33% / 403	164 finding work elsewhere	7
Manufacturing	10.19% / 1,787	17.67% / 3050	Importing 1263 employees	
Wholesale trade	5.44% / 954	1.65% / 285	669 finding work elsewhere	3
Retail trade	13.69% / 2,402	10.78% / 1861	541 finding work elsewhere	4
Transportation and warehousing	4.57% / 802	11.61% / 2004	Importing 1202 employees	
Information	2.23% / 391	.43% / 75	316 finding work elsewhere	5
Finance and Insurance	6.04% / 1,059	1.55% / 268	791 finding work elsewhere	2
Real Estate and rental leasing	1.27% / 222	.64% / 111	111 finding work elsewhere	8
Professional, scientific, and technical services	8.31% / 1,457	2.28% / 393	1,064 finding work elsewhere	1
Management of companies and enterprises	2.33% / 408	2.58% / 445	Importing 37 employees	
Administrative and support and waste management and remediation services	6.86 / 1,203	9.29% / 1604	Importing 401 employees	
Educational services	9.16% / 1,607	7.65% / 1327	280 finding work elsewhere	6
Health care and social assistance	13.40% / 2,351	18.49% / 3192	Importing 841 employees	
Arts, entertainment, recreation	1.37% / 240	.77% / 133	107 finding work elsewhere	9
Accommodation and food services	8.04% / 1,410	8.14% / 1405	About the same	
Other services (except public administration)	2.81% / 493	3.25% / 561	Importing 68 employees	

Where are our residents going for work?

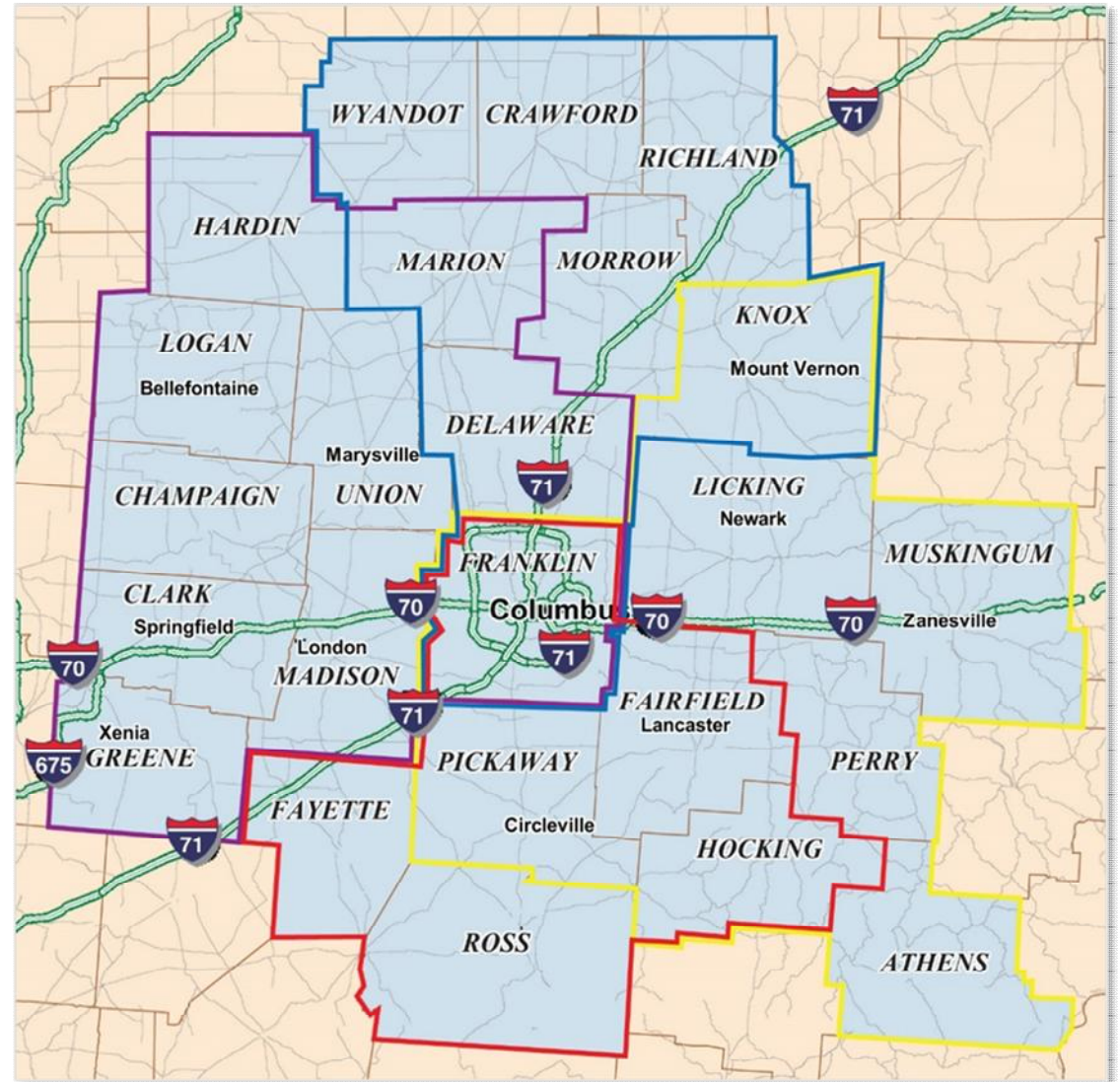
Job Counts by Counties Where Workers are Employed - Primary Jobs (City of Delaware Labor Force)		
	Count	Share
All counties (our total labor force)	18,447	100%
Franklin County, OH	6,517	33.4%
Delaware County, OH	5,243	28.4%
Cuyahoga County, OH	938	5.1%
Hamilton County, OH	782	4.2%
Union County, OH	618	3.4%
Montgomery County, OH	371	2.0%
Summit County, OH	331	1.8%
Lucas County, OH	246	1.3%
Butler County, OH	236	1.3%
Marion County, OH	225	1.2%
All Other Locations	2,940	17.9%

Source: <http://onthemap.ces.census.gov/>

Labor Shed Identification*

Labor sheds were identified and drawn using a combination of quantitative and qualitative data from individual surveys, employer interviews and internal databases. SSG identified the following five labor sheds, all of which contain Franklin County.

- Franklin (represented by the light blue counties)
- Marion-Logan-Union
- Morrow-Marion-Delaware-Knox
- Licking-Fairfield
- Pickaway



* from Columbus2020's 2013 Columbus Regional Workforce Analysis by Site Selection Group

Summary of SWOT

The City of Delaware's Strengths, Weaknesses, Opportunities and Threats have been summarized based on interviews and survey analysis. Strengths will be leveraged in the Goals, Strategies, Objectives and Tactics Section, while weaknesses will be addressed to be mitigated when possible. By addressing both, opportunities will become realities and threats will be combatted.

↑ STRENGTHS (ASSETS)

- Strong partnerships with businesses.
- Great customer service from city departments.
- Attractive streetscaping and park-like industrial parks.
- Positively impactful incentive programs.
- Proximity to Columbus.
- Proximity to many other large manufacturers (potential suppliers and customers).
- Abundance of high paying tech jobs within close driving distance has drawn a significant tech workforce to live in the city.
- Top performing school districts.
- Great location close to amenities and jobs to attract quality workforce.
- Small town feel.
- High quality and convenient municipal airport with growing capacities.
- Good mix of businesses with many being local start-ups.
- Community continues to rapidly grow.
- City maintains a high standard of living. Good quality of life attributes (Parks, Recreation, Churches, Healthcare, Low Crime)
- Proximity to OWU, CCCC, Franklin University, OSU and other post-secondary institutions.
- Supportive financial institutions.
- High education attainment with labor force providing high quality white collar workforce.
- Diverse housing options.
- Strong existing industrial park with diverse companies.
- Better than state and U.S. local and regional economy.
- Regional and state economic development partnerships with JobsOhio, Columbus2020, ECDI, SBDC, etc.
- Water and wastewater capacity.
- Rail network with two CSX rail lines.
- Strong and attractive downtown and civic core.
- Strong culture and arts programs, events and partners.
- Fiber optic network
- Strong comprehensive plan
- Internal design capabilities (Planning, Engineering and Utilities).
- Improving plans and permitting process.
- Part of growing county with strong economy.
- Close to tourism points of interest (Columbus Zoo, Alum Creek, etc.)
- Available greenfield properties.
- Economic Development programs and staff.
- Culture of entrepreneurialism.
- 1.6 million labor force within a 30 mile driving radius.

Summary of SWOT (continued)

↓ WEAKNESSES

- Lack of training pipeline for quality employees.
- Having to recruit quality employees from a great distance because employees are getting harder to find in the city especially engineers, physicians, CPAs, minority workers, factory workers, and office support workers.
- Difficult to get semis from industrial park to I71 in an efficient and safe manner.
- Lack of East/West highway that does not go through downtown.
- Need for two-lane state and U.S. highway improvements such as turn lanes to increase efficiency and safety.
- Perceived issue with amount of downtown parking.
- Perceived business unfriendly and “silly” regulations.
- Challenging fee structures for development (especially capacity and impact fees).
- Lack of quality lodging for business travelers and customers.
- Decreasing inventory of quality industrial sites. Existing industrial park nearly full.
- Lack of available buildings for new or expanding businesses.
- Lack of pad ready sites (too many greenfield sites).
- High property values/high taxes.
- Zoning perceived to be opposed to small businesses.
- Perceived higher than avg. labor rates.
- Perceived lack of attractions to draw people to city.
- Perceived lack of assistance to small businesses outside of downtown.
- Difficult to attract customers off US23 and I71.
- High truck traffic on downtown streets.
- High water and sewer capacity fees.
- High water and sewer rates.
- Lack of assistance in navigating requirements for new small businesses.
- Underutilizing OWU.
- Lack of developer owned industrial park (creates lack of private investment)
- Lack of capital resources and access.
- City is averse to taking risks.
- City leaders’ lack of understanding that incentives are necessary due to high pre-recession success. However, there has been a long time period since last industrial project win (2008).
- Lack of understanding of city’s workforce employment needs and possible shift in target industries.
- Perceived by state and region as wealthy.
- Lack of small business development efforts and resources.
- Poor Economic Development website and marketing/communication efforts.
- High recent economic development staff turnover.
- 80% of current labor force working outside of the city due to more being in white collar jobs.

Summary of SWOT (continued)

→ Opportunities

- More recreational services and tourism based companies.
- Attract more technology related companies.
- Attract more business/professional services companies/providers.
- Expand and improve airport services.
- Development of innovative parking solutions.
- Improve William St. to ease traffic congestion.
- Collaborative shop Delaware Campaign.
- Attract more chain stores and restaurants because of population growth and changing demographics.
- More boutique and entrepreneurial R&D and manufacturing businesses.
- Increase support and services for small business and entrepreneurial development.
- Sawmill Parkway extension to provide access to more industrial land while also providing for better access of white collar employees and customers entering the city from Southern Delaware County and Franklin County.
- Future interchange improvements to 36/37 & I71.
- Long-range plans for Veterans Parkway to serve as East/West industrial transportation corridor.
- New City Brand Development.
- Develop and implement City Wayfinding Plan.
- Strengthen relationships with political allies.
- Strengthen relationships with utilities.
- Develop relationships with resource providers to supplement and strengthen our utility infrastructure such as Trident Innovative Solutions.
- Continue relationship development of regional and state economic development partnerships.
- Develop and implement Economic Development Incentive Policy.
- Current local, state and federal political emphasis on economic development.
- Continue development of relationships with educational/training partners to bridge gap between company needs and provided programs.
- Ohio Machine's impact on local economy.
- Façade Improvement Program and Revolving Loan Fund programs provide strong resources for continued downtown revitalization.
- New skillsets with economic development staff/team.
- Entrepreneurial Center collaborative partner provided resources for small business and entrepreneurial development.
- Develop technology, retail, manufacturing, food incubator.
- Increased entrepreneurial resources by OSU.
- Strong support organizations such as the Chamber of Commerce and Mainstreet Delaware.
- Strong and growing Business Retention and Expansion program.

Summary of SWOT (continued)

← Threats

- Increased competition and aggressive incentives by other communities in the region, state and world.
- Potential loss of communication with external partners.
- Potential lack of funding for necessary infrastructure/thoroughfare improvements.
- Lack of internal and community support and understanding of incentives and that 100% of nothing is still nothing, but 50% of something is still something.
- Lack of internal understanding that customer service is an attitude and not a department.
- Lack of internal understanding that good processes are sometimes more important than goals.
- Changing political climate.
- Potential “poaching” by other communities.
- Civic complacency.
- Landowners unrealistic perception of land values.
- Potential for ignoring our changing labor force demographics and their resulting employment needs.
- Pending global labor crisis/shortage.
- Rising energy costs.
- Potential for continued lack of concentration on small business and entrepreneurial development.

Economic Development Team Mission Statement

The City of Delaware will proactively use a responsible return on investment (ROI) based approach to sustainable community wealth generation that is responsive to the needs of our community, its residents, the current and future labor force, and businesses.

Target Industries

Utilizing the market analysis information and SWOT analyses, the following target industries fulfill the needs of our City's current and future labor force, while also providing jobs to the region and generating revenues to the city in a sustainable manner while having a low impact on the environment and our infrastructure. These industries utilize our strengths while addressing many of our weaknesses that cannot be overcome quickly or easily.

All targets include entrepreneurs for that given sector. A main focus of this economic development plan will be to cultivate the city's previous and existing success as a place for entrepreneurs to start and/or grow their companies.

Primary Industry Targets (Serve Immediate and Future City Labor Force Needs by Looking at Gaps on Pages 7 & 8)

Boutique Manufacturers — Innovating while using efficient and high tech means of producing products, these manufacturers are entrepreneurial and typically have their own R&D and testing facilities on site. Many are new startups.

"Boutique manufacturing is a method used for the custom production of certain products in limited quantities by hand or with a restricted level of automation. Products produced this way often include ceramics, furniture, amplifiers, yachts, boats, leather goods or watches and jewelry among others. In industrial countries, boutique manufacturing is being selected generally for high class goods in upper price levels and only for single products or small batches." - Wikipedia

The smaller manufacturers with 10 to 75 employees will utilize much more highly technically skilled labor than a traditional mass production manufacturer. This sector includes alternative energy production.

(examples include Sky Climber, V&P Hydraulics, Engineered Materials Systems as well as companies producing customized circuit boards, craft beers, bourbons, certain high end aircraft, hand-built high end automobiles, jewelry, etc.)

The City of Delaware will continue to attract and develop traditional manufacturing firms that are environmentally friendly, conducive to our current and future infrastructure, and are effective in providing the city's resident labor force and the regional labor force with good paying jobs. These companies must provide good return on investment (ROI) and be sustainable.

Research & Development (R&D) — "In one model, the primary function of an R&D group is to develop new products; in the other model, the primary function of an R&D group is to discover and create new knowledge

Target Industries (continued)

about scientific and technological topics for the purpose of uncovering and enabling development of valuable new products, processes, and services. Under both models, R&D differs from the vast majority of a company's activities which are intended to yield nearly immediate profit or immediate improvements in operations and involve little uncertainty as to the return on investment (ROI). The first model of R&D is generally staffed by engineers while the second model may be staffed with industrial scientists.” - Wikipedia

Some R&D facilities may be a division of a company and others are third party or industry R&D centers that conduct research, development and testing for other companies. This sector includes alternative energy development and research.

(examples include - DesignWorks (automotive design firm in California), Johnson Controls (automotive electrical and control design firm), MITRE (aviation research and design organization), EcoLab (food and beverage R&D), i-VERSA (software R&D firm))

Other Professional, Scientific and Technical Services —

Approximately 1,064 people or 5.8% of our current labor force leave the City of Delaware for jobs in this sector each day. The following are target subsets of this industry sector:

- IT Services - Firms working to provide IT support functions to other industries and companies within those industries.
- Architecture and Engineering Firms - Firms working to provide building, environmental and infrastructure design, research and support. (examples include - Assurance Technical Services, CT Consultants, Design Tek Architecture, Gardner Architects, etc.)
- Law Firms - Firms providing legal services and research to companies, organizations and individuals.
- Health Care and Medical Providers - Hospitals and other medical facilities and companies providing health care services to individuals.
- Creative Services - Graphic Designers, Web Designers, Interior Designer, etc. Firms providing creative design and development to companies, organizations and individuals. (examples -- JonTaar Creative Studios, Atomic Advertising, Holony Me-

dia, Beaumont Interiors, Inspired Elegance Decorating, etc.)

- Marketing Firms - Firms providing business marketing services to companies, organizations and individuals. (examples -- JonTaar Creative Studios, Atomic Advertising, etc.)

Finance and Insurance Companies — Approximately 791 people or 4.3% of our current labor force are commuting for positions in these industries. The following are target subsets of this industry sector:

- Banks
- Financial Firms, Investors, Advisors and Planners
- Insurance Agencies, Agents, Brokers, Providers

Wholesale Trade — “The Wholesale Trade sector comprises establishments engaged in wholesaling merchandise, generally without transformation, and rendering services incidental to the sale of merchandise. The merchandise described in this sector includes the outputs of agriculture, mining, manufacturing, and certain information industries, such as publishing.

The wholesaling process is an intermediate step in the distribution of merchandise. Wholesalers are organized to sell or arrange the purchase or sale of (a) goods for resale (i.e., goods sold to other wholesalers or retailers), (b) capital or durable non-consumer goods, and (c) raw and intermediate materials and supplies used in production.

Wholesalers sell merchandise to other businesses and normally operate from a warehouse or office. These warehouses and offices are characterized by having little or no display of merchandise. In addition, neither the design nor the location of the premises is intended to solicit walk-in traffic. Wholesalers do not normally use advertising directed to the general public. Customers are generally reached initially via telephone, in-person marketing, or by specialized advertising that may include Internet and other electronic means. Follow-up orders are either vendor-initiated or client-initiated, generally based on previous sales, and typically exhibit strong ties between sellers and buyers. In fact, transactions are often conducted between wholesalers and clients that have long-standing business relationships.” - *North American Industry Classification System*

Target Industries (continued)

(examples -- Consolidated Electrical Distributors, ProBuild, etc.)

Information — Software and Hardware Development Firms and Services - Firms working to develop software and technical business solutions including the storage and transport of data. Approx. 316 people or 1.7% of the City's current labor force leave the city for this type of work each day.

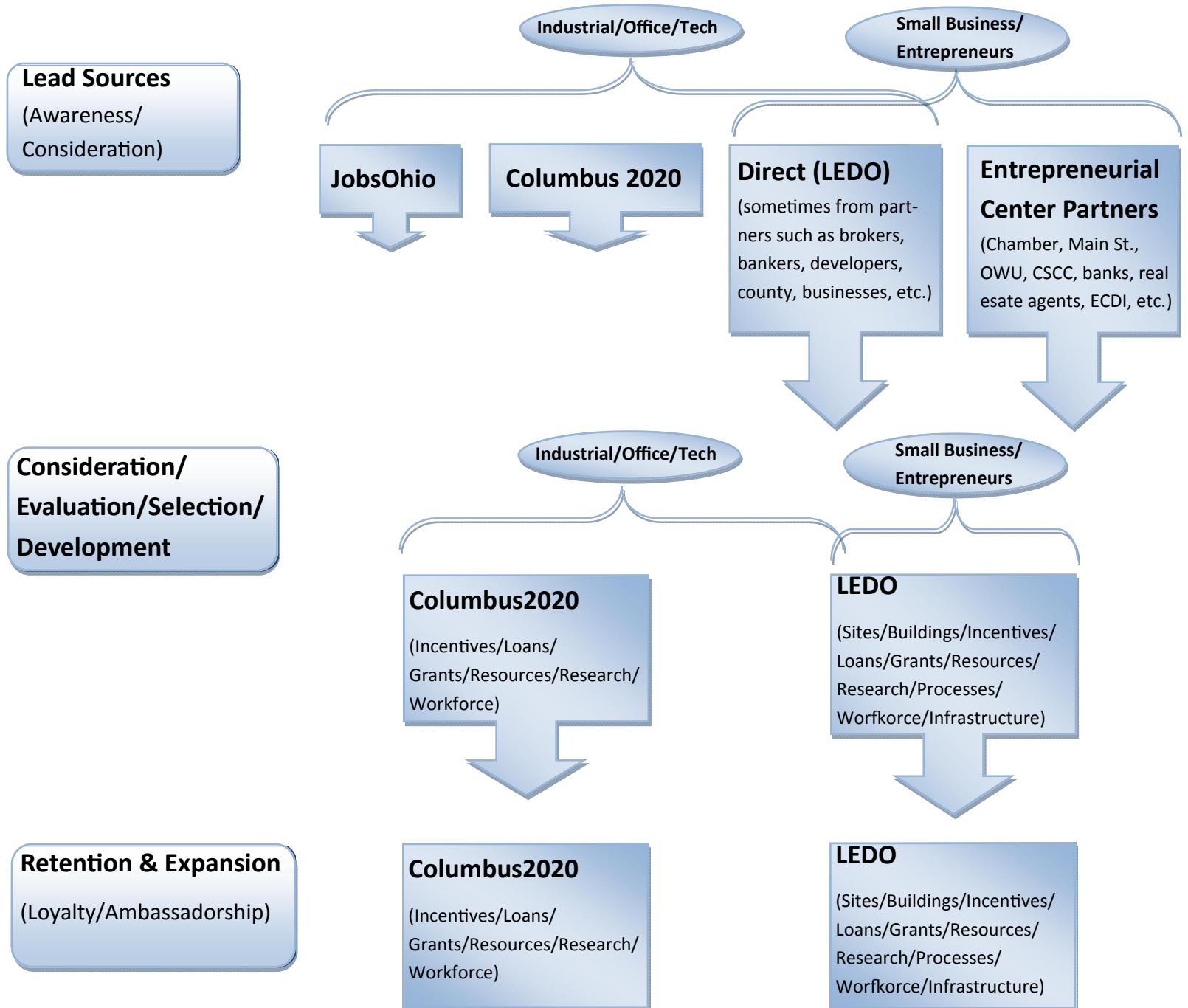
(examples include -- Mediu, Updax, Jifiti, Health Care Dataworks, Znode, nChannel, Manta, etc.)

Secondary Industry Targets (Serve Less Immediate City Labor Force Needs by Looking at Gaps on Page 7 & 8 and The Attraction of Labor from Surrounding Communities)

Retailers -- Approximately 541 people or 2.9% of the City of Delaware current labor force leaves the City for work each day. Retail is considered soft infrastructure to make our community more attractive to our primary industry targets and to potential employees of these primary industries who may want to move here.

The Arts, Entertainment, and Recreation -- Approximately 133 or 0.7% of the City's current labor force is leaving the city for work in this industry sector. These are tourism and soft infrastructure that not only improve the City of Delaware's quality of life allowing us to attract primary industry target companies and the potential employees of these companies who want to move to the City, but they also provide tourism investment in the community. Recent studies indicate that for every \$1 invested in tourism, a community realizes a \$12 return.

The Business Attraction Process



Economic Development Goals, Strategies, Objectives and Tactics

The City of Delaware's Economic Development team will work with internal and external stakeholders to take advantage of our strengths and address and improve upon our weaknesses in order to achieve opportunities and attract, retain, create and expand businesses in our target industries while also preventing or decreasing the negative impacts of our threats.

This section will be divided by the multiple components of economic development including marketing (attraction and entrepreneurialism), workforce development and cultivation (attraction, retention, expansion and entrepreneurialism), infrastructure and site preparedness (attraction, retention, expansion and entrepreneurialism), incentives and process management (attraction, retention, expansion and entrepreneurialism), business retention and expansion (retention, expansion), and economic gardening and Downtown Delaware (attraction, retention, expansion, entrepreneurialism). Each component will have goals, objectives, strategies and tactics that are tied to the SWOT analysis and target audiences. The sections are not listed in order of importance or priority. However, the impending workforce crisis is creating a new paradigm where Workforce Development is the most important thing a community can do. This also is a living document and things may be added or subtracted at any time as the landscape changes.

- Goals = the broad outcomes
- Strategies = the approaches we will take
- Objectives = the measurable steps to achieve the strategies
- Tactics = the tools we will use

MARKETING—Marketing is perhaps the single most important function of economic development, but a function on which many communities spend little effort or dollars. Knowing your community and its assets is important, but does little good unless you let others know that you know your community and its assets. A community's website is the nucleus of this effort because it is generally the place most go to conduct their community and site research before you even know you are being considered (80% of site consultants say they researched a community on the Web before ever conducting that community if they ever did contact that community). Most other marketing efforts, whether they be social media or

collateral pieces, are generally geared toward getting people to more information on the website or building awareness. Social media also has become a great opportunity to build relationships that result in future activity.

Marketing can be expensive and resource intensive. A proper marketing program will most likely require additional staffing with the skills necessary to contribute to the continual campaign. We suggest starting with a \$20,000 marketing budget and building that budget each year as we see success.

The City has started to lay the foundations of a marketing campaign with a new brand and a couple of collateral pieces. However, we must take these building blocks and continue to let the world know we are out here and that we are THE PLACE to do business. We will celebrate every victory across all marketing channels simply because everyone wants to be part of what they see as successful. There is no other better way to get on "the radar" of site selectors and company decision makers than a constant public relations effort that celebrates what you are doing and what you have accomplished.

These efforts will work to address the weaknesses stated about perceptions and poor marketing efforts while communicating strengths.

Goal M1: (ATTRACTION) In the next 5 years we would like to increase leads for all target industries by 10% per year over the previous year.

Strategy M1-1: Create strong economic development brand distinguishing the City of Delaware's strengths using the city's new brand.

Objective M1-1-1: Develop and implement strong online marketing campaign.

Tactic M1-1-1-1: Develop new City Economic Development, Business and Entrepreneurial Center Website with its own URL. Website must be search engine optimized to appear in first one to two pages of search results for important keywords. Website CMS must have CRM tool.

Tactic M1-1-1-2: Utilize LinkedIn account to communicate strengths, assets, opportunities and

Economic Development Goals, Objectives and Tactics (continued)

available buildings and sites and ultimately direct readers back to the ED website.

Tactic M1-1-1-3: Utilize Twitter account to communicate strengths, assets, opportunities and available buildings and sites and ultimately direct readers back to the ED Website.

Tactic M1-1-1-4: Utilize Facebook account to communicate strengths, assets, opportunities and available buildings and sites and ultimately direct readers back to the ED Website.

Tactic M1-1-1-5: Encourage readers of social media messages to share messages with their network.

Tactic M1-1-1-6: Budget for, develop and implement Google AdWords campaign to market opportunities in the City of Delaware across relevant search results Web sites, online publications, blogs, etc.

Tactic M1-1-1-7: Budget for, develop and implement LinkedIn advertising campaign for relevant LinkedIn users and keywords.

Tactic M1-1-1-8: Budget for, develop and implement plan for careful targeted online publication/Website advertisements such as Business First, Area Development, etc.

Objective M1-1-2: Develop and implement strong economic development public relations campaign celebrating success stories and achievements for the city and its businesses and entrepreneurs.

Tactic M1-1-2-1: Ensure all success stories and achievements are prominently displayed on city's economic development Website.

Tactic M1-1-2-2: Utilize LinkedIn account to communicate success stories and achievements and ultimately direct readers back to the ED Website.

Tactic M1-1-2-3: Utilize Twitter account to communicate success stories and achievements and ultimately direct readers back to the ED Website.

Tactic M1-1-2-4: Utilize Facebook account to communicate success stories and achievements and ultimately direct readers back to the ED Website.

Tactic M1-1-2-5: Send press releases celebrating successes and achievements to all local, regional and online publications as soon as possible or appropriate when a project is completed.

Tactic M1-1-2-6: Community Relations Coordinator will post press releases celebrating successes and achievements as soon as possible or appropriate when a project is completed to the City's main Website.

Tactic M1-1-2-7: Utilizing the new Website's CRM system, collect and utilize contact information to directly communicate successes, opportunities and achievements by email and direct mail (when possible and necessary) to site consultants, real estate professionals, bankers and business owners/executives.

Tactic M1-1-2-8: ED staff should frequently participate in online economic development related forums and groups to develop a sense of expertise and the message that companies that locate in Delaware will have an incredible economic development experience.

Tactic M1-1-2-9: Plan and implement a "tour" of the 1,600 new developable acres that will be available when Sawmill Parkway is extended inviting real estate professionals, bankers and site selectors.

Economic Development Goals, Objectives and Tactics (continued)

Objective M1-1-3: Develop branded collateral materials to be utilized by staff and partners and to be downloaded from various online properties.

Tactic M1-1-3-1: Develop a branded portfolio to hold various other collateral materials.

Tactic M1-1-3-2: Develop branded topical fliers highlighting our strengths, opportunities, assets and companies, and providing easy to follow guidance on our programs, processes and regulations to be inserted in branded portfolio and/or for online downloadable PDFs.

Tactic M1-1-3-3: Send introductory letter to vendors and customers of existing businesses identified through BRE survey process.

Objective M1-1-4: Continue efforts at building strong relationships.

Tactic M1-1-4-1: Continue to build strong relationships with regional partners such as Delaware Area Chamber of Commerce, Main St. Delaware, County Economic Development Office, Columbus2020, JobsOhio, Columbus Chamber, TechColumbus, ECDI, OWU, etc.

Tactic M1-1-4-2: Continue to build strong relationships with site selectors and business decision makers globally.

Tactic M1-1-4-3: Utilize relationships with local business community and results of BRE visits to determine and build relationships with vendors and customers of existing businesses.

Goal M2: (ENTREPRENEURIALISM) In the next 5 years we would like to increase leads for all entrepreneurs/new business start-ups by 10% per year over the previous year.

Strategy M2-1: Communicate the message that the City of Delaware has a long standing history and success and cultivating entrepreneurs. Promote the Entrepreneurial Center.

Objective M2-1-1: Develop and implement strong online marketing campaign.

Tactic M2-1-1-1: Develop new City Economic Development, Business and Entrepreneurial Center Website with its own URL. Website must be search engine optimized to appear in first one to two pages of search results for important keywords. Website CMS must have CRM tool.

Tactic M2-1-1-2: Utilize LinkedIn account to communicate entrepreneurial opportunities, the Entrepreneurial Center and its services, and ultimately direct readers back to the ED Website.

Tactic M2-1-1-3: Utilize Twitter account to communicate entrepreneurial opportunities, the Entrepreneurial Center and its services, and ultimately direct readers back to the ED Website.

Tactic M2-1-1-4: Utilize Facebook account to communicate entrepreneurial opportunities, the Entrepreneurial Center and its services, and ultimately direct readers back to the ED Website.

Tactic M2-1-1-5: Encourage readers of social media messages to share messages with their network.

Tactic M2-1-1-6: When possible, publish articles and whitepapers on different economic development topics on the Website and in social media properties to develop a perception that the City of Delaware and its staff are experts in growing businesses of all sizes.

Objective M2-1-2: Utilize OWU Alumni Relations to communicate entrepreneurial opportunities, and Entrepreneurial Center resources to alumni.

Economic Development Goals, Objectives and Tactics (continued)

Tactic M2-1-2-1: Develop and implement direct mail campaign to alumni for whom OWU does not have email addresses once per year.

Tactic M2-1-2-2: Develop and implement email campaign to alumni for whom OWU does have valid email addresses once per year.

Tactic M2-1-2-3: Utilize CRM tool in new Website CMS to collect contact info for OWU alumni for future direct mail and email campaigns. Communicate successes and new resources to them as they happen.

Objective M2-1-3: Utilize OWU Student Clubs and Advisors to communicate entrepreneurial opportunities to current OWU students.

Tactic M2-1-3-1: Build relationships with academic and club advisors to communicate entrepreneurial opportunities through them to their students.

Tactic M2-1-3-2: Send emails about new resources and success stories to academic and club advisors for them to forward to their students.

Objective M2-1-4: Seek opportunities to build relationships with new and existing entrepreneurs.

Tactic M2-1-4-1: Attend functions at OSU, TechColumbus and incubators to meet entrepreneurs.

Tactic M2-1-4-2: Scan Business First and other traditional and online entrepreneurial publications for information on new and growing entrepreneurs. The economic development staff will make contact with those entrepreneurs.

Tactic M2-1-4-3: Utilize social media, blogs and other online media to communicate and build relationships directly with entrepreneurs.

INFRASTRUCTURE AND SITE PREPAREDNESS—One of our top three problems as is the lack of available and ready sites and buildings. To make sites “pad ready,” we must invest in infrastructure necessary to access sites and make them easily, quickly and cost-effectively developable. With only approximately 260 acres of high quality “pad ready” sites remaining, we are left with very few choices for existing and new companies to evaluate for projects. We also are working with developers to mitigate the weakness of a lack of available industrial or office buildings by suggesting to them the prospect of “virtual spec” building and encouraging them to get back into investing in spec buildings.

Goal I1: (ATTRACTION, RETENTION and EXPANSION) In the next 5 years we would like to work with various City departments and regional groups to develop cost effective infrastructure that will lead to high ROI business investment.

Strategy I1-1: Ensure that the City’s Economic Development staff is “at the table” when any City department is discussing long-range infrastructure plans to allow for economic development to be taken into consideration with any potential infrastructure project.

Objective I1-1-1: Continue to attend Public Services Group meetings on a regular basis.

Tactic I1-1-1-1: Share project information and seek partnership from this team on projects.

Tactic I1-1-1-2: Provide value to this team as they are making decisions that impact existing and future businesses.

Objective I1-1-2: Work to be included in the Strategic Planning meetings to assist in long range infrastructure planning.

Tactic I1-1-2-1: Share project information and seek partnership from this team on projects.

Tactic I1-1-2-2: Provide value to this team as they are making decisions that impact existing and future businesses.

Economic Development Goals, Objectives and Tactics (continued)

Strategy I1-2: Utilize economic development opportunities and projects to assist in the financing of currently needed and future infrastructure

Objective I1-2-1: Continue to build awareness of economic development programs directed at infrastructure development.

Tactic I1-2-1-1: Attend educational/training functions with topics related to infrastructure improvements.

Tactic I1-2-1-2: Watch for case studies related to improving and developing infrastructure to see if any funding programs were utilized.

Tactic I1-2-1-3: Continue to cultivate existing and build new economic development partnerships with entities that may be able to assist with infrastructure improvements and development.

Objective I1-2-2: Leverage economic development projects to provide any available funds for infrastructure improvements and development.

Tactic I1-2-2-1: With each project explore any possibilities for infrastructure funding. Examples include 629 Road Development Grants and ODOT Jobs and Commerce Grants.

Tactic I1-2-2-2: Work with economic development partners and City staff to secure those funds when available.

Goal I2: In the next 5 years work to have a majority of greenfield sites ready for development.

Strategy I2-1: Prepare sites for Ohio or regional site certification and/or other site certifications such as AEP's site certifications.

Objective I2-1-1: Partner with developers to certify sites.

Tactic I2-1-1-1: Educate developers on criteria and advantages of site certification programs.

Tactic I2-1-1-2: Encourage developers to enter into contract on sites that have a high probably of success for site certification.

Tactic I2-1-1-3: Work with developers to find funding sources and programs to complete steps in site certification processes.

Tactic I2-1-1-4: Provide City services and support from City departments when possible to help developer achieve site certification.

Tactic I2-1-1-5: Market certified sites once complete.

Tactic I2-1-1-6: Recruit developer to create a developer owned industrial park instead of having individual property owners.

Objective I2-1-2: The City of Delaware purchases parcel for site certification.

Tactic I2-1-2-1: The City of Delaware utilizes economic development funds to purchase a 10 acre parcel.

Tactic I2-1-2-2: The City of Delaware seeks grant funds and partnerships with organizations to complete components of site certification.

Tactic I2-1-2-3: The City of Delaware markets site as a certified site.

Tactic I2-1-2-4: The City of Delaware utilized site as an economic development incentive selling property either at cost to a project or giving it to a project in lieu of or in addition to other economic development incentives.

Goal I3 - In the next 2 years, address the lack of available buildings that turns away multiple leads each year.

Strategy I3-1: Develop a virtual spec building.

Economic Development Goals, Objectives and Tactics (continued)

Objective I3-1-1: Partner with developers to prepare virtual spec building.

Tactic I2-1-1-1: Recruit and educate developers on virtual spec building concept.

Tactic I2-1-1-2: Encourage developers to enter into contract on sites that have a high probability of success and lower cost for developing a virtual spec building.

Tactic I2-1-1-3: Work with developers to find funding sources and programs to complete steps in virtual spec building development processes.

Tactic I2-1-1-4: Provide City services and support from City departments when possible to help developer move through virtual spec building development process.

Tactic I2-1-1-5: Collaboratively market virtual spec building once complete.

Objective I3-1-2: The City of Delaware purchases parcel for a virtual spec building.

Tactic I2-1-2-1: The City of Delaware utilizes economic development funds to purchase a 10 acre parcel.

Tactic I2-1-2-2: The City of Delaware seeks grant funds and partnerships with organizations to complete components of virtual spec building process such as Phase 1 and/or 2 environmental, archaeological studies, etc..

Tactic I2-1-2-3: The City of Delaware markets virtual spec building as a rapid alternative to an existing building.

Tactic I2-1-2-4: The City of Delaware utilizes site as an economic development incentive selling property either

at cost to a project or giving it to a project in lieu of or in addition to other economic development incentives.

Goal I4: In 5 years, address, correct and/or change perceptions of other identified infrastructure or site readiness weaknesses.

Strategy I4-1: Work with city departments and directors to move address lack of East/West truck route through city/efficient and safe access to I71.

Objective I4-1-1: Work with city departments and directors to continue moving Veteran's Parkway plans forward.

Strategy I4-2: On a project-by-project basis, improve critical industrial and commercial transportation routes.

Objective I4-2-1: Identify and complete transportation infrastructure improvements that are necessary for a project.

Tactic I4-2-1-1: After identifying a project's needs, work with economic development partners to seek funds such as 629 Road Development Grants and ODOT jobs and Commerce Grants to assist in paying for improvements.

Tactic I4-2-1-2: Utilize Tax Increment Financing on new projects when possible to match available grant funds or pay for entire infrastructure improvements.

WORKFORCE DEVELOPMENT AND CULTIVATION—As the paradigm shifts from companies seeking low cost sites, incentives and communities in which to do business cost effectively, to companies following labor pools where they want to live, the idea of developing our existing labor force and attracting quality labor/residents becomes incredibly important. A large majority of our blue collar labor pool comes from the Union Co., Marion Co., Morrow Co. labor shed. At the same time, we are exporting over 80% of our resident labor force for jobs outside of the city many of which are white collar or professional jobs. Therefore, many of our weaknesses can be addressed through work in this area and through community development to continue to be a great place to live with a high quality of life.

Economic Development Goals, Objectives and Tactics (continued)

“As Richard Florida points out, what matters now is quality of place – what’s there; who’s there; and what’s going on. Rather than attracting large companies and creating jobs, the key factor for cities is to attract the quality of employee that forward-thinking companies demand. Often, the talent itself will create new companies and new innovations that will lay the foundation for new global cities.” *thisbigcity.net*

Goal W1: (RETENTION and EXPANSION) Fulfill the needs of current employers for recruiting high quality and trained employees to assist us in retaining and expanding businesses in the city of Delaware.

Strategy W1-1: Prepare current city and regional labor force with appropriate training opportunities.

Objective W1-1-1: Work with regional education/training partners to create relevant workforce development programs.

Tactic W1-1-1-1: Utilize existing information gained from company surveys and interviews to prioritize needed skill sets and programs.

Tactic W1-1-1-2: Conduct ongoing interviews and surveys to continue to stay on top of changing workforce needs.

Tactic W1-1-1-3: Develop a plan of action with the employers and educational/training partners on what, who, when, where and how much for educational/training programs.

Tactic W1-1-1-4: Work with partners to promote and fill programs.

Tactic W1-1-1-5: Work with educational/training partner to have them build an in-house temporary employment service in conjunction with training and education programs to allow employers to temporarily “try out” a new trained employee and hire the “cream of the crop.” This will act as a feeder system to the companies.

Objective W1-1-2: Prepare future labor force for employers’ needs.

Tactic W1-1-2-1: Continue relationships and

communication with employers to stay on top of their needs as they change.

Tactic W1-1-2-2: Work with educational/training partners in city, county and region to develop K-12 and college programs to meet these future workforce needs.

Tactic W1-1-2-3: Develop City of Delaware Intern Database on new Business and Economic Development Website

Tactic W1-1-2-4: Continue to participate in and provide support for the Delaware Area Chamber of Commerce’s Manufacturing Day.

Objective W1-1-3: Continue to ensure positive community development so that the City of Delaware is an attractive place for potential labor to move to and live in or around the city.

Strategy W1-2: With our current employers importing 80% of their needed labor, we must work to assist in getting employees to the City from surrounding communities.

Objective W1-2-1: Work with regional transportation partners and employers to address current and future employee transportation needs.

Goal W2: (ATTRACTION) Be prepared for the needs of future employers for recruiting high quality and trained employees to assist us in attracting businesses in the city of Delaware.

Strategy W2-1: Prepare current city and regional labor force with appropriate training opportunities.

Objective W2-1-1: Work with regional education/training partners to create relevant workforce development programs.

Tactic W2-1-1-1: Utilize existing information gained from company surveys and interviews to prioritize needed skill sets and programs.

Economic Development Goals, Objectives and Tactics (continued)

Tactic W2-1-1-2: Conduct ongoing interviews and surveys to continue to stay on top of changing workforce needs.

Tactic W2-1-1-3: Research, examine and be aware of national labor trends.

Tactic W2-1-1-4: Develop a plan of action with educational/training partners on what, who, when, where and how much for educational/training programs.

Tactic W2-1-1-5: Work with partners to promote and fill programs.

Objective W2-1-2: Prepare future labor force for employers' needs.

Tactic W2-1-2-1: Continue relationships and communication with employers to stay on top of workforce trends.

Tactic W2-1-2-2: Work with educational/training partners in city, county and region to develop K-12 and college programs to meet these future workforce needs.

Tactic W2-1-2-3: Develop City of Delaware Intern Database on new Business and Economic Development Website.

Objective W2-1-3: Continue to ensure positive community development so that the City of Delaware is an attractive place for potential labor to move to and live in or around the city.

Objective W2-1-4: Utilize information we have on City's existing labor force to attract companies that can use the education/training/skill sets of our existing labor to retain some of the 80% of employees that leave the city for work each day. This helps to build a more sustainable local economy. Studies have shown that a vast majority of employees make most of their purchases in the community where they work and not necessarily where they live.

Tactic W2-1-4-1: Promote the attributes of our existing

labor force on our new business and economic development Website.

Tactic W2-1-4-2: Prioritize attraction and business development efforts towards our primary industries in this plan.

INCENTIVES AND PROCESSES—Incentives have become a necessary approach for attracting, retaining and expanding businesses. Due to the level of competition and the global use of incentives, they have become an expectation from companies and site consultants rather than a value added proposal that they once were. However, one of the reported weaknesses about the City has been our length of processes. Time is sometimes more important than anything else especially for attraction projects, therefore, we must work as a team to reduce timelines, avoid process confusion and create efficiencies.

Goal IP1: (ATTRACTION, RETENTION and EXPANSION) Expedite process for negotiating and obtaining incentives in the City of Delaware.

Strategy IP1-1: Become more competitive with other communities by creating certainty when a company approaches us or an existing company wants to expand.

Objective IP1-1-1: Shorten incentive process allowing a company to know what incentives terms and processes to expect immediately while shortening the approval process for all incentives to no longer than 60 days.

Tactic IP1-1-1-1: Develop Economic Development Incentive Policy (EDIP) to incorporate all incentive guide lines, formulas and processes in one document. All guide lines and formulas are established to maximize incentives while also achieving maximum return on investment (ROI) for the community.

Tactic IP1-1-1-2: Have EDIP approved by City Council, School Boards and any other partnering legislative bodies so that a company can approach the city with criteria on their project and receive a quick offer letter with

Economic Development Goals, Objectives and Tactics (continued)

definitive incentives. Some incentives may still require City Council approval to allow the City Manager to sign the final agreement.

Tactic IP1-1-1-3: Promote EDIP and quick processes of the City strengthening the business friendly yet economically responsible image of the City.

Tactic IP1-1-1-4: Review EDIP annually to ensure that it continues to achieve positive development and ROI for the community as well as adding or subtracting incentives as state laws change or incentive become available.

Goal IP2: (ATTRACTION, RETENTION and EXPANSION) Have easy to understand, efficient and cost effective city development processes.

Strategy IP2-1: Review and improve processes.

Objective IP2-1-1: Create an easy to understand development guide or set of guides for commercial and industrial development.

Tactic IP2-1-1-1: Continue to serve on the Development Task Force.

Tactic IP2-1-1-2: Advocate for common sense processes, procedures and regulations.

Tactic IP2-1-1-3: “Translate” processes, procedures and regulations into easy to follow guides for owners and developers. Guides will be available on business and economic development Website and as part of the new collateral packet.

Tactic IP2-1-1-4: Create a CSI (Common Sense Initiative) Team similar to the states that reviews feedback from developers and investigates whether or not more common sensical approaches can be taken towards a process, procedure or guideline.

Tactic IP2-1-1-5: Continue to serve as a business concierge or ombudsman to help walk business representative and entrepreneurs through our processes in a timely and efficient manner.

BUSINESS RETENTION AND EXPANSION—Nearly 80% of industrial and office jobs are created through company expansions. Serving as a partner to our businesses in providing solutions and resources is incredibly important to our economic prosperity and becomes an attraction tool as loyal companies become ambassadors to the City.

Goal BRE1: (RETENTION and EXPANSION) Build a sense of partnership and loyalty between the City and current employers of all sizes that will lead to companies staying and expanding in our community.

Strategy BRE1-1: Develop strong relationships with existing companies.

Objective BRE1-1-1: Continue current strong BRE efforts.

Tactic BRE1-1-1-1: Continue to assemble team of volunteers each year to meet with a rotating list of core industry employers and a growing and rotating list of small businesses.

Tactic BRE1-1-1-2: Effectively follow-up on opportunities and issues in a timely manner to provide solutions and resources.

Tactic BRE1-1-1-3: In an anonymous fashion, publicly report on efforts to work with companies to provide solutions and resources.

Tactic BRE1-1-1-4: Involve resource partners such as Columbus2020 and JobsOhio when necessary.

Tactic BRE1-1-1-5: Utilize Executive Pulse to report and keep track of BRE visits and feedback.

Objective BRE1-1-2: Renew business relationship lunches.

Economic Development Goals, Objectives and Tactics (continued)

Tactic BRE1-1-2-1: Alternating each year with the formal BRE visits in Objective BRE 1-1-1, we will alternate core industry business lunches including key City departmental directors who may be of importance to the company and the Mayor. These can be held at restaurants, key departmental centers for tours or at the company's facility for a facility tour.

Objective BRE1-1-3: Conduct first year new business follow-ups.

Tactic BRE1-1-3-1: Schedule a follow-up lunch around the 1-year anniversary date for new target industry employers.

Tactic BRE1-1-3-2: Schedule onsite follow-up meetings around the 1-year anniversary for new small businesses.

Objective BRE1-1-4: Work toward hiring an Economic Development Specialist to assist Economic Development Director.

Objective BRE1-1-5: Maintain high departmental/city profile in the business community by participating in business related groups.

Tactic BRE1-1-5-1: Actively participate in the Delaware Area Chamber of Commerce, its committees, task forces and events.

Tactic BRE1-1-5-2: Actively participate in Main Street Delaware and maintain an active board of directors seat. Participate in its committees, task forces and events.

Tactic BRE1-1-5-3: Attend OWU, Delaware Partnership and other business related meetings regularly when possible.

Goal BRE2: (ATTRACTION, RETENTION and EXPANSION) Allow existing businesses to promote the City of Delaware as a great place to do business.

Strategy BRE2-1: Utilize existing businesses as ambassadors.

Objective BRE2-1-1: Enable business ambassadors to represent us to their customers and vendors to promote doing business in the City of Delaware.

Tactic BRE2-1-1-1: Begin with volunteers of formal BRE interviews and form a "user group" to discuss business opportunities.

Tactic BRE2-1-1-2: Recruit other businesses whom have had successful growth and have a great relationship with the City.

Tactic BRE2-1-1-3: Enable these business ambassadors by providing them with information and collateral materials to share with vendors and customers as they travel and meet with them.

Tactic BRE2-1-1-4: Utilize these ambassadors profiles in marketing vehicles along with quotes of why they have grown in the City of Delaware.

Objective BRE2-1-2: When possible invite business ambassadors to meet with potential new companies.

Objective BRE2-1-3: Celebrate victories with business ambassadors.

Tactics BRE2-1-3-1: To strengthen relationship with ambassadors, invite them to ribbon cuttings, ground breakings and other celebrations when a new project finalizes in the City of Delaware.

Economic Development Goals, Objectives and Tactics (continued)

Goal BRE3: (RETENTION and EXPANSION) Retain and help businesses to grow and prosper in the City of Delaware.

Strategy BRE3-1: Utilize existing programs, incentives, resources, partnerships and process management to be a partner in each business' success.

Objective BRE3-1-1: Reinforce the image that the City of Delaware is business friendly by supporting positive ROI business expansions with incentives and financial programs.

Tactic BRE3-1-1-1: Utilize the Economic Development Incentive Policy to work with businesses on expansions.

Objective BRE3-1-2: Serve as business concierge as businesses expand in the community.

Tactic BRE3-1-1-2: Walk businesses through processes and provide necessary resources as they expand in the community.

ECONOMIC GARDENING, DOWNTOWN DELAWARE & INFILL —

Nationally, over 65% of overall jobs are created by small businesses. Small businesses serve as the foundation of our economy. Therefore, we will continue to work toward helping to create and grow small businesses in the City of Delaware. These efforts will address many weaknesses including a perceived lack of resources and support to small businesses. It also will allow us to take advantage of many of the opportunities listed in the SWOT analysis.

Goal EG1 (ATTRACTION, RETENTION and EXPANSION): Develop the perception of the City of Delaware as the top supportive community for entrepreneurs and small businesses in Central Ohio.

Strategy EG1-1: Provide resources and support for residents and non-residents to start and grow small businesses in the City of Delaware.

Objective EG1-1-1: Continue to develop the City of Delaware's Entrepreneurial Center

Tactic EG1-1-1-1: Continue to recruit and build relationships with organizational small business resource providers to add to the "menu" of resources.

Tactic EG1-1-1-2: Promote services and resources through the new Business and Economic Development Website's virtual Entrepreneurial Center.

Tactic EG1-1-1-1: Allow for entrepreneurial discussions and questions through a forum system on the new Business and Economic Development Website's Virtual Entrepreneurial Center.

Tactic EG1-1-1-3: Continue to recruit professional experts and retirees to provide counseling services to entrepreneurs and small businesses on an appointment basis.

Tactic EG1-1-1-4: Provide staff business counseling in staff expertise areas when possible or applicable.

Tactic EG1-1-1-5: Work with OWU to develop a "team" of students to provide low cost business services such as market studies under the guidance of the Economic Development Director.

Tactic EG1-1-1-6: Work with City's management team to secure and renovate office space in a city owned building for a physical location for the Entrepreneurial Center. The also would serve as the main point of physical contact for all businesses and the Economic Development team.

Tactic EG1-1-1-7: Work with Delaware City Schools to create an entrepreneur's club for high school students.

Tactic EG1-1-1-8: Work to organize an angel's fund or investors group for small businesses.

Economic Development Goals, Objectives and Tactics (continued)

Objective EG1-1-2: Partner with private entity to develop, open, service and maintain a technology incubator and/or accelerator.

Tactic EG1-1-2-1: Continue to work on and finalize Incubator Implementation Plan.

Tactic EG1-1-2-2: Follow Incubator Implementation Plan.

Objective EG1-1-3: Work with DACC or other partner to develop a robotics and manufacturing training facility combined with a manufacturing incubator.

Tactic EG1-1-3-1: Either utilize and reframe technology incubator implementation plan or develop a new implementation plan. Either can be based of RAMTEC in Marion.

Tactic EG1-1-3-2: Develop partnerships for carrying project forward.

Tactic EG1-1-3-3: Implement plan.

Objective EG1-1-4: Work with Main Street Delaware to develop a Retail Incubator in Downtown Delaware.

Tactic EG1-1-4-1: Either utilize and reframe technology incubator implementation plan or develop a new implementation plan.

Tactic EG1-1-4-2: Develop partnerships for carrying project forward.

Tactic EG1-1-4-3: Implement plan.

Objective EG1-1-5: Seek partner and develop food production incubator/commercial kitchen.

Tactic EG1-1-3-1: Either utilize and reframe technology incubator implementation plan or develop a new implementation plan. Base off of AceNet.

Tactic EG1-1-3-2: Work with MORPC and ECDI whom have worked on commercial kitchens.

Tactic EG1-1-3-3: Implement plan.

Objective EG1-1-6: Work with Main Street Delaware on Business Makeover Project.

Tactic EG1-1-6-1: Utilize resources and partners from Entrepreneurial Center to help build a makeover team.

Tactic EG1-1-6-2: Work with Main Street Delaware to select one Downtown business per year for makeover.

Tactic EG1-1-6-3: During and after makeover, heavily promote project.

Objective EG1-1-7: Continue to observe and improve parking for our businesses especially those in downtown.

Tactic EG1-1-7-1: Continue to review the 2007 Parking Study and Plan and look for ways to implement tactics which we have not implemented yet.

Tactic EG1-1-7-2: Continue to converse with businesses about parking to gather their thoughts, observations, ideas and suggestions.

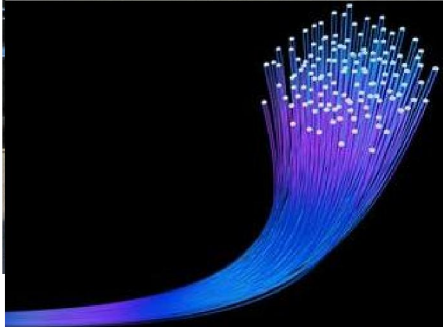
Measurement and Effectiveness

Evaluating economic development programs has been a subject of much debate. Criteria that may be great for one community may not necessarily be as good for another community or even another component of the same community.

This is especially true if we look back at the mission and goals of this document. Ultimately we are working to generate wealth for all and increased community prosperity. Much of this is subjective rather than objective, however, for the sake of this plan, we will look at all of the typical evaluation factors to come up with an overall picture of our success rate.

With that being said, the following are facets of community wealth and prosperity and an attempt at quantifying each for evaluation sake:

- **Payroll and Income Tax**—This is the single most impactful component of community prosperity. As residents earn more, the city “earns” more through payroll tax and can improve or increase services. Residents have higher discretionary income and can spend more with local vendors and organizations, thus, creating more economic prosperity for those entities as well. This component can be measured through an increase in payrolls and income taxes over previous years. It also can be measured by calculating a higher rate of investment on incentives and programs utilized to secure companies in a given year.
- **Jobs Created**—This is a secondary component of community prosperity as we are seeking higher paying jobs rather than just a higher volume of jobs. We will still look at the total number of jobs created year over year, but will be looking at the effectiveness of securing jobs with a higher rate of return for the community.
- **Building and Site Inventory**—This component can be measured by the rate of occupancy of our buildings and developable sites. We will work to achieve a higher rate of occupancy for each year over year.
- **Job Retention and Expansion** —Are we keeping the employers that we already have and being a partner in the growth of those businesses to allow for higher payrolls, etc.?
- **Health and Vitality of our Existing Businesses**—Are our businesses, especially our small businesses, doing well and growing? This can be monitored by watching closures and examining reasons why a business closed.
- **Other Economic Metrics**—We will review our progress with increasing average pay and lowering regional unemployment each year along with other economic metrics to make sure that our efforts are positively impactful.



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