MONTROSE GROUP COUNTY ECONOMIC DEVELOPMENT MODEL PRESENTATION

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Ryan Scribner

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Montrose Group, LLC

Over 40 Regional Economic Development Plans → Economic Development Author → Public Sector Economic Developers → Project Finance Advisor → Ohio Lobbying and PR Leaders → Tax Incentive Lawyer → Utility Economic Developers

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MONTROSE GROUP, LLC

Two Senior Leader with 17 combined years of county EDC leadership experience

Economic Development Advisors to Delaware, Madison, and Pickaway counties

Montrose Group & County EDC

Economic Development, Housing, Incentive, Industrial Site Plans for Athens, Coshocton, Delaware, Fulton, Licking, Madison, Pickaway, Preble, Union counties

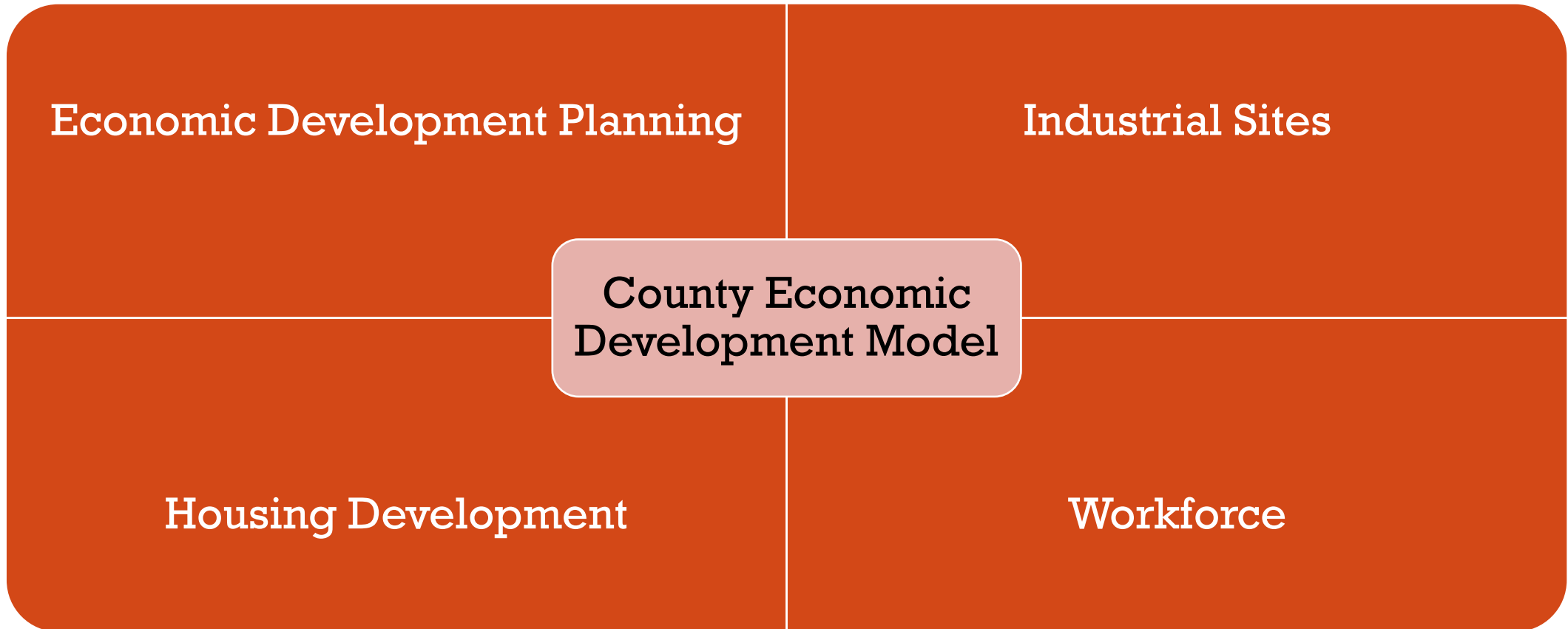Project Financing for Madison, Pickaway, and Negotiated $1 B in large scale county industrial park PPPs

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Montrose Group 2024 Corporate Site Location Trends

Montrose Group Top 10 2024 Corporate Site Location Trends

1. Cooling, Stagnating Economy
2. Urban, Suburban and Rural Doom Loop
3. Budding Energy Crisis
4. 2024 Elections
5. The Reemergence of Public Industrial Parks
6. Rise of the Great Lakes
7. Food and Beverage Industry Growth
8. Foreign Reinvestment in the US
9. Giga factories supply chain issues
10. AI impact

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COUNTY ECONOMIC DEVELOPMENT MODEL

Economic Development Planning

Industrial Sites

County Economic Development Model

Housing Development

Workforce

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ECONOMIC DEVELOPMENT PLANNING

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What is economic development

- Promotion of high wage jobs
- Promotion of capital investment

ECONOMIC DEVELOPMENT PLANNING

Learn

- Learn who the county is through research from primary economic and demographic data sources
- Learn Elements:
  - Industry cluster analysis
  - Demographic analysis
  - Macroeconomic analysis
  - Incentive analysis
  - Site development and infrastructure analysis

Listen

- Listen to community, political, education, and business leaders to understand how these leaders view the county City from an economic development standpoint
- Set a vision for what the county wants to be in the future
  - Listen Elements
    - SWOT Analysis
    - One-on-one key stakeholder briefings
    - Focus group discussions

Do

- Develop an action plan that recommends how the county should implement an economic development strategy
- Do Elements
  - Economic development tools and processes analysis
  - Site development and infrastructure analysis
  - Analyze growing and emerging sectors & financial impacts
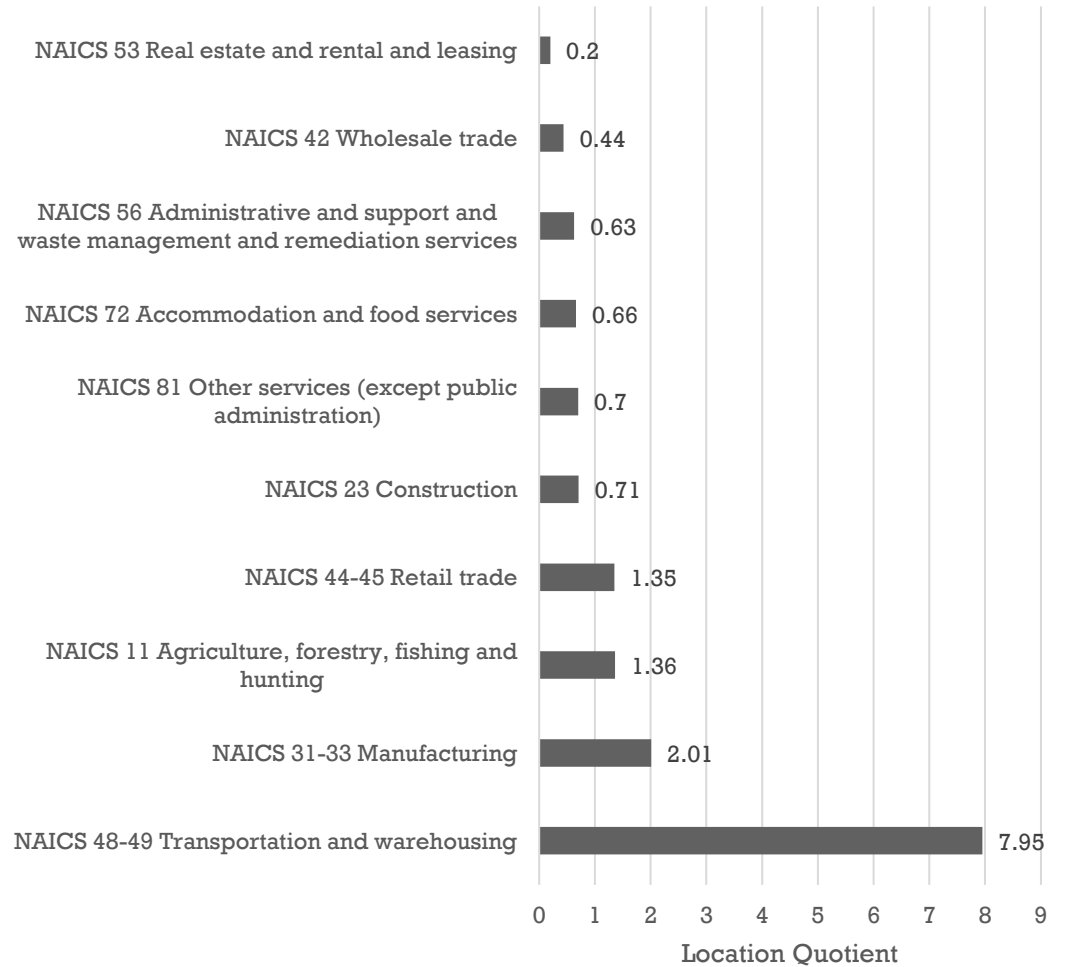 - Development of a five-year economic development strategic plan

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ECONOMIC DEVELOPMENT PLANNING

Regional Demographic Comparison					
Area of Study	**Madison County**	**Union County**	**Franklin County**	**Columbus MSA**	**Ohio**
2023 Population	44,386	67,092	1,354,876	2,200,346	11,849,286
Population Growth 2010 - 2023	2.2%	28.30%	16.5%	15.7%	2.7%
Population 65+	17.3%	13.50%	14.6%	15.5%	19.2%
Median Age	40.4	81.20%	35.8	37.5	40.8
Owner Occupied Housing Units	11,346	$102,808	294,162	533,301	3,251,272
Renter Occupied Housing Units	4,150	5.50%	260,967	335,472	1,606,980

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ECONOMIC DEVELOPMENT PLANNING

Madison County Industry Sector Location Quotient

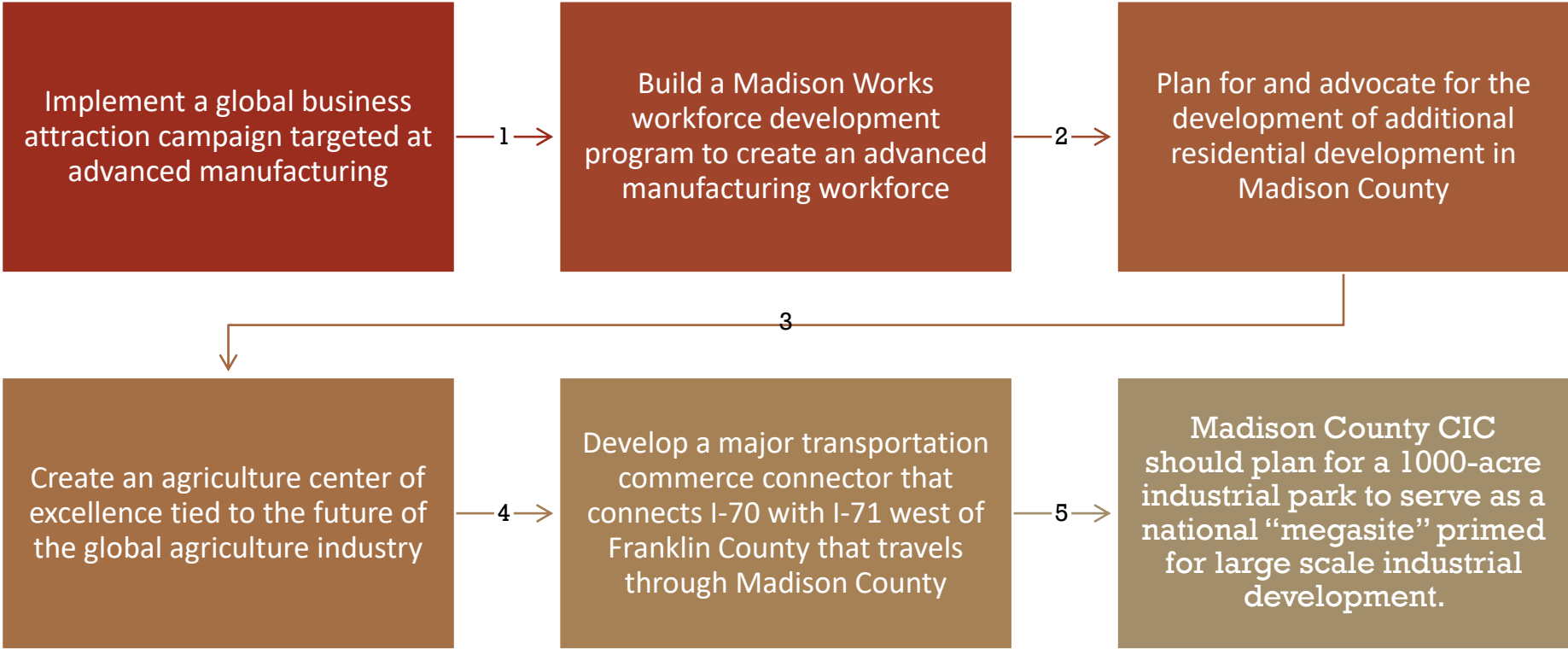| Industry Sector	Location Quotient
NAICS 53 Real estate and rental and leasing	0.2
NAICS 42 Wholesale trade	0.44
NAICS 56 Administrative and support and waste management and remediation services	0.63
NAICS 72 Accommodation and food services	0.66
NAICS 81 Other services (except public administration)	0.7
NAICS 23 Construction	0.71
NAICS 44-45 Retail trade	1.35
NAICS 11 Agriculture, forestry, fishing and hunting	1.36
NAICS 31-33 Manufacturing	2.01
NAICS 48-49 Transportation and warehousing	7.95

Location Quotient

ECONOMIC DEVELOPMENT PLANNING

Madison County Listen Session
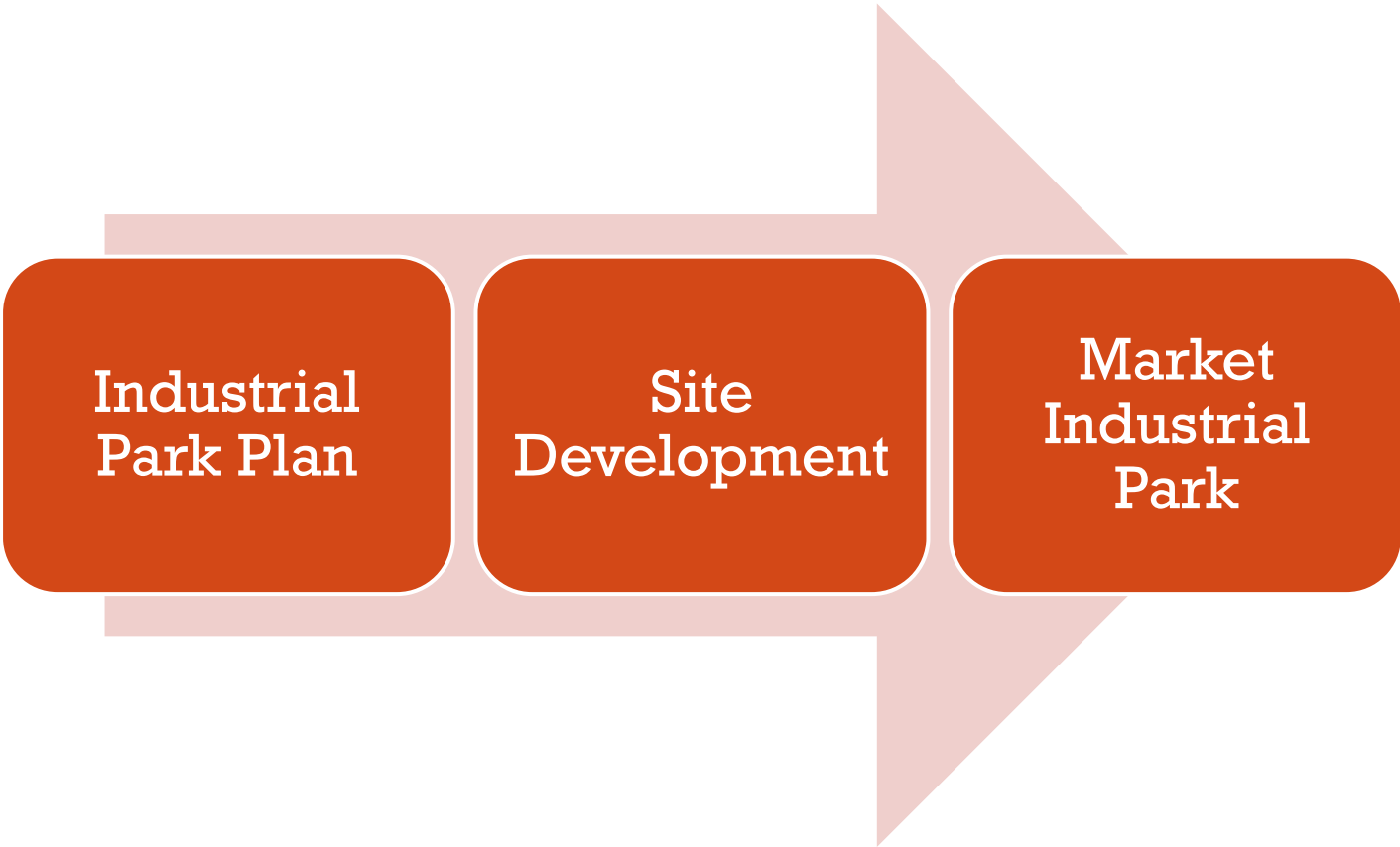**Top Identified Challenges & Opportunities**

- The lack of residential development is hindering the growth of Madison County residents and businesses.

- Madison County should focus on retaining their agricultural history.

- Attracting new residents and building the local workforce to meet existing and future business needs.

- Madison County needs to have more amenities like restaurants, parks, and an entertainment district.

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ECONOMIC DEVELOPMENT PLANNING

Implement a global business attraction campaign targeted at advanced manufacturing

1 →

Build a Madison Works workforce development program to create an advanced manufacturing workforce

2 →

Plan for and advocate for the development of additional residential development in Madison County

3

Create an agriculture center of excellence tied to the future of the global agriculture industry

4 →

Develop a major transportation commerce connector that connects I-70 with I-71 west of Franklin County that travels through Madison County

5 →

Madison County CIC should plan for a 1000-acre industrial park to serve as a national "megasite" primed for large scale industrial development.

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INDUSTRIAL SITE DEVELOPMENT

Industrial Park Plan

- Regional industrial market, industry focus and workforce analysis
- ID potential sites
- Utility and infrastructure needs of sites
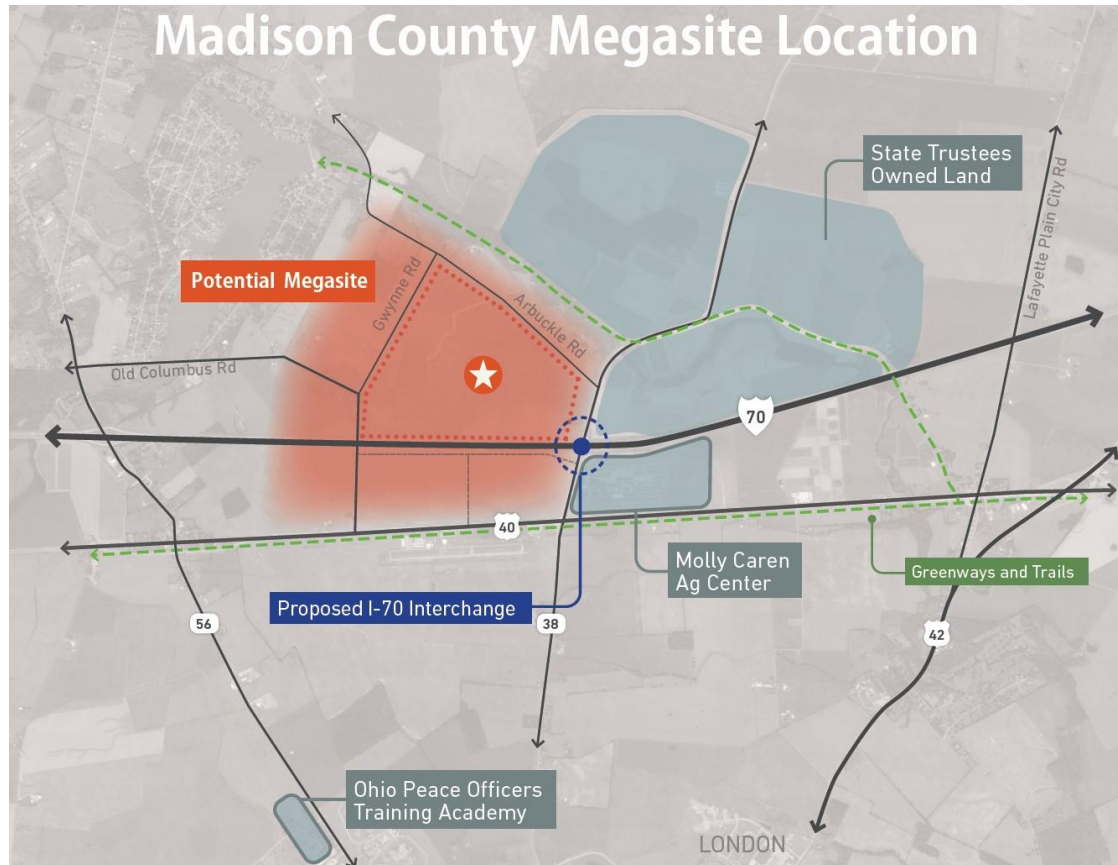
Site Development

- Negotiate site ownership
- Entitlements and incentives
  - Advocate for land use entitlements such as zoning and annexation
  - Advocate for local and state economic development incentives

Market Industrial Park

- Website/social media presence
- Broker briefings
- Regional & State EDO briefings
- Site tours
- Industry targeting

COUNTY SITE DEVELOPMENT STRATEGY

Madison County Megasite Location

Industrial Park Development Steps

- Define the industrial growth potential in the region
- Define key industry sector strength of the site and region
- Identify potential sites aligned with key industry targets
- Identify availability of utilities located at the potential sites
- Understand the potential sites infrastructure capacity
- Define the sites skilled and available workforce
- Understand the site's geotechnical and environmental challenges
- Negotiate site ownership interest
- Advocate land use entitlements such as zoning and annexation
- Advocate for local and state economic development incentives

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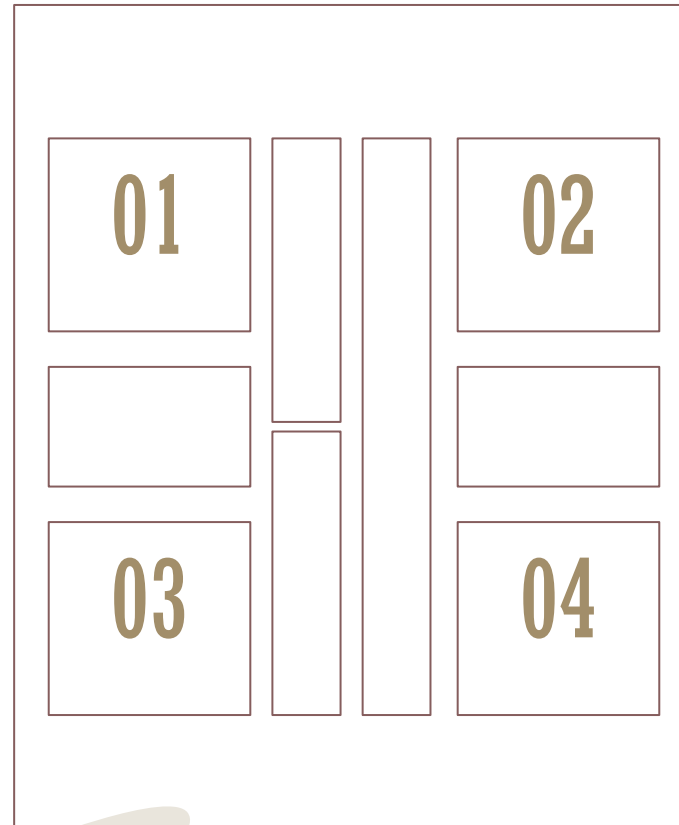
HOUSING STUDY OVERVIEW
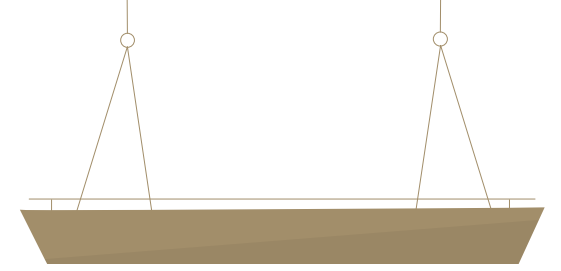
INTRODUCTION

Describes the overall goals and topics in the study

01

02

ECONOMIC & DEMOGRAPHIC DATA

Provides an overview of the general population

HOUSING TRENDS

Provides an in depth look at the housing trends of an area

03

04

RECOMENDATIONS

A detailed plan to solve a communities housing needs

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EXAMINING HOUSING FOR A COMMUNITY

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Types of Housing

Housing Costs

Occupancy Status

Housing Data

Current Needs

Future Demand

Economic Impact
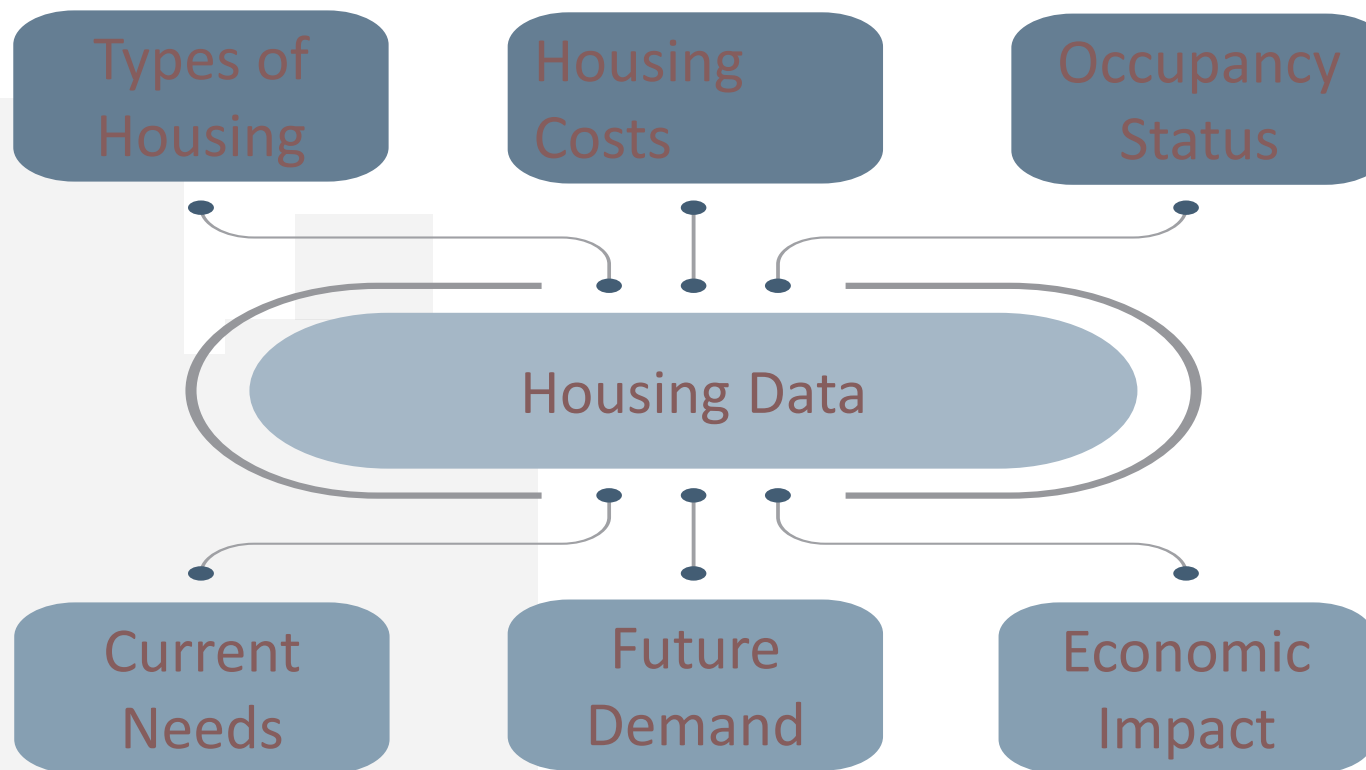
OHIO HOUSING DEVELOPMENT

Change in Housing Stock by Region
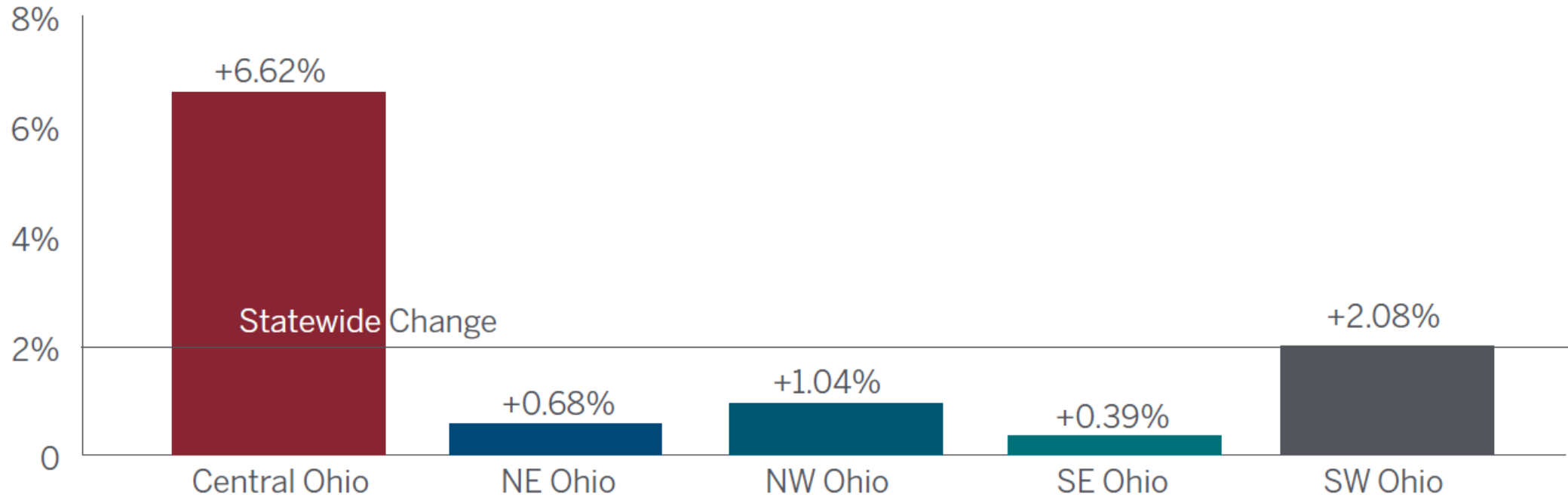
CENTRAL OHIO HOUSING STOCK

Compounded Annual Growth Rates (Home Sales and Household Incomes)

Home Sale Price (2016-2021) — blue; Median Household Income (2010-2022) — orange

County	Home Sale Price (2016-2021)	Median Household Income (2010-2022)
BIA Region	9.20%	2.80%
Morrow County	8.90%	2.00%
Delaware County	8.00%	3.10%
Fairfield County	10.30%	2.40%
Franklin County	9.40%	2.80%
Knox County	6.20%	3.60%
Licking County	10.20%	2.80%
Madison County	11.30%	3.00%
Marion County	9.90%	2.90%
Pickaway County	11.40%	2.70%
Union County	10.20%	2.20%

Source: U.S. Census; Vogt Strategic Insights; American Community Survey (ACS); Esri, Inc. Urban Decision Group; Redfin

HOUSING DEVELOPMENT

Historic Newark Arcade – Licking County, Ohio

- One of Ohio's last remaining historic Arcade buildings
- Located in a historic downtown district with walkability and surrounding green space, retail and office buildings
- Preserving history in downtown Newark
- $19 million total investment, including $16 million in building renovations and redevelopment
  - $1.6 M TMUD tax credit
  - $1 M State of Ohio Capital Budget Community Project grant
  - $1 M State of Ohio Historic Preservation Tax Credit
  - Downtown Newark TIF for a parking garage
  - CRA property tax abatement
- Mixed-use development featuring retail, restaurants, office, residential and common space area used for community benefit – farmer's market to eliminate food insecurities

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HOUSING RECRUITMENT PROCESS

Community Developer Recruitment Process

Site Identification	RFP Development	Developer Negotiation	Incentive Analysis

HOUSING DEVELOPMENT

Huron, Ohio

- ConAgra Site

HOUSING DEVELOPMENT

Huron ConAgra Site

- 11 acres on city-owned Lake Erie waterfront property planned for mixed use in the heart of a $1.6 B tourism industry

WORKFORCE DEVELOPMENT'S BROAD IMPLICATIONS

Individual
- Long-term success in the workforce
- Education, training, services

Employer
- Skills to successfully perform work
- Efficiency and productivity
- Competitiveness

Government
- Investments in people
- Sustainable wages
- Grow tax base

Community
- Indirect & induced benefits
- Vibrant economy

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12/5/2023

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WORKFORCE DEVELOPMENT: WHO'S WINNING THE TALENT ATTRACTION FIGHT

	Florida	Michigan	Missouri	Ohio	Texas	U.S.
Population	21,781,128	10,050,811	6,168,187	11,780,017	29,527,941	331,893,745
% Change (2010-2021)	15.85%	1.69%	2.99%	2.11%	17.42%	7.49%
% HS Graduate	88.5%	30.0%	29.9%	28.9%	30.7%	32.9%
% Bachelor's Degree	30.5%	91.3%	90.6%	90.8%	84.4%	88.5%
Labor Force Participation	58.6%	61.4%	62.6%	63.0%	64.4%	63.0%
Average Wage	$57,703	$59,234	$57,290	$58,116	$63,826	$64,994

Source: U.S. Census Bureau

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How are companies engaged in workforce development

- Upskilling Existing Employees – 42% of companies launching upskilling or reskilling initiatives
- Reimagining Training – most HR professionals support removing 4-year degree from qualifications and moving towards specialized on-the-job training
- Tech apprenticeships provide one training alternative – LaunchCode trains people without college degrees for tech jobs and connects them to job opportunities
- Apprenticeships gaining traction in U.S., with the new National Apprenticeship Act, which earmarks $3.5 billion to expand apprenticeship programs across many industries, including tech
- Work-from-Home/Remote Workforce is part of the future
  - Across all industries, 'remote work' job listings have increased 457%, according to recent LinkedIn data, with the tech sector a leader in job listings

Source: Forbes.com

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WORKFORCE DEVELOPMENT

County Workforce Development Model- Pickaway Works

- Pickaway WORKS, which stands for **W**orld **O**f **R**eal **K**nowledge and **S**kills, should be created as a collaborative effort to align Pickaway County employers with the local education and workforce training resources available.

- Pickaway WORKS is a 501c3 non-profit with formal by-laws in place.

- Pickaway WORKS promotes college and career readiness for Pickaway County students for over thirteen years now, financially supported by all county school districts as well as the city of Circleville

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Montrose Group County Economic Development Model

✓ **Conclusions**

💡 **Thoughts**

❓ **Questions**

✉ **Contact**
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