



# UNION COUNTY

## Economic Development Strategy

MARYSVILLE • MILFORD CENTER • PLAIN CITY • RICHWOOD • DUBLIN

2014

# SPECIAL THANKS

## THE UNION COUNTY COMMUNITY IMPROVMENT CORPORATION

- ANN AQUILLO**  
The Scotts Miracle-Gro Company
- MELINDA BEEBE**  
The Delaware County Bank & Trust
- BILL CARTER**  
CenturyLink
- RACHEL CHAMBERS**  
Richwood Banking Company
- GARY CHAPMAN**  
Jonathan Alder Local School District
- JENNIFER CHAVARRIA**  
City of Marysville
- JASON COMSTOCK**  
Clarity Technology Solutions
- KEITH CONROY**  
Millcreek Township Trustee
- STEVE DAVIS**  
CSX Transportation
- SPENCE FISHER**  
Memorial Hospital of Union County
- PAT HAMILTON**  
Pat's Print Shop
- CHRISTY LEEDS**  
OSU Extension Office
- STEVE PAGURA**  
The Pagura Company Inc.
- STEVE PATTON**  
Jackson Township Trustee
- JR RAUSCH**  
City of Marysville
- MARK REAMS**  
City of Marysville
- DOUG SAXOUR**  
Village of Plain City
- ANDY SHIPLET**  
U-Co Industries
- STEPHEN SMITH**  
Holbrook & Manter
- JENNY SNAPP**  
LUC Regional Planning Commission
- JEFF STAUCH**  
Union County Engineer

- STEVE STOLTE**  
Union County Commissioner
- MICHELLE VANCE**  
Liberty National Bank
- KEVIN VAUGHN**  
Village of Plain City
- CHRIS WINKLE**  
Village of Milford Center
- ROGER YODER**  
Union Rural Electric
- ERIC PHILLIPS**  
Executive Director
- JASON STANFORD**  
Development Services Manager

## PORT AUTHORITY MEMBERS

- CHRIS FRANKE**  
Franke's Wood Products, LLC
- JOSEPH MITCHELL**  
Edward Jones Investments
- RICK SHORTELL**  
Union County Family YMCA
- CHUCK DYAS**  
Barnes and Thornburg LLP
- CHAD HOFFMAN**  
Richwood Bank
- STEVE PAGURA**  
Davey-Pagura Companies
- CAROLINE RAMSEY**  
Honda of America

## CITY OF MARYSVILLE

- JOHN GORE**  
Mayor
- NEVIN TAYLOR**  
President of Council
- TERRY EMERY**  
City Administrator
- VALERIE KLINGMAN**  
City Engineer
- GREG DELONG**  
City Planner
- JEREMY HOYT**  
City Engineer
- MIKE ANDRAKO**  
Public Service Director
- JOHN MITCHELL**  
Public Service Director

## UNION COUNTY COMMISSIONERS

- CHARLES HALL**
- GARY LEE**
- STEVE STOLTE**
- JOHN CUNNINGHAM**  
County Administrator

## HONDA OF AMERICA MFG., INC.

- BARRY MCCLELLAND**
- WENDY PELLINGER**
- CAROLINE RAMSEY**

## JEROME TOWNSHIP TRUSTEES

## THE SCOTTS MIRACLE-GRO COMPANY

- ANN AQUILLO**

## INDUSTRIAL PARKWAY ASSOCIATION

## UNION COUNTY AGRICULTURE ASSOCIATION

## UNION COUNTY SCHOOL DISTRICT

### SUPERINTENDENTS

- GARY CHAPMAN**  
Jonathan Alder Schools
- BOB HUMBLE**  
Fairbanks Schools
- DIANE MANKINS**  
Marysville Schools
- RICK SMITH**  
North Union Schools
- JEFF PRICE**  
Ohio Hi-Point Career Center
- CHUCK SPEELMAN**  
Tri-Rivers Career Center
- KIM WILSON**  
Tolles Career & Technical Center

## UNION COUNTY CEO ROUNDTABLE

WE ALSO THANK THOSE WHO CONTRIBUTED TO THE DEVELOPMENT OF THIS STRATEGY.

## IMAGE CREDITS

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Jason Stanford



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Senior Planner

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Planner





**Bowl for  
Kids' Sake**  
Big Brothers Big Sisters  
Little Moments Big Magic  
Subway



# INTRODUCTION



# UNION COUNTY ECONOMIC DEVELOPMENT FRAMEWORK

## WHY STRATEGIZE?

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Union County has positioned itself to be a hub of manufacturing and innovation throughout the past decades. The purpose of this Strategy is to examine what is working well and to leverage those assets to attract and retain high quality businesses and development into the County.

This strategy is intended as a guide for policymakers and businesses to identify actionable goals and tactics that will strengthen the economic vitality of Union County. A coordinated effort among various groups will ensure that the County's economic priorities are being addressed and that actions will not take place in a piecemeal fashion.

This section outlines the general framework for the strategy

## WHAT IS IN THE STRATEGY?

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The Strategy starts by framing a vision for the County that establishes the overall direction the Strategy will take. The four chapters that follow outline the objectives necessary to meet the vision. A series of tactics within each chapter show the specific, actionable items that are necessary to meet each objective. The implementation chapter assigns responsibility to various parties for action on each tactic, and will be used primarily by interested government organizations and businesses. This chapter also organizes tactics by business type, which can be used to highlight specific tactics that will be attractive to specific business types.

## HOW WAS THE STRATEGY CREATED?

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A major goal within this Strategy was to ensure stakeholder input and build consensus. While a fresh perspective is an important element of any strategy, it was important to ensure Union County maintained its sense of self. Additionally, because the county possessed an active culture of collaborative working committees and industry groups, incorporating and aligning external strategies and plans was key to the development of this document. As such, throughout the process, the Community Improvement Corporation (CIC) and Port Authority (Steering Committee), staff and consultants conducted steps to ensure that not only were key county stakeholders involved, but Economic Development plans adopted in the past and plans from other groups and committees with economic elements, were considered and implemented into this strategy.

The following steps were taken in creating the Strategy:

1. Review of Existing Conditions
  - 1.1. The County's 2003 Economic Development Action Plan was reviewed
  - 1.2. The team worked with Columbus 2020 and other organizations to identify and uncover economic and demographic trends over the last 5 to 10 years
2. Development of Strategy by the Steering Committee: Attract, Retain, Create and Improve
  - 2.1. Steering Committee reviewed existing conditions and trends, met to discuss Strengths, Weaknesses, Opportunities and Threats

- 2.2. Tactical recommendations were made and reviewed by project consultants
- 2.3. Each section's tactics were presented to the Community Improvement Corporation and Port Authority at its bi-monthly meeting
- 2.4. Strategy updates were provided at the Chamber of Commerce at its regular meetings
- 3. Stakeholder Meetings
  - 3.1. The project team met with some of the larger county employers to identify business needs and gather input on the strategy
  - 3.2. The project team met with School District Superintendents to gather higher education and workforce development input
- 4. Review, Comment Periods and Adoption



## INTRODUCTION

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## VISION

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## ATTRACT

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## RETAIN

Page 32



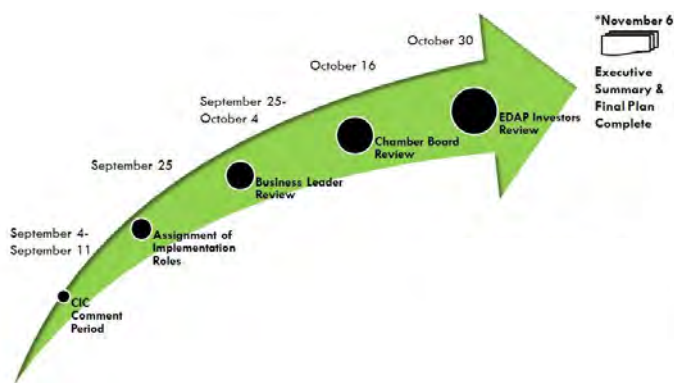
## CREATE

Page 42



## IMPROVE

Page 50



Over the last 30 years, Union County has become an agricultural and corporate research hub. We need to take the next step by supporting entrepreneurs, growing research organizations and attracting more research.

Union County has been a firm supporter of regional marketing. We will continue that support and do a better job of telling Union County's unique story and vision.

## STRATEGY FRAMEWORK

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As we have seen from the data analysis, Union County has changed in fundamental ways over the last twenty years, becoming more affluent, more diverse, both economically and socially, and more educated while remaining rural and focused on our smaller communities throughout the bulk of the County.

This recognition of the County's history and present state of affairs drove the advisory committee's discussion around the guiding principles for economic decision making. The guiding principles are organized along the following concepts:

### VISION:

Our vision must clearly and concisely explain how the economic development leaders of Union County see the county today and in its future. The vision must help business decision makers and citizens see their future in our community.

### VALUE PROPOSITION:

For economic development organizations, customers and stakeholders are many and diverse. In these situations, decision making benefits from focusing on the value those customers and stakeholders expect from economic development organizations.

### GOALS:

In this framework, Union County's economic development goals are the outcomes that are being pursued by the individual tactics in each area of the Strategy. They are how success will be evaluated.

### TARGETED INDUSTRIES:

Union County's economy in the future will likely grow from the existing economic base in the County or in surrounding areas. Targeting specific industries will allow the efficient use of scarce resources to concentrate on industries with the highest potential for success.

### METRICS:

The metrics that we have outlined will help to evaluate our progress in reaching our goals and delivering on our value proposition.

### INNOVATION:

Encourage a physical, cultural and regulatory environment that encourages innovative companies to be born and expand.

### OUTREACH AND BUSINESS DEVELOPMENT:

Tell our story to business leaders at home and around the world through both regional and Union County specific efforts.





*"FOUNDED BY BATTELLE MEMORIAL INSTITUTE, VELOCYS IS WORKING TO COMMERCIALIZE ALTERNATIVE FUEL TECHNOLOGIES THAT CONVERT LOW VALUE FEEDSTOCK SUCH AS UNCONVENTIONAL, REMOTE AND PROBLEM NATURAL GAS INTO VALUABLE, CLEAN-BURNING LIQUID FUELS. FOR OVER 10 YEARS, UNION COUNTY HAS PROVIDED A STRONG FOUNDATION THAT HAS CONTRIBUTED TO OUR SUCCESS IN LAUNCHING OUR TECHNOLOGY INTERNATIONALLY AS WELL AS BEING RECOGNIZED AS A PIONEER IN OUR FIELD OF EXPERTISE."*

*DR. PAUL SCHUBERT  
CHIEF OPERATING OFFICER  
VELOCYS*





## TARGETED INDUSTRIES

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### AGRICULTURE

The genesis for much of Union County's past success and future potential rests within its agricultural community. In addition, the agribusiness industry in Union County blends into research, development, manufacturing and corporate services with companies like Nestlé, Select Sires, and Scott's Miracle-Gro Company operating large, sophisticated corporate facilities in the county.

### MANUFACTURING

Over the last 30 years, Union County has become a perfect case study in how to leverage an agricultural workforce and work ethic into manufacturing success. Since Honda's first investment in 1979, Union County's manufacturing workforce has grown 5,691 employees and 17 Japanese-owned firms representing 24.4% of the County's total workforce.

### R&D

The success of Union County's manufacturing and agricultural businesses has led the creation of a vibrant research and development sector within Union County. The majority of R&D conducted within the county is currently conducted within companies that have broader operations in the county. However, the existing base of R&D talent and facilities provide a platform for attracting and growing new R&D facilities.

### CORPORATE SERVICES

Similar to research and development, Union County's manufacturers have also developed a significant base of corporate support activities within the county. The Scott's Miracle-Gro Company, Univenture, Select Sires and Honda of America Mfg., Inc. all call Union County home. Union County is also nearby to large corporate services facilities for Cardinal Health, JPMorgan Chase, Ashland, Ohio Health, The Wendy's Company, and others. New residential developments within Union County are targeted at attracting high-income, white-collar residents who will add to the talent base that can attract corporate services facilities.

### TARGETED RETAIL

Marysville, Plain City, Richwood and other smaller communities in Union County are important retail hubs for both Union County residents and residents of the surrounding counties. As Union County continues to grow, it will be vital to ensure that Union County's residents have access to the retail services that they desire in accessible, appealing locations.

## INDUSTRY FOCUS



Union Rural Electric Cooperative is an example of the kind of green facility that will become standard in Union County.



*STORIES LIKE UNION RURAL ELECTRIC COOPERATIVE, A HOME-GROWN NOT-FOR-PROFIT EVOLVING INTO A CORNERSTONE OF UNION COUNTY AND THE FIRST CERTIFIED ELECTRIC DISTRIBUTION COOPERATIVE WITH A LEED CERTIFIED FACILITY, HELP ILLUSTRATE THE INNOVATION AND CONTINUED COMMITMENT TO EXCELLENCE THAT MAKE UP THE FABRIC OF THE COMMUNITY.*



# WHAT ARE CEOs SAYING ABOUT UNION COUNTY?

## TESTIMONIALS

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### RESEARCH

#### NESTLÉ

"Nestle has been present in Marysville since 1918 and has had one of its major Research and Development facilities here since the mid-1940s. As a Nestle Product Technology Center, Marysville has provided our company a great base of operations for Research and Development. From the top notch services to the community's talent base, Nestle is proud to call Marysville and Union County one of our corporate homes."



**GILLIAN ANANTHARAMAN-BARR**  
Vice President Nestle Research  
and Development  
Head of Nestle Product  
Technology Center Marysville

### TALENT READY

#### AUTO TOOL, INC.

"When we recently broke ground on our new 80,000 square foot design and production facility we worked closely with Tolles Career and Technical School to help develop the needs for our workforce. A qualified employee base is critical to a company's success and with the continual expansion of the Union County's research and development sector the community is fertile ground for our future talent."



**MILT KNISS**  
Vice President of Operations  
Autotool Inc.

### WORK ETHIC

#### RICHWOOD BANKING COMPANY

"Founded in 1867, the Richwood Banking Company has called Union County home for over 145 years providing financial services to the Columbus Region. Our company's core values are in tandem with the strong work ethic found in the Union County community enabling us to hire employees to become part of our first class team. It is for this reason we recently decided to invest into a new operations center in Richwood."



**CHAD HOFFMAN**  
President & CEO  
The Richwood Banking Company

### AGRICULTURE

#### SELECT SIRES

"Select Sires is a leader in bovine genetics improving the quality of dairy and beef for consumers throughout the world. As one of the many ag-science companies in Union County, our headquarters and research and development center is the world leading single-site producer of highly fertile bull semen. Union County's strong agricultural foundation and its collaborative spirit have provided Select Sires the location, workforce, and quality of life that maximize our ability to be a successful international company."



**DAVID C. THORBAHN**  
President & Chief Executive Officer  
Select Sires, Inc.

## INNOVATION

### VELOCYS

"Founded by Battelle Memorial Institute, Velocys is working to commercialize alternative fuel technologies that convert low value feedstocks such as unconventional, remote and problem natural gas into valuable, clean-burning liquid fuels. For over 10 years, Union County has provided a strong foundation that has contributed to our success in launching our technology internationally as well as being recognized as a pioneer in our field of expertise."



**DR. PAUL SCHUBERT**  
Chief Operating Officer  
Velocys

## MANUFACTURING

### THE SCOTTS MIRACLE-GRO COMPANY

"We're a global company that's called Union County home for nearly 150 years. Not only have we built the most trusted lawn and garden brands in the world here, we also operate world-class research and manufacturing facilities. Being located in Marysville and Union County says a lot about who we are as a company, and I know it's going to be a critical factor in our future success."



**JIM HAGEDORN**  
Chairman and Chief Executive Officer  
The Scotts Miracle-Gro Company

## HEALTHCARE AND QUALITY OF LIFE

### MEMORIAL HOSPITAL OF UNION COUNTY

Our communities are proud about the quality of our schools, availability of recreational activities, a strong workforce and more. I moved my family here nearly 10 years ago and the rich opportunities and strong traditions of community have helped us to find great happiness. Excellent healthcare is a critical piece of what makes a community successful. Our team at Memorial Hospital of Union County is honored to have been recognized by the leading consumer magazine as the safest hospital in Ohio and 10th in the nation; to be in the top 5% in the nation for customer experience as judged by Healthgrades; and to have been selected a national Top 100 Best Place to Work in Healthcare by Modern Healthcare Magazine. All of this while nearly tripling our business in the last 10 years. As one of the fastest growing businesses in Union County, at Memorial we are focused on not only caring for people when they are ill, but also keeping our residents, families and businesses well.



**CHIP HUBBS**  
President/CEO  
Memorial Hospital of Union County

## THE NW 33 INNOVATION CORRIDOR

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The NW 33 Innovation Corridor between Dublin and East Liberty serves as a regional center of industry. It is along this corridor, particularly north of Marysville, where Honda of America Mfg., Inc., its subsidiaries, and many suppliers have grown to form one of the largest concentrations of manufacturing and research and development in the Columbus Region.

In addition, the NW 33 Innovation Corridor from Marysville to Dublin is home to a number of major world-class corporations such as Nestle Product Technology Center, The Scotts Miracle-Gro Co., Veyance Technologies, Parker Hannifin Hydraulics, and Select Sires. These major corporations complement the many smaller companies that also call Union County home.



# NW 33 Innovation Corridor









*An innovative, connected, smart-growth  
economy combining manufacturing, research,  
agriculture and retail in communities that  
provide a familiar sense of place.*

# VISION



# CREATING THE VISION

## WHAT IS A VISION?

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A vision embodies the potential of a community. The vision for this Plan was created through an engaging process that brought people from all walks of life together to talk about their ideas and aspirations for the future economic success of Union County. These aspirations contributed during the planning process were unrestrained and focused on anything from the environment, workforce development, infrastructure, education, culture, housing or any other issue that is important to the economic conditions in the County.

The vision was created through a process which used a variety of strategies to build consensus around a desired economic future in Union County. The vision was built extensively on stakeholder involvement. Throughout the planning process a common question was asked of stakeholders “How do you envision the economic future of Union County”? and “What are the County assets that would support your vision for economic success”? Within the answer to this question was born the vision. Below is a set of key statements and conditions that were identified through the vision process, and ultimately shaped the Plan vision statement.

## UNION COUNTY...

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- Has the highest concentration of manufacturing in the Columbus Region
- Has grown professional, scientific and research sectors at a faster rate than the rest of the Columbus Region
- Patent production is the highest in the Columbus Region
- Boasts an innovative agribusiness community
- Has a growing educated workforce
- Has the second-highest GDP of any county within the Columbus Region
- Has the second highest median income in the Columbus Region, and third highest in Ohio
- Is within a 30 minute drive to 12 universities and colleges within the Columbus Region
- Has a labor force which has grown by over 65% since 1990

The visioning process described here helped community leaders identify what is important to them, their ideas and aspirations, and more importantly, how to make those ideas and dreams come true.

# THE VISION

*An innovative, connected, smart-growth economy combining manufacturing, research, agriculture and retail in communities that provide a familiar sense of place.*

## GOALS

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1. Union County will extend its exceptional growth in incomes and education attainment.
2. Union County will grow strategically to enhance communities and improve the quality of life for its citizens.
3. As an integral part of the Columbus Region's economy, Union County will leverage resources from around the Columbus Region to strengthen and grow its existing industries and businesses.
4. Union County will leverage its corporate research base and explosive growth in its educated workforce to broaden its economic base and grow entrepreneurs.
5. Union County will retain its familiar character.
6. Our downtowns will be regional centers of commerce.

## VALUE PROPOSITION:

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Union County and its communities will offer:

### MARKET ACCESS

Deliver the infrastructure and business locations to move ideas, goods and people to market.

- Union County's sites, roads and telecommunications networks must be developed and managed to ensure fast, secure and reliable market access.

### TALENT

Expand the workforce needed to support, grow and attract businesses in target industries.

- Our changing demographics and access to regional educational institutions create great opportunities to provide a quality workforce.

### VALUE

Balance a competitive cost structure with increasing the quality of life and physical infrastructure.

- By combining sophistication, traditional work ethic and smart growth planning, Union County has built a community where high value doesn't have to mean high cost.





#### Subaru and the Environment

Subaru of America was the first automobile plant in the United States to be designated a National Historic Landmark.



OPEN ROAD.  
MUSTANG PERFORMANCE

MUSTANG  
PREMIUM



*ATTRACT employers to the County to  
diversify the economic base.*

ATTRACT

# ATTRACT



## OVERVIEW

To diversify and grow the economy within Union County, it is vital to attract new businesses to the County. Attraction of new businesses to a community requires an extended commitment, a focused strategy and partnerships with regional and statewide groups that share an interest in growing the Columbus Region's economy in ways that will benefit Union County.

Union County's strategy going forward will be to concentrate efforts on industries and business functions that are a natural outgrowth of our traditional manufacturing and industrial base or show special market potential. Our efforts will also concentrate on those industries that provide the highest benefit to our citizens

through employment, wages and provision of key services that are not currently available in the county.

Union County will concentrate on the following industries/sectors:

- Manufacturing
- Research and Development
- Agribusiness
- Corporate Office
- Targeted Retail

While concentrating on these areas, Union County's economic development partners will remain open to other kinds of businesses and emerging trends. However, the proactive efforts will focus on these industries and sectors where we have some past success and see new developments that are in Union County's favor.

# DID YOU KNOW ?



Union County is already home to numerous established and successful manufacturing and R&D companies



**HONDA**

THE **Scotts Miracle-Gro**  
COMPANY



Good Food, Good Life



## JOB SPOFF

**100** Automotive manufacturing jobs in Union County create an additional:

**+57** jobs in Union County

**+256** jobs in Columbus Region

**+326** jobs in the rest of Ohio

**+320** jobs in the rest of the USA

**100** R&D jobs in Union County help create an additional

**+87** jobs in Union County

**+99** jobs in Columbus Region

**+80** jobs in the rest of Ohio

**+185** jobs in the rest of the USA



# ATTRACT

## PRIORITY GROWTH DISTRICTS

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Not all growth is appropriate in all places. It's important to co-locate assets in a strategic manner to allow for synergies that can induce future opportunities. As such, to support Union County's target industry plans and to execute its attraction site-tactics, an array of unique growth districts, commercial growth areas and priority development areas have been established throughout the County.

### **The Southern Jerome - Innovation District**

US 33 and Industrial Parkway from Post Road / OH 161 (Franklin County) to US 42 Interchange.

### **The US 42 Growth District**

US 42 from the Union/Madison County border in the Village of Plain City to the border of Delaware County.

### **The Millcreek – Jerome Growth District**

US 33 and Industrial Parkway from US 42 Interchange to Paris Township.

### **The Marysville – Millcreek Industrial Growth District**

US 33 and Industrial Parkway/Columbus Avenue from Fladt Road to Delaware Avenue. Also includes the MetroEquities/Jobs Ready Site on Scottslawn Road.

### **The Northwest / Honda Parkway Growth District**

US 33, Northwest Parkway, and Honda Parkway from US 36/OH 4 interchange to Logan County.

### **The Village of Richwood Growth District**

Within the boundaries of the Village of Richwood, with particular focus along Ira Bean Parkway.

### **The Marysville Commercial/Office Growth Areas**

- Bethel Woods
- Chestnut Park (Office)
- City Gate
- Coleman's Crossing
- Cook's Pointe
- East Pointe Plaza
- Medical Park (Office)
- Meyer Property/Heart of Ohio
- Twigg Property

### **Marysville Priority Redevelopment Areas**

- Allenby & Square Drives
- Five Points (Oak Street to Charles Lane)
- Kmart
- Marysville Plaza
- Memorial Hospital of Union County
- Uptown District

# RECENT DEVELOPMENTS: 2008 - 2014

## PRIVATE CAPITAL INVESTMENTS

AutoTool	\$5 million
Der Dutchman	\$1.1 million
Goodwill Industries	\$1.2 million
Heritage Cooperative	\$38.5 million
Honda Accord Hybrid Expansion	\$23 million
Honda Performance Manufacturing Center	\$70 million
Honda Corporate Offices, Training Center & Heritage Center	\$35 million
Meijer	\$7.5 million
Memorial Hospital Heart Pavilion	\$11.3 million
Memorial Hospital Urgent Care/Outpatient Services	\$7.5 million
Moriroku	\$3.5 million
Nationwide Children's Hospital Close to Home Center	\$4.6 million
Nestle Product Technology Center	\$1.9 million
Ohio Army National Guard Training and Community Center	\$9 million
Parker Hannifin Hydraulics	\$2 million
Scotts Miracle-Gro	\$29 million
Sumitomo	\$10 million
Velocys	\$1.5 million
Veyance Technologies	\$1.8 million

## PUBLIC CAPITAL INVESTMENTS

US 42 Bypass	
County Office Building	
Ag Center	
County Courthouse	
270/33 Interchange (2016)	\$94 million
Honda Parkway Resurfacing and Lighting	\$1 million
Industrial Parkway Reconstruction and Widening	\$3.3 million
Scottslawn Road Roadway Resurfacing	\$400,000
US 33 Roadway Resurfacing	\$2.2 million
US 33 Pedestrian Bridge (2014)	\$1.6 million
SR 736 Culvert Replacement and Roadway Resurfacing	\$200,000
SR4/ County Home Road Intersection Improvements	\$1.2 million
Water Reclamation Facility	\$141 million
General Oscar Decker Fire Station	\$4 million
Police and Court Facility	\$12 million
City Hall	\$6 million
Community Pavilion (2014)	\$1.1 million
Plain City Aquatic Center	
SR 161/US 33 Interchange Improvements (Phase I)	



**OVER \$260 MILLION OF PRIVATE INVESTMENT  
IN THE PAST SIX YEARS**

## IMPLEMENTATION

### COUNTY

- 1 CIC
- 2 County Engineer
- 3 County Commissioners

### GOVERNMENTS

- 4 Marysville
- 5 Plain City
- 6 Richwood
- 7 Township

### AGENCIES

- 8 Jobs Ohio / DSA
- 9 Columbus 2020
- 10 MORPC
- 11 Logan-Union-Champaign  
Regional Planning  
Commission

### PRIVATE SECTOR

- 12 Honda
- 13 Scotts
- 14 CEO Roundtable




### EDUCATION / ORG.

- 15 K-12 Schools / Libraries
- 16 Career Techs
- 17 Universities / Colleges
- 18 JFS County and State
- 19 BEWT
- 20 Chamber of Commerce
- 21 Union County BIA
- 22 Hospitals / Health Dept.

## ATTRACT

### TACTICS

#### GENERAL

1. Align attraction goals, strategies, and tactics with Columbus 2020 and JobsOhio  
1  

2. Determine suppliers that may be interested in relocating. Identify effective marketing and sales strategies for the county. Continue engagement of CEOs as advocates for Union County in the business community. Collect testimonials from local CEOs/HR Managers to include in marketing materials  
1 14  

3. Monitor growth areas adjacent to Union County to capitalize on trends in the broader region  
1 3 4 5 6 7 8 9 11  


4. Ensure documents are translated into key foreign languages and other materials are translated as needed

1 3 4 5 6 7 8 9



5. Advocate for and participate in State of Ohio and Columbus 2020 business development activities focused on key international markets for Union County, such as Japan and Europe

1 8 9



6. Make special effort to work with existing foreign owned company executives to ensure positive impressions of the community

1 3 4 5 6 7 8 9 12 14



7. Maintain contact, where possible, with executives after they have moved to other facilities

1 14





8. Review effectiveness and relevance of existing incentive programs, particularly those outlined in the Union County Economic Development Incentive Policy (EDIP)

1 3 4 5 6 7



9. Modify existing programs or create new incentive programs as needed

1 3 4 5 6 7



10. Factor in targeted industries into economic incentive strategies

1



11. Develop information and promote the use of a Total Cost Analysis calculator for companies making decisions about off-shore versus local sourcing

1



12. Work with existing manufacturers to develop Union County case studies

1



13. Support the attraction of industrial, commercial and office users along the US-42 by-pass in Plain City

1 5



14. Continue efforts to market and attract tenants to the Richwood Industrial park

1 6



15. Assist the Village of Milford Center with the creation of an industrial park

1



## MARKETING

16. In national and international markets, leverage the Columbus Region branding

1 8 9



17. Continue deep engagement with leadership of Columbus 2020, Mid-Ohio Development Exchange and Mid-Ohio Regional Planning Commission

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## INDUSTRY ADVANTAGE



AGRICULTURE



MANUFACTURING



RESEARCH &  
DEVELOPMENT



CORPORATE  
SERVICES



TARGETED  
RETAIL

## IMPLEMENTATION

### COUNTY

- 1** CIC
- 2** County Engineer
- 3** County Commissioners

### GOVERNMENTS

- 4** Marysville
- 5** Plain City
- 6** Richwood
- 7** Township

### AGENCIES

- 8** Jobs Ohio / DSA
- 9** Columbus 2020
- 10** MORPC
- 11** Logan-Union-Champaign  
Regional Planning  
Commission

### PRIVATE SECTOR

- 12** Honda
- 13** Scotts
- 14** CEO Roundtable

### EDUCATION / ORG.

- 15** K-12 Schools / Libraries
- 16** Career Techs
- 17** Universities / Colleges
- 18** JFS County and State
- 19** BEWT
- 20** Chamber of Commerce
- 21** Union County BIA
- 22** Hospitals / Health Dept.

## ATTRACT

18. Participate in Columbus 2020 and State of Ohio marketing and sales trips and events focused on Union County's target industries

**1 8 9 20**



19. Strengthen Union County marketing and relationships on real estate and corporate decision makers, regional brokers, developers and influencers in the Columbus Region

**1 8 9**



20. Develop annual list of top growth companies and utilize a mail/email or direct call campaign

**1**



21. Better utilize social media to promote Union County

**1**



22. Focus advertising budget on C-level executive and real estate markets

**1 14**



23. Develop and use a consistent marketing theme for the County, particularly the US 33 corridor

**1 3 4 5 6 7 9**



24. Create marketing materials for the County's targeted industries

**1**



25. Identify companies within targeted industries within a specific radius of Union County and recruit to locate further expansions in the county

**1**



26. Significantly increase the budget for marketing

**1**



### SITE

27. Greenfield:

- 27.1. Identify development-ready sites suitable to each targeted industry

**1**



## INDUSTRY ADVANTAGE



AGRICULTURE



MANUFACTURING



RESEARCH &  
DEVELOPMENT



CORPORATE  
SERVICES



TARGETED  
RETAIL

- 28.3. Build redevelopment plans and tools for key sites

1 3 4 5 6 7



29. Ensure that available sites are updated regularly on website and Ohio In-Site, and that complete data in electronic format is accessible to site selectors

1



30. Work closely with The Ohio State University and other educational institutions to consider the development of an agriculture research park

1 17



## WORKFORCE DEVELOPMENT

31. Ensure competitiveness of local workforce by utilizing the Union County Business, Education & Workforce Team (BEWT)

1 18 19



32. Support the Governor's Office of Workforce Transformation

1 8 18 19



- 27.2. Address infrastructure and utility needs for targeted sites to be "shovel ready"

1 3 4 5 6 7



- 27.3. Apply for site certifications where appropriate

1



- 27.4. Work toward developing a corporate office/research and development park

1 3 4 5 6 7



## 28. Brownfield:

- 28.1. Identify current high-value re-use sites

1 3 4 5 6 7



- 28.2. Identify sites that are currently occupied but are at risk of being vacated

1 3 4 5 6 7





## IMPLEMENTATION

### COUNTY

- 1 CIC
- 2 County Engineer
- 3 County Commissioners

### GOVERNMENTS

- 4 Marysville
- 5 Plain City
- 6 Richwood
- 7 Township

### AGENCIES

- 8 Jobs Ohio / DSA
- 9 Columbus 2020
- 10 MORPC
- 11 Logan-Union-Champaign  
Regional Planning  
Commission

### PRIVATE SECTOR

- 12 Honda
- 13 Scotts
- 14 CEO Roundtable

### EDUCATION / ORG.

- 15 K-12 Schools / Libraries
- 16 Career Techs
- 17 Universities / Colleges
- 18 JFS County and State
- 19 BEWT
- 20 Chamber of Commerce
- 21 Union County BIA
- 22 Hospitals / Health Dept.

## ATTRACT

33. Participate in the implementation of the Regional Workforce Assessment being conducted by Columbus 2020

1 9 18 19



34. Continue efforts to attract a community college/branch college to Union County

1 3 4 15 16 17 18 19 20



35. Work closely with local career and technical centers and other educational institutions to ensure programs match industry needs and market these partnerships to potential users including permanent and mobile manufacturing lab programs.

1 10 12 13 14 15 16 17 18 19



*Please refer to the Appendices for the Agriculture Economic Development Strategy*

# HOW DO WE MEASURE SUCCESS



## GENERAL

---

- New jobs announced
- Net change in workforce
- Property tax value
- New capital investment
- Wage growth
- Number and type of incentive programs
- Cost benefit analysis of incentives
- Number of new building permits for non-residential uses

## MARKETING

---

- Number of business missions, domestic and foreign, that Union County attends
- Number of meetings with foreign investors
- Amount of direct foreign investment in the County

## SITE

---

- Creation and expansion of job-ready sites
- Number of sites certified by state development services agencies
- Number of sites registered with Ohio In-Site

## WORKFORCE DEVELOPMENT

---

- Net change in educational attainment
- Number of technical programs offered for residents and employees
- Number of Union County students enrolled in technical education
- Job placement by technical schools within the county







*RETAIN and grow the economic base  
through outreach to existing businesses in  
Union County.*

RETAIN

# RETAIN

## OVERVIEW

---

The old business adage that “The best customer you can get is the one you already have” holds true in economic development. While attraction projects grab headlines and generate excitement, working with existing businesses is the foundation of any economic development program. Expansion projects have historically accounted for a large portion of Union County’s economic development efforts and job generation success. In economic development, working with existing businesses is commonly referred to as Business Retention and Expansion (BRE). An effective BRE program engages with existing businesses to address individual problems while also mining data to uncover opportunities and threats. An effective BRE system brings together workforce providers, utilities, government services and economic development agencies in a focused fashion to improve the business environment both company-by-company and for the entire community.

An effective BRE system feeds the Attract and Create strategies. Effective BRE systems will uncover new attraction opportunities as well as entrepreneurs and ideas that are ready to create new jobs. An effective BRE system can also help create a cadre of business leaders that can provide validation to attraction prospects for the business climate in Union County (conversely, a poor relationship with the business community can put attraction prospects at risk).

Because the BRE function is so critical, it must be well executed, clearly understood, data driven and coordinated.

To achieve these imperatives, we also recommend that the strategy be kept simple.

The objectives of the BRE program are:

- To solve immediate barriers to the viability and success of Union County’s business community
- To uncover trends in the business community that will impact the economic health of Union County
- To find new opportunities to grow Union County’s existing business and bring their customers or suppliers into Union County
- To demonstrate the support for private sector employers by the County, CIC, and local government.

# DID YOU KNOW ?



Union County is a hub of manufacturing, professional and scientific employment within the Columbus Region

**48** manufacturing facilities support

**5,691** manufacturing jobs

**67.3%**

workforce growth since 1980

**+1,000**

employees in seven industry sectors illustrates Union County's diverse economy

**95** facilities support

**2,336** professional, scientific and technical service jobs

**5.5%**

unemployment rate is the

**2nd lowest**

in the region

**4.76%**

wage growth within Union County is the

**highest**

in the region and

**top 50**

in the United States



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## RETAIN

### TACTICS

---

#### GENERAL

1. Expand upon the County's strong Retention & Expansion Calling Program and include visits to all types of businesses

1



2. Conduct repeat visits in a three-year cycle

1



3. Provide annual reports quarterly to the CIC, Chamber board, jurisdictions and businesses on key business trends uncovered through the BRE program

1



4. Require partner organizations to attend training on making BRE calls at least every two years

1 14



5. Conduct a Community Assessment Survey every two years to gauge strengths and weaknesses, changes in the community and economy, and provide a baseline against which to measure economic growth

1



6. Develop a regulatory ombudsman within the Union County Chamber of Commerce to assist companies in solving regulatory issues that arise through the BRE system

1 2 14 20



7. Maintain frequent contact with the County's largest employers

1 12 13 14 20



#### BUSINESS PEER GROUP TACTICS

8. Continue engagement of CEOs as advocates for Union County in the business community

1 12 13 14 20



9. Identify issues facing employers and offer solutions

1 12 13 14



10. Market the availability of programs and resources that assist employers

1 12 13 14 20



11. Create a Chief Research/Technical Officer Roundtable to provide peer-to-peer learning and networking opportunities for members of the research community

1 12 13 14 20



12. Promote Business Associations in each of the County's commercial areas and within the County's healthcare sector

20



## BUSINESS SUPPORT SERVICES TACTICS

13. Make use of Entrepreneurial Centers to provide resources that businesses need to grow through workshops, business coaching and networking

1



14. Continue to utilize the Rapid Response Team to prevent business closures, respond to imminent threats and support dislocated employees

1 3 4 5 6 7



15. Create a Business Mentorship Program to assist businesses as they move through the various stages of life cycles (i.e. start-up through retirement)

1 14 20



16. Develop relationships with international business service providers well versed in both importing and exporting (i.e. accountants, lawyers, banks and government agencies) in the Columbus Region to aid small and midsize companies involved in international trade

1 12 13 14



## INDUSTRY ADVANTAGE



AGRICULTURE



MANUFACTURING



RESEARCH &  
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TARGETED  
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## RETAIN

- 17. Develop a financial resources “toolbox” for local businesses, including development incentives, greater access to capital and new funding options

1 12 13 14



- 18. Promote the development of a “one-stop” permit process. Include municipalities, townships, county offices, health department and the Economic Development Partnership

1 2 3 4 5 6 7



- 19. Create a new resident marketing piece that features information such as local realtors, schools, parks/attractions, shopping/amenities and a map of county subdivisions

1 3 4 5 6 7 20



### BUSINESS ADVOCACY TACTICS

- 20. Continue to utilize the Chamber of Commerce’s various programs (i.e. Safety Council, Business Impact Council, BEWT) to advocate issues that support the long-term success and sustainability of local businesses.

20 1



- 21. Develop a referral system to provide information on labor topics such as legal, tax, personnel and insurance.

20 1



- 22. Develop a comprehensive marketing campaign through the Chamber and CIC to regularly recognize the accomplishments of local businesses and industries. This program should also highlight the contribution that the business community makes to the County, municipalities and townships through employment, standard of living, revenue, and capital investments. These efforts should focus on target development areas and communicate through newsletters, social media, press releases, billboards and community gateway signage. Special recognition should be given for anniversaries, expansions, special events, ribbon cuttings, open houses, best practices and community involvement. Efforts should also include tours with company officials, elected officials and chamber members.

1 20



## WORKFORCE DEVELOPMENT TACTICS

23. Develop relationships with Ohio University to leverage the development of Ohio's new Dublin Campus in southeast Union County.

1 3 17



24. Develop an employer-driven, agency-inclusive workforce development plan focused on the current and future needs of local employers

1 9 15 16 17 18 19



25. Continue to grow and expand the Union County Workforce Taskforce and the Business, Education, & Workforce Team (BEWT)

1 15 16 17 18 19



26. Form a Guaranteed Worker Program to allow new employees that lack basic skills to receive rapid training at a career/technical center

1 15 16 17 18 19



27. Assist with efforts to attract new residents to the county in an attempt to grow the workforce

1 21



28. Promote the diversification of the county's housing stock to attract workers with varying incomes and skill sets

1 21



29. Participate in the Regional Workforce Strategy currently being developed by Columbus 2020

1 9 15 19



30. Support the development of the Marysville Early College High School and Union County Innovation Center and the Permanent Lab at the former Marysville Middle School.

1



*Please refer to the Appendices for the Agriculture Economic Development Strategy*

## INDUSTRY ADVANTAGE



AGRICULTURE



MANUFACTURING



RESEARCH &  
DEVELOPMENT



CORPORATE  
SERVICES



TARGETED  
RETAIL



# HOW DO WE MEASURE SUCCESS



## GENERAL TACTICS

---

- Number of business visits by industry type
- Key take-away list from each business
- Number of Business Retention & Expansion training sessions hosted
- Number of Attendees at Business Retention and Expansion Training Sessions
- Number of regulatory issues identified / resolved
- Number of quarterly interactions with county's top 10 employers
- Annual performance of Economic Metrics over established Baseline Metrics
  - » Changes in County Gross Domestic Product compared to baseline
  - » Population changes compared to baseline
  - » Changes in median age compared to baseline
  - » Changes in In-Migration and Out-Migration Flows compared to baseline
  - » Changes in Median Household Income compared to baseline
  - » Changes in Labor Force and Unemployment Rate compared to baseline
  - » Changes in Educational Attainment by Degree or Certification Type compared to baseline
  - » Changes in Patent Production compared to baseline
  - » Changes in Industry Concentration compared to baseline

## **BUSINESS PEER GROUP TACTICS**

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- Number of CEO Roundtable Meetings
- Number of CTO Roundtable Meetings

## **BUSINESS SUPPORT SERVICES TACTICS**

---

- Number of meetings at Entrepreneurial Centers
- Number of participants in the Business Mentorship Program
- Number of retention incentive & financial incentive programs for local business
- Amount of new jobs created by existing businesses
- Amount of capital investment spent by existing businesses

## **BUSINESS ADVOCACY TACTICS (REACH AND FREQUENCY OF MARKETING EFFORTS)**

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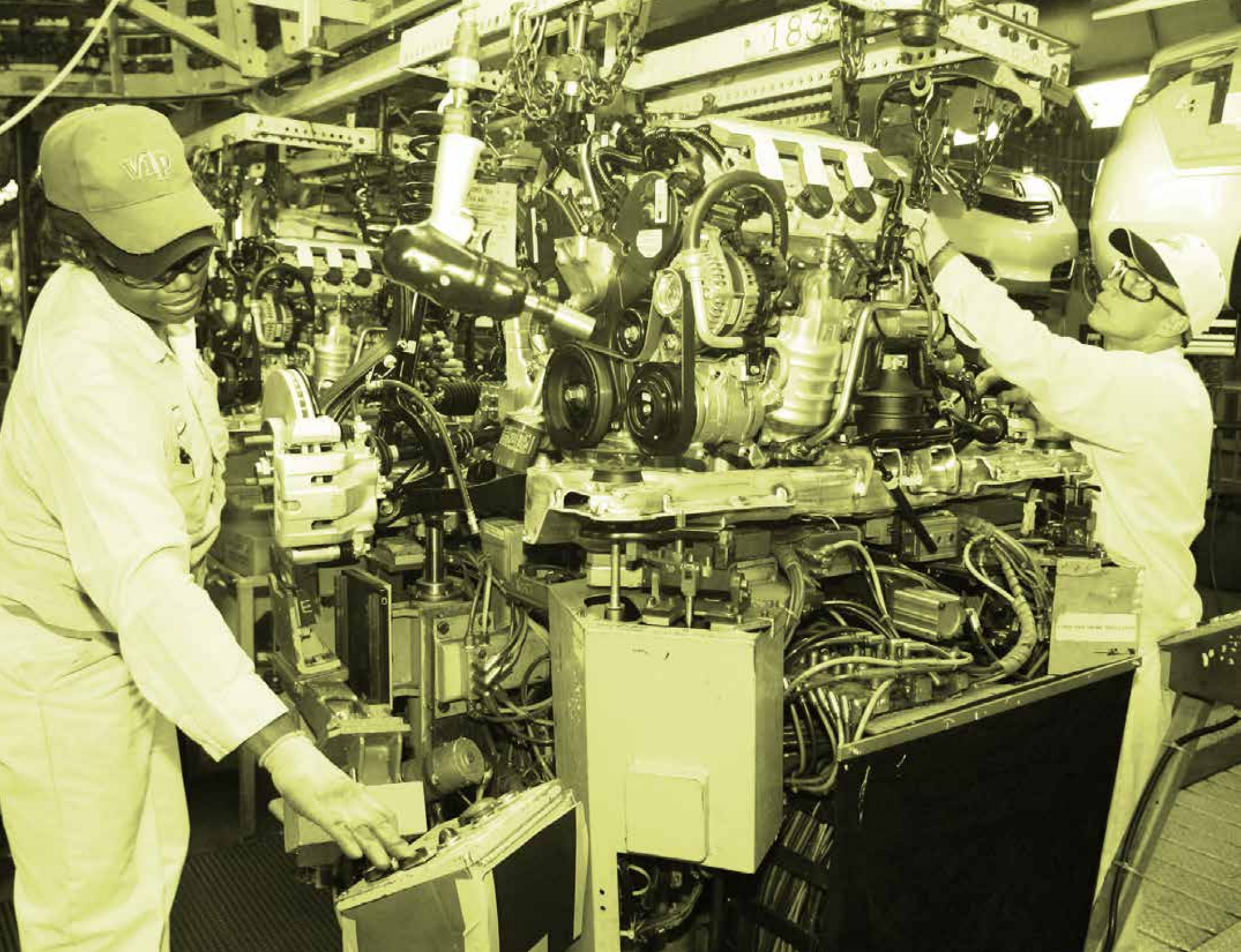
- Number of Chamber newsletters sent out annually
- Number of social media activity and posts made quarterly
- Number of business impact breakfasts

## **WORKFORCE DEVELOPMENT TACTICS**

---

- Number of business and agency participants in workforce initiatives
- Participants in the Guaranteed Worker Program
- Change in county population





*CREATE more high-growth enterprises by  
leveraging the County's entrepreneurs and  
creating new entrepreneurs.*

CREATE



# CREATE

## OVERVIEW

Economic Development has traditionally been a practice largely dependent on tangible assets such as physical and human capital. While these will always be major drivers and key indicators of a growing economy, the often overlooked assets are those that are more intangible in nature, such as knowledge, creativity and innovation. It is important to create an entrepreneurial support system to harvest these assets to truly differentiate from competitors. Union County aims to create this entrepreneurial support system by becoming a “Culture of Innovation” that results in a growth-friendly environment enabling job creation.

Being a “Culture of Innovation” means using resources available to support entrepreneurial development and the commercialization of ideas while capitalizing on new technologies and market trends.

In order to become a “Culture of Innovation” Union County must leverage its institutional, agricultural and private sector research and development capacity that supports both entrepreneurial development and both the movement and commercialization of ideas. It is also important that new assets are created to strengthen the county’s ability to be competitive in the market.

As a result, Union County can create business and employment opportunities for its residents through the creation of high-growth enterprise and new jobs. In an effort to achieve its growth strategies, Union County will concentrate on the following:

- **Encourage existing businesses** to explore the **diversification of goods/services** and market expansion, which will lead to job growth and creation.
- **Leverage partnerships** with regional, state and local organizations and capture value from its initiatives to maximize success of entrepreneurial development in Union County.
  - » *Regional organizations can include:* JobsOhio, Columbus 2020, The Ohio State University, Battelle, Development Services Agency, Tech Columbus and COSI
  - » *Regional initiatives can include:* Center for Design Manufacturing Excellence (CDME), Central Ohio Innovation Gateway, Ohio TechAngel Funds and the Southern Gateway Economic Innovation Development Center.

Honda of America is a leader of research and development in the region



# DID YOU KNOW ?



Union County is already home to numerous established and successful manufacturing and R&D companies, including three of the region's top 10 companies for patent production

## UNION COUNTY IS A HUB FOR RESEARCH AND DEVELOPMENT

# +170%

Patent production growth rate in Union County between the years of 2007 and 2011

# .103

Patent production per capita in Union County is the highest in the region at almost double that of Franklin County

# 2,500

Jobs in Union County are in research and development (10% of the workforce).

The NW33 Innovation Corridor - the "Corridor of Innovation", is a proving ground for new ideas, talented workforce, and a place where corporations are successful.

RANKED  
**#1**



Honda of America Mfg., Inc. had the most patents in the Columbus Region with a total of 437 between 2007 and 2011

RANKED  
**#4**



Velocys, Inc. had the fourth most patents in the Columbus Region with a total of 43 between 2007 and 2011

RANKED  
**#8**



Parker Hannifin Corporation had the eighth most patents in the Columbus Region with a total of 23 between 2007 and 2011

## IMPLEMENTATION

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## CREATE

Union County's specific tactics going forward will revolve around creating and leveraging the financial resources, networks and existing assets to allow the environment for technological development collaboration, delivery of services for entrepreneurs, capturing innovation from existing industry research & development expertise, and leveraging its institutional assets.

## TACTICS

### FINANCIAL RESOURCES

1. Review local, state and federal incentives and resources in support of small businesses and start-ups and explore potential for additional incentives and resources.

1 8 9 10



2. Educate and communicate available funding and access to capital across the start-up funding continuum.

1 9



3. Develop and maintain a database of local, state and federal financial incentives and funding options and include on the Economic Development Partnership website.

1



4. Recruit key people to establish mentoring and funding for small businesses and start-ups.

1 9 20



5. Create a Chief Research/Technical Officer Roundtable to provide peer-to-peer learning and networking opportunities for members of the research community.

1 9 12 13 14



6. Establish and grow an Economic Development Fund to serve as a financial resource to fund incentives and programs geared toward growing small businesses and start-ups.

1 3 4 9 12 13 14



7. Enhance access to angel investors and venture capitalists for businesses in the early stages of development.

1 9



8. Utilize regional partners such as Columbus 2020 in strategy development and entrepreneurial initiatives.

1 9





9. Engage in Ohio TechAngel Funds.

1 9 10



## BUILDING A NETWORK OF SUPPORT

10. Create an Entrepreneurial Network to bring together colleges/universities, school districts, career/technical schools, Small Business Development Coalition, TechColumbus, business mentors and entrepreneurs to cultivate the climate for entrepreneurial growth and expansion within Union County.

1 3 4 8 9 12 13 14  
15 16 17 18 19 20



11. Foster the ongoing growth and viability of start-ups through training, networking and targeted publications developed in partnership with public, academic and private business partners.

1 15 16 17 18 19 20



12. Continue the seminar network series on start-ups through relationships with Entrepreneurial Centers.

1 20



13. Increase the availability of broadband and fiber connectivity to support the needs and technical capabilities of modern business and industry.

1 3 4 5 6 7 15 16 17



14. Enhance the development and availability of knowledge-based workers to create additional opportunities for high tech industries.

1 15 16 17 18 19 20



15. Create enhanced amenities to attract knowledge based workers to Union County as a place to work and live.

1 3 4 5 6 7 15 16



16. Market new and future residential developments.

1 3 4 7 21



17. Launch and maintain an annual "Entrepreneur Day" to celebrate and recognize Union County's entrepreneurs and start-ups.

1 15 16 17 18 19 20



## INDUSTRY ADVANTAGE



AGRICULTURE



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## CREATE

### ENTREPRENEURIAL CENTER TACTICS

18. Expand public/private funding of entrepreneurial centers to support their long-term sustainability. Research the possibility of subsidizing tenant leases through a public partnership.

1 3 4



19. Ensure entrepreneurial centers provide continuous seminars and programming that will assist entrepreneurs.

1



20. Develop and implement a fee schedule for cost recovery of programs to ensure continuous programming.

1



21. Entrepreneurial centers, with the support and guidance of the Advisory Council, should prepare an annual action plan to ensure program continuity.

1



22. Encourage the entrepreneurial centers to partner with business incubators in surrounding counties to support a regional approach to entrepreneurial development.

1 9



23. Develop a strategy, in coordination with the Agricultural Economic Development Strategy, to establish a Food Processor or Agri-Incubator.

1 20



24. Work with local school districts and career/technical centers to support entrepreneurial-based programs and curriculum for students, including the county's existing manufacturing lab initiative.

1 15 16 17 18 19



25. Build and enhance entrepreneurial opportunities within the school systems such as Marysville and North Union school district robotics programs.

1 15 16 17 18 19



26. Develop marketing materials that depict Union County as a "hot-spot" for rural entrepreneurial development and innovation.

1



27. Research and explore the opportunity of offering entrepreneurial centers as a Business Continuity Site.

1



28. Collaborate with Dublin Entrepreneurial Center in sharing continuity centers as it pertains to recovery.

1 9



29. Expand the visibility and usability of entrepreneurial centers by offering temporary office and meeting space to community organizations and schools.

1



*Please refer to the Appendices for the Agriculture Economic Development Strategy*

# HOW DO WE MEASURE SUCCESS



## FINANCIAL RESOURCES

- List of financial programs & website with database
- Quarterly review of incentives available (to add to database)
- Chief Technology Officer Roundtable meetings (at each company)
- Fund sources & uses table

## BUILD A NETWORK OF SUPPORT

- Number of network meetings
- Number of training seminars held
- Fiber and broadband assessment scoring goals
- Number of new residents
- Number of knowledge based workers

## ENTREPRENEURIAL CENTERS

- Entrepreneurial Day attendance
- Number of Entrepreneurial Center seminars and programs held
- Fee revenues vs. program costs
- Entrepreneurial Center action plan document
- Number of Entrepreneurial Center collaboration meetings
- Agricultural Economic Development Strategy Document
- Entrepreneurial Center Curriculum and Entrepreneurial Courses
- Marketing Materials
- Number of external meetings at Entrepreneurial Centers





*IMPROVE the civic infrastructure by  
providing an environment that supports  
economic growth and strong communities.*

IMPROVE

# IMPROVE - CIVIC INFRASTRUCTURE

## “WHERE WE ARE NOW AND WHERE WE CAN BE”

### OVERVIEW

---

Economic Development strategies are often dependent on the efforts of practitioners in carrying out tactics to retain and expand business, attract large employers, foster entrepreneurship and create new assets. Within each specific effort and strategy, there is one constant: the operating environment. As such, it is more important than ever that the civic infrastructure of a community is not overlooked. Without an environment that allows businesses to operate efficiently, public organizations & governments to carry out initiatives and taxpayers to provide input, Economic Development tactics are difficult to achieve.

It is important that not only Union County understand its existing civic infrastructure, but how it can improve to allow for a seamless exchange of goods and ideas. The following is an overview of the goals and tactics Union County will perform to improve its civic infrastructure.

### GOALS:

---

- Provide platform for the open exchange of ideas
- Aggregate information for policy makers & taxpayers
- Work to enhance the human and physical infrastructure necessary for growth

### TACTICAL CATEGORIES

---

1. Development Sites
2. Transportation & Infrastructure
3. Higher Education
4. Workforce Development
5. Residential Development
6. Quality of Life
7. Parks & Recreation

# DID YOU KNOW ?



With excellent schools, high home values and a large amount of developable land, Union County is poised to capture continual investment and growth

	Union County	The Columbus Region (11 counties)	State of Ohio (88 counties)	United States (3,144 counties)
Population Growth (since 1980)	+23,179 (78.48%)	2nd	3rd	88th percentile
Workforce Growth (since 1980)	+10,896 (67.30%)	2nd	3rd	92nd percentile
Wage Growth (since 1980)	+4.76%	1st	1st	98th percentile
Median Household Income	\$68,279	2nd	3rd	94th percentile
Undergraduate Degree or higher of population	27.4%	3rd	12th	84th percentile
2013 Unemployment Rate	5.5%	2nd	4th	78th percentile

## **\$175,900**

Union County has the second highest median home value in the region behind only Delaware County.

## **\$930 million**

in residential and commercial construction investment in Union County since 2003.

## **5 School Districts**

in Union County received "Excellent with Distinction" in 2012.

## **9 retail development**

projects realized over the last decade with 2 additional projects currently in development.

## **1 million square feet**

of retail space has been constructed within the last eight years.

## **241,000 acres of land**

being utilized in full agricultural production.

## **In addition:**

**26** parks located in Union County.

**5** historical bridges in Union County.

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## IMPROVE

### DEVELOPMENT SITE TACTICS

1. Develop an office/research park to help concentrate the R&D activities already occurring in Union County and attract additional users to the county. The development of an office/research park should occur in a highly-visible location near appropriate amenities. It should be aesthetically pleasing in design and equipped with the latest technological resources (fiber, etc.) to accommodate tenants.

1 3 4 5 6 7



2. Develop industrial parks and sites well-equipped with utilities, infrastructure and access to rail. Industrial parks should be built to be aesthetically-pleasing in order to limit the visual impact on surrounding neighborhoods. In addition, Development Services Agency's certified sites program should be a part of the county's process in prepping sites for development.

1 3 4 5 6 7 8



3. Develop speculative buildings larger than 50,000 square feet to ensure that industrial users have an opportunity to locate or expand quickly and

efficiently. Speculative building square footages should be scaled appropriately by R&D, Mid-size Office-Headquarters and Industrial use.

1 3 4 5 6 7



4. Promote commercial development within Union County. The retail/commercial sector has expanded greatly over the last decade, specifically 1 million square feet over the last 8 years. While new developments have greatly increased the availability of commercial property, they have also placed tremendous pressure on existing shopping centers, retail strip centers and downtown areas. As commercial development continues in the future, efforts should be made to utilize existing commercial property and structures prior to zoning additional land for commercial use. Reuse and rehabilitation of decaying shopping centers and downtown storefronts must be a priority to ensure the long-term sustainability of established neighborhoods.

1 3 4 5 6 7



5. Promote neighborhood commercial development that is located in close proximity to residential developments and caters to neighborhood residents. This development should be encouraged wherever deemed appropriate by local zoning codes. Such



development will contribute to a neighborhood's overall walkability and enable residents to easily seek amenities and personal services.

1 4 5 6 7



## TRANSPORTATION & INFRASTRUCTURE TACTICS

6. **Prioritize Key Projects** - The CIC has established an Infrastructure Committee to suggest future infrastructure projects. The following projects have received "priority" designation and have been ranked by the committee:

1 2 3 4 5 6 7



- 6.1. Rebuild the I-270/US 33 Interchange
- 6.2. Natural Gas Supply - SR 4
- 6.3. Improve the US 33/SR 4/SR 31 Interchange
- 6.4. Improve the US 33/SR 161 Interchange including Hyland Croy and Cosgray Road intersections
- 6.5. Construct the Cooks Pointe Connector
- 6.6. Construct the new Marysville Water Treatment Plant
- 6.7. Relocate and expand the Union County Airport
- 6.8. Develop and Implement the Union County Multi-Use Corridor Plan
- 6.9. Widen US 33 to 6 lanes from I-270 to US 42

- 6.10. Improve the Interchange at US 33/US 42 and the intersection at US 42/Industrial Parkway
- 6.11. Improve the US 33/Scottslawn Road Interchange
- 6.12. Expand availability of fiber optic data service in Union County's Priority Growth Districts
- 6.13. Construct an Interchange at US 33 and Mitchell Dewitt Road
- 6.14. Implement improvements to US 33/West Fifth Street
- 6.15. Widen US 33 to 4 lanes from Huntsville, Ohio to I-75
- 6.16. Improve the Five Points Intersection
- 6.17. 2nd Phase of Industrial Parkway
- 6.18. Bury utility lines at City Gate/Delaware Avenue
- 6.19. Widen and place traffic signal at SR 4/Collins Road
- 6.20. Implement improvements to US 42 northeast of US 33

7. Relocate and/or expand the Union County Airport to a less-populated area in southern Union County in order to better accommodate demand from local corporate users. Consideration should also be given to a joint venture with the Ohio State University Airport.

1 3 4 7



## INDUSTRY ADVANTAGE



AGRICULTURE



MANUFACTURING



RESEARCH &  
DEVELOPMENT



CORPORATE  
SERVICES



TARGETED  
RETAIL

## IMPLEMENTATION

### COUNTY

- 1** CIC
- 2** County Engineer
- 3** County Commissioners

### GOVERNMENTS

- 4** Marysville
- 5** Plain City
- 6** Richwood
- 7** Township

### AGENCIES

- 8** Jobs Ohio / DSA
- 9** Columbus 2020
- 10** MORPC
- 11** Logan-Union-Champaign  
Regional Planning  
Commission

### PRIVATE SECTOR

- 12** Honda
- 13** Scotts
- 14** CEO Roundtable

### EDUCATION / ORG.

- 15** K-12 Schools / Libraries
- 16** Career Techs
- 17** Universities / Colleges
- 18** JFS County and State
- 19** BEWT
- 20** Chamber of Commerce
- 21** Union County BIA
- 22** Hospitals / Health Dept.

## IMPROVE

- 8. Prepare for High Speed/Passenger Rail connecting Columbus to Chicago. Uptown Marysville should be considered as a target site for this initiative.

**1 3 4**



- 9. Reduce capacity fees and user rates to ease the financial burden to residential and commercial users.

**3 4 5 6 7**



## HIGHER EDUCATION TACTICS

- 10. Establish a higher educational institution within Union County. Central Ohio is home to more than 50 colleges and universities. However, Union County does not contain a college/university or branch institution. This causes students to leave Union County to obtain advanced degrees. Efforts to attract a branch institution to Union County should continue. The establishment of the Ohio University medical campus in Dublin (Union County) is a strong first step to build on this tactic and additional properties for potential institutions should be identified and cataloged.

**1 4 5 6 7 15 16 17**



- 11. Recognize and promote career and technical centers serving Union County (Tolles, Ohio Hi-Point, Tri-Rivers) that provide access to students/residents

seeking advanced educational opportunities, partners in the community and workforce development drivers.

**1 15 16 17**



- 12. Emphasize manufacturing careers to students to sustain the future of the manufacturing sector in Union County, educating students and their guardians about the importance of the manufacturing sector and the “high tech” manufacturing positions that are emerging within the sector. Support the Marysville Early College High School and Union County Innovation Center and Permanent Lab currently in development.

**1 12 13 14 15 16 17 18 19**



- 13. Further STEM educational initiatives within Union County to further its efforts in offering its students hands-on, standards-aligned curricula. Programs such as the Discovery Education STEM Camp allows students to obtain hands-on experience in lab-science and engineering scenarios, creating an educational niche that aligns with the County’s already-strong research & development and engineering capabilities.

**1 12 13 14 15 16 17 18 19**



- 14. Utilize existing entities to develop a County-wide strategy through the collaboration with the Union County Chamber of Commerce’s Higher Education Committee, the Union County Business, Education

& Workforce Team (BEWT), Workforce Investment Act (WIA) and Union County Department of Job & Family Services. These entities should work together to develop a countywide workforce and education development strategy to address higher education and workforce development issues.

1 9 15 16 17 18 19 20



## WORKFORCE DEVELOPMENT TACTICS

15. Continue to utilize existing employment resources. Union County Department of Job & Family Services and the Employment Resource Center should continue to serve as a “one-stop” location for workforce and employment services to employers and under/unemployed workers.

1 18



16. Collaborate the network for program development. Union County Department of Job & Family Services, the Employment Resource Center, BEWT and CEO/HR Roundtable should continue to collaborate regularly and advocate for the development and implementation of local workforce-related programs and initiatives.

1 15 16 17 18 19



17. Integrate Japanese language & courses into curriculums to assist with Union County’s emerging Japanese workforce; steps should be taken to develop Japanese language courses and other Japanese-focused classes and programs that align with the county’s emerging Japanese initiatives. Partnership opportunities with the Dublin City School District, the Japan-America Society of Central Ohio, and the International Friendship Center should be pursued. The Japan sister City efforts currently being carried out should help strengthen this initiative.

1 3 4 15 16 17



18. Encourage integration of foreign curriculum programs to continue to expand additional curriculums outside of its Japanese initiatives, including Chinese, Spanish and French in an effort to diversify its educational offerings and encourage foreign direct investment from additional employers globally. The county should look for Department of Education grant opportunities to assist with such developments.

1 3 4 15 16 17



19. Evaluate and use current workforce demographics as a catalyst for retention tactics to ensure that the needs of local businesses are addressed. The Union County Business Retention and Expansion Program should

## INDUSTRY ADVANTAGE



AGRICULTURE



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## IMPROVE

pay particular attention to gauging workforce issues such as the availability of labor, skills of employees, and training/education.

1 15 16 17 18 19



20. Establish a workforce strategy in alignment with the Regional Workforce Analysis currently under development by Columbus 2020.

1 9 12 13 14 15 16 17 18 19



21. Encourage Union County's K-12 Districts to collaborate on the development of curriculum and programs.

1 3 4 15



### RESIDENTIAL DEVELOPMENT TACTICS

22. Promote the construction of modestly-priced housing within Union County. A recent Community Needs Assessment conducted by Community Research Partners indicated that access to modestly-priced housing for young professionals, young families, and seniors is a major concern. As such, the Union County Affordable Housing Committee has been researching the issue and is currently formulating an Affordable Housing Strategic Plan. The Affordable

Housing Committee should be given additional support by community and elected officials in order to accomplish its goals.

1 3 4 5 6 7



23. Promote a balanced housing stock. Union County currently has the second highest median home values in Central Ohio, which diminishes the county's ability to attract young professionals and workers in the emerging retail and commercial service sectors. As such, development officials should work with residential developers and builders to promote the need for a well-balanced housing stock in order to increase the amount of housing that will support residents of all economic backgrounds and stages of life. This includes the construction of modestly-priced single family units, condominiums, apartments, twin singles, and senior/assisted living.

1 3 4 5 6 7



24. Promote in-fill development within Union County. The county contains a number of older residential structures in its communities' downtown areas. Unfortunately, a number of these structures have become dilapidated or uninhabitable. Efforts should be taken to renovate these structures to encourage in-fill development. These structures can also be utilized by community organizations such as Habitat for Humanity to meet the housing needs of their clients. In instances where the structures are severely dilapidated, demolition should occur for structures



of no historic value. The remaining vacant parcels can then be sold, land-banked or offered to community organizations for redevelopment.

1 2 3 4 5 6 7



25. Promote the creation of Downtown Plain City, Loft Living. The downtown areas of Marysville, Richwood, and Milford Center contain a number of commercial buildings with vacant upper levels. These upper levels would make ideal locations for apartments and loft units, which would be especially attractive to young professionals and empty nesters. Partnerships should be formed with the Union County Building Department and other regulatory authorities to find solutions to adapt these upper units into livable spaces at a reasonable cost.

1 2 3 4 5 6 7



26. Promote walkable communities so that all residential developments will be walkable and accessible to residents of every age in order to encourage healthy living and community building. In addition, the construction of parks, walking trails, nature preserves, recreation centers, picnic areas, playgrounds, etc. should be encouraged within or near these residential developments and neighborhoods. Communities should research

potential funding sources such as the OhioEPA, Department of Transportation and Department of Housing and Urban Development.

2 3 4 5 6 7 11



27. Educate homeowners on foreclosure prevention. It has become apparent that greater emphasis needs to be placed on preparing home buyers for the responsibility of home ownership. Several programs are in place through the Community Action Organization, Ohio's Save the Dream program, banks, and other organizations that teach financial literacy, home ownership preparedness, and foreclosure prevention. These programs, especially those which are offered locally, should be better marketed and conducted on a monthly or bi-monthly basis.

3 4 5 6 7



## QUALITY OF LIFE TACTICS

28. Promote the continued development of a strong community-based hospital and its expansion of healthcare service offerings. Memorial Hospital of Union County, as one of the largest employers in the community, plays a large role in the economic vitality of our community, and efforts should be undertaken to support the hospital in its growth and expansion. Recent projects such as the new Heart and Surgical Services Pavilion and the announcement of the construction of a new medical building at City Gate, represent the elevated services provided by the

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hospital. At the core of most successful communities is a strong hospital and network of physicians. As the community's population increases and ages, continued investment by Memorial Hospital of Union County is encouraged in order to expand services and to increase the depth of services.

3 22



29. Promote environmental consciousness through the implementation of green initiatives such as: community-wide recycling, energy efficiency programs in partnership with local utilities, water conservation, smart growth planning, construction of walkable communities, use of environmentally-friendly building materials in new construction, expansion of community gardening/farmers markets, utilization of alternative energy sources and zero waste manufacturing processes.

3 4 5 6 7



## COMMUNITY AMENITY TACTICS

30. Embrace & Promote Active & Healthy Lifestyle. The paradigm shift in today's workforce has illustrated a trend that young professionals tend to choose where they live before they choose where they work. College graduates now look toward the community, rather than just the company. The recreational-focused, healthy and active lifestyle is a key indicator in a professional's location decision, as such, creating

the recreational environment to attract the "new economy" talent is important to the county's future human capital architecture and brand.

3 4 5 6 7 22



31. Promote better parks and recreational opportunities. The development of parks/Metro Park, recreation centers, multi-use trails, playgrounds, rock climbing walls, splash pads, art exhibition space, permanent farmers market, community gardens and other outdoor amenities should be considered in order to promote and sustain a healthy and vibrant workforce.

1 3 4 5 6 7



32. Promote more development of facilities for youth activities. Union County has long struggled with attracting venues to accommodate and entertain youth and young adults. Community officials should pursue the attraction of amenities such as recreational facilities, game centers and other multipurpose facilities to provide entertainment options for youth and young adults.

3 4 5 6 7



*Please refer to the Appendices for the Agriculture Economic Development Strategy*

# HOW DO WE MEASURE SUCCESS



## DEVELOPMENT SITE TACTICS

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- Increased Footprint of Fiber Connectivity
- Number of LEED Certified Facilities
- Number of industrial sites / parks registered in Ohio's site-selection databases

## TRANSPORTATION & INFRASTRUCTURE TACTICS

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- Number of meetings and progress reports issued by the Infrastructure Committee
- Number of completed and "active" projects reported by the Infrastructure Committee

## HIGHER EDUCATION TACTICS

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- Number of meetings with University branch leads
- Number of program participants in established Manufacturing Education programs

## WORKFORCE DEVELOPMENT TACTICS

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- Number of Workforce Development Programs
- Number of Japanese language courses in school system
- Number of foreign language courses into school system
- Number of technical and work-force related skill certifications in the county above previous year's baseline

## RESIDENTIAL DEVELOPMENT TACTICS

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- Number of residential projects undertaken
- Increased assessed property value and property tax revenue over previous year's baseline

## QUALITY OF LIFE TACTICS

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- Continuing access to healthcare (proximity, cost, number of doctors)
- Number of recycling programs within the county, both pick-up and drop-off
- Number of effective energy reduction and green initiatives within the county

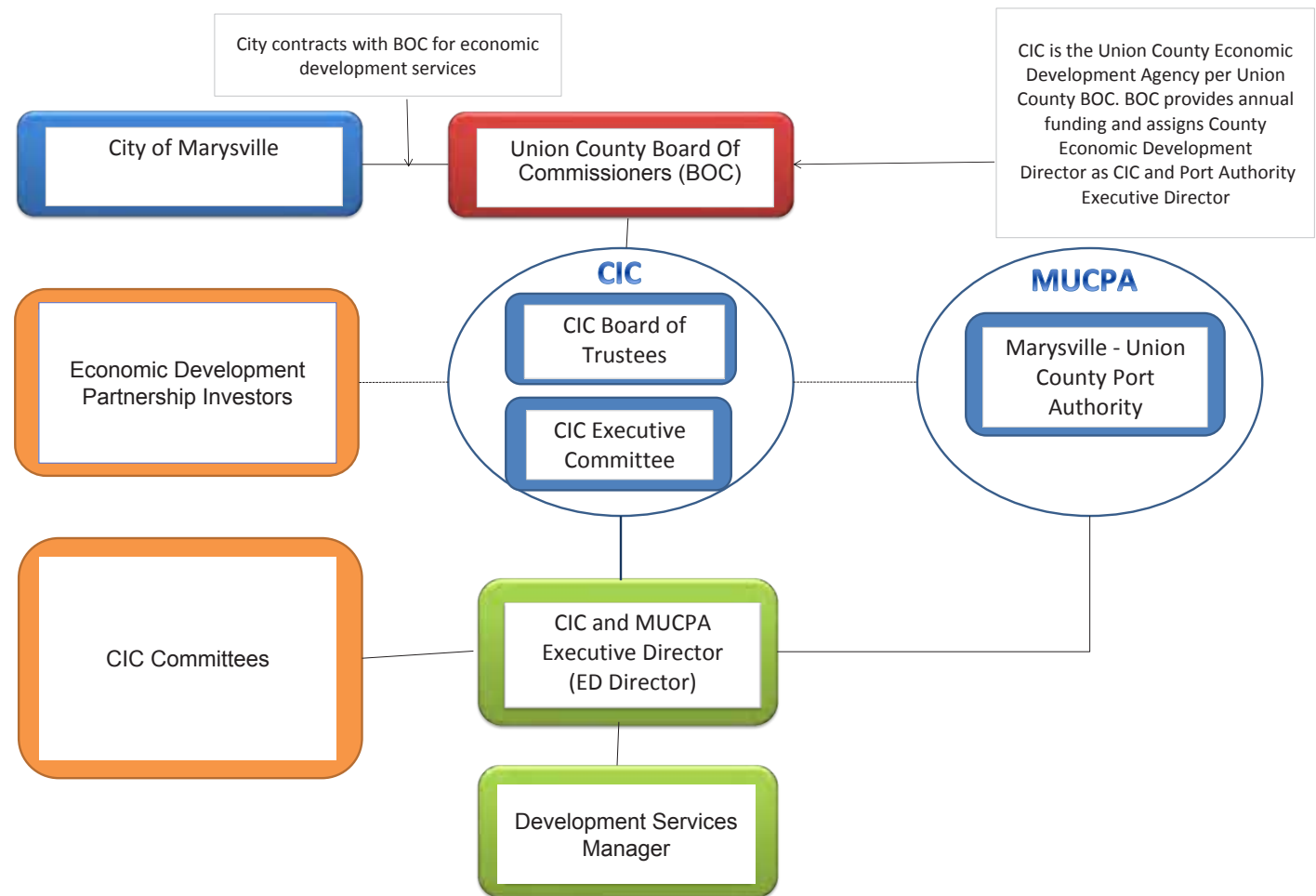
## COMMUNITY AMENITY TACTICS

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- Number of additional recreation activities within the county
- Number of programs offering recreation opportunities within the county

THE UNION COUNTY ECONOMIC DEVELOPMENT FRAMEWORK PLAN IS THE RESULT OF SIGNIFICANT TIME AND EFFORT FROM THE MEMBERS OF THE UNION COUNTY COMMUNITY IMPROVEMENT CORPORATION, ALONG WITH COUNTY, CITY, AND TOWNSHIP OFFICIALS AND STAFF.

## UNION COUNTY ECONOMIC DEVELOPMENT ORGANIZATIONAL CHART



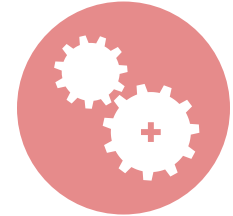


# creating the **PLAN** we considered...

## PLAN ELEMENTS

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- 1** A user friendly document, easy to read, highly graphic
- 2** Focus on implementation, specific achievable actions with a path to get there
- 3** Tailored to multiple audiences (public / private)
- 4** Multi-purpose, a document that can be used as a strategic guide, yet 'on the street' ready





# APPENDIX

# UNION COUNTY AGRICULTURE ECONOMIC DEVELOPMENT STRATEGY

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## Union County Agriculture Economic Development Strategy Union County Agriculture Association and Union County Economic Development Partnership August 2011

### Acronyms:

LHT – Land Heritage Trust

AA – Agriculture Association

EP – Union County Economic Development Partnership

LUC – Logan Union Champaign Planning Organization

OSU – Union County OSU Extension Office

FB – Union County Farm Bureau

CVB – Union County Convention and Visitors Bureau

- 
- I. Goal: Discourage unplanned conversion of farmland to non-agricultural use. *Union County will strive to protect its agricultural lands and prime agricultural soils, using the following strategies.*

### **Objective 1 - *Promote programs that protect agricultural land within Union County.***

Tactic	Responsibility
1. Provide information, technical assistance and support for the Ohio Agricultural Easement Purchase Program and the Ohio Agricultural Easement Donation Program, which are available through the Ohio Department of Agriculture.	FB, LHT, OSU
2. Provide information about Ohio's Current Agricultural Use Valuation Program and the Ohio Agricultural District Program, both available through enrollment with the Union County Auditor.	OSU
3. Make information available about the Ohio Department of Agriculture's Agricultural Security Area Program and support applications for the creation of Agricultural Security Areas that are consistent with the county's Comprehensive Land Use Plan.	OSU, LUC
4. Provide information on the Ohio Century Farm Program.	OSU, LHT, FB
5. Make recommendations for the placement of historical markers on agricultural sites in Union County.	EP, CVB
6. Educate landowners, agribusinesses and general public about agricultural land protection and the programs available for land protection.	OSU, LHT, FB
7. Concentrate commercial and industrial development to along the US 33 Corridor and in Plain City and Richwood.	
8. Participate in the Mid-Ohio Regional Planning Commission's Watershed Conservation planning efforts.	



**Objective 2 - Support the adoption of Transfer of Development Rights programs and other mechanisms that allow counties and townships to transfer development density.**

Tactic	Responsibility
1. Supporting appropriate state legislation that clarifies that counties and townships may adopt Transfer of Development Rights (TDR) and similar programs.	
2. Educating township trustees about TDR programs and other mechanisms that transfer density from agricultural areas to more developed areas.	
3. Creating a study committee to explore the use of TDR programs in Union County.	

**Objective 3 – Support the Land Heritage Trust of Union County (LHT)**

Tactic	Responsibility
1. Promote and provide resources for LHT educational workshops and other programs pertaining to agriculture.	
2. Promote, support and participate in LHT’s annual Parade of Farms, a tour of county farms and farm businesses.	
3. Collaborate with LHT on solutions to land use issues affecting Union County’s agriculture.	
4. Collaborate with the Union County Convention & Visitors Bureau and other stakeholders to support activities/events that promote our community’s agricultural heritage.	

**Objective 4 - Encourage adoption of agricultural protection zoning.**

Tactic	Responsibility
1. Provide education about how separating agricultural land uses from other land uses can maintain an agricultural land base.	
2. Create model text for agricultural protection zoning and agricultural zoning districts.	
3. Provide resources and encourage townships to conduct zoning resolution reviews and updates.	
4. Draft a Countywide Sustainable Growth Plan to explore the best policy options needed to balance high-growth and agricultural preservation. Look to counties in similar situations for guidance.	

**Objective 5 - Monitor the impacts of development on agricultural land in the county.**

Tactic	Responsibility
1. Reviewing how the county's recently revised subdivision regulations are addressing the impacts of development on agricultural land.	
2. Creating a task force to study and potentially adopt a drainage mitigation policy that would address the impact of new developments on agricultural drainage systems.	
3. Promote/encourage planned higher density residential housing to minimize footprint, infrastructure requirements and cost of county financial resources.	
4. Guide future development in and around existing population centers in identified water and sanitary sewer service areas.	

- II. Goal: Improve the economic sustainability of agriculture in Union County through increased marketing options, alternative crops, value-added processing, capital financing opportunities, and identification of other barriers to the expansion or sustainability of agriculture.

**Objective 1 - Establish/enhance local processing capabilities.**

Tactic	Responsibility
1. Expand processing capacities of these commodities for intra and inter-state sales.	All but Chamber
1. Specialty markets for goat, grass fed meat, aquaculture, fruit and vegetables are potential markets to explore.	All

**Objective 2 - Further define and expand corn and soybean processing for animal feeding. Existing animal feeding operations consume the equivalent of more than 60% and 40% of the corn and soybeans produced in the county, respectively (USDA, NASS, 2009). Further processing of these raw commodities is necessary before animal consumption.**

Tactic	Responsibility
1. Market local corn and soybean production directly to end users.	AG Association, FB
2. Expand existing infrastructure to market opportunities.	All but Chamber

**Objective 3 - Further define and expand direct export opportunities for corn, soybeans and food grade soybeans.**

Tactic	Responsibility
1. Encourage the use of shipping containers returning to Japan and/or other ports.	All
2. Grain storage and container filling capabilities need to be developed and/or expanded.	All

III. Goal: Promote the expansion and relocation of agribusiness firms to Union County Ohio.

**Objective 1 – Promote the use of local Union County Foods.**

Tactic	Responsibility
1. Develop and print directory of local agribusinesses which is easily cross referenced by type of business, name, and geographic location and includes those farms with direct market to consumers (Community Supported Agriculture (CSA), U-pick, agri-tourism, farm market vendors, on-farm sales, etc...)	Ag Association, CVB
2. Identify agriculture companies within 1,000 miles of Union County which are likely to consider Union County for expansion. In coordination with the Union County attraction program, begin a recruiting program for these companies.	Ag Association, ED
3. In coordination with the Union County retention program, develop and implement a retention program which will annually involve visits to a number of Union County agribusinesses.	Ag Association, ED
4. Implement the Mid-Ohio Regional Planning Commission's Local Food Assessment Plan for Union County.	All
5. Promote and encourage restaurants, residents, and retailers to use local foods and to promote local foods. Work closely with the Wellness Consortium.	Local Food Council, Chamber, Ag Association
6. Assist the various Farmers Markets in Union County through marketing, advocacy and active participation. Support the development and expansion of community gardens.	Chamber, Ag Association

# 2003 EDAP PLAN ORIGINAL TACTICS

## ORIGINAL ATTRACTION OBJECTIVES FROM 2003 EDAP

MANUFACTURING	
A	Establish a Manufacturers Forum.
B	Implement the Target Industry Recruitment Strategy.
C	Create a Manufacturers Resource website.
D	Survey existing manufacturers in Union County and Metro Columbus to identify potential supplier industries.
E	Organize a communications and contact strategy to the companies identified by local and regional companies and the 15 target industries identified.
F	Identify three national industry and trade shows; attend with regional EDOs.
G	Build a database of 1,000 growth-oriented companies within the 15 target industries. Update annually and create a priority sub-list of 250 companies.
H	Monitor developments in the 15 target industries through website tracking and industry publications.
I	Develop a plan for creating sufficient development-ready sites in the county's Priority Areas.
J	Work regionally to create Ohio's first "Global Manufacturing Competitiveness Zone."
K	Advertise quarterly in the Columbus Business First to target manufacturing.
DISTRIBUTION AND LOGISTICS	
A	Identify a joint action strategy with Rickenbacker and the Columbus Chamber.
B	Create a Logistics and Distribution Resource website.
C	Identify specific areas where these businesses can operate most competitively.
D	Develop a program to monitor future developments in this sector. Build relationships with supply chain management experts at OSU and other organizations.
E	Prepare a targeted marketing package to encourage companies in this sector to locate to Union County. Provide this package to regional EDOs who have access to companies in this industry.
F	Identify a top business investment prospect list and update annually. A combined direct mail and telemarketing program should be created. Possibly partner with regionals EDOs.
G	Advertise quarterly in the Columbus Business First to target this sector.
TECHNOLOGY	
A	Develop a collaborative regional plan. Access regional resources and leads in this sector.
B	Create a Technology Business Resource website.
C	Prepare a direct mail piece that can be used to market to technology companies.
D	Develop a target list of the top 250 growth companies and establish an on-going communication program.
E	Host an annual event to invite regional technology businesses to acquaint them with business and quality of life advantages.
F	Monitor new developments and trends in the technology sector. Incorporate into future business development and marketing efforts.
G	Develop a plan for a corporate office and technology business campus where higher education facilities, businesses, business incubator, and other resources would be centered.
H	Advertise quarterly in the Columbus Business First to target this sector.
I	Develop a Technology Business Workforce Development Program to ensure that the county has the proper supply of labor skills to develop these businesses.
J	Initiate contact with professional advisors, bankers and venture capital companies that serve technology businesses, especially those in Columbus.

K	Create a Technology Business Development Task Force to aid future business development efforts in this sector.
CORPORATE OFFICE	
A	Develop a collaborative regional plan. Access regional resources and leads in this sector.
B	Create a Corporate Office Resource website.
C	Prepare a direct mail piece that can be used to market to businesses in this sector.
D	Develop a target list of the top 250 growth companies and establish an on-going communication program.
E	Monitor new developments and trends in this sector. Incorporate into future business development and marketing efforts.
F	Develop a plan for a corporate office and technology business campus where higher education facilities, businesses, business incubator, and other resources would be centered.
G	Initiate contact with professional advisors, real estate and site selection advisors, especially those in Columbus.
R&D/TECHNOLOGY	
A	Contact existing R&D centers to identify possible growth plans or needs.
B	See recommendations of the Technology section.
C	Develop a plan for a corporate office and technology business campus where higher education facilities, businesses, business incubator, and other resources would be centered.
D	Launch a business and institutional outreach effort structured around the top 250 companies in this sector. Include those in the region, such as OSU, Battelle, and others.
E	Create a R&D/Technology Center Resource website.
AGRIBUSINESS	
A	Create an AgriBusiness Resource website.
B	Identify specific areas where larger-scale agribusinesses could be created.
C	Meet with developers about the feasibility of creating an Agribusiness Park. Explore funding sources.
D	Identify the top 250 fastest growing food product manufacturers and agribusiness companies and establish a communication program.
E	Monitor new developments and trends in the sector and incorporate into future development and marketing efforts.
F	Create an Agribusiness Task Force.
HEALTHCARE, PROFESSIONAL, AND BUSINESS SERVICES	
A	Work with existing healthcare providers to devise long-term action plans.
B	Identify the top 250 regional and national companies and initiate a communication program.
C	Create a Business Services Resource website.
D	Develop a special training program for healthcare workers.
E	Emphasize quality of life and regional market access in marketing efforts to professional service and business service firms.
F	Advertise quarterly in the Columbus Business First to target this sector.
G	Develop plans to build 2-3 suitable multi-tenant service/office buildings in either Marysville or U.S. 33 Corridor to house new companies.
1	

# MEETING TIMELINE

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## Steering Committee Meeting Timeline Union County Economic Development Strategy

Meeting Date/Time	Time	Meeting	Meeting Location	Notes
January 23, 2013	4:00 p.m.	CIC	Decker Fire Station	
February 27, 2013	5:30 p.m.	CIC/MUCPA - Steering Committee	MHUC Heart & Surgery Pavilion	
March 27, 2013	5:30 p.m.	CIC/MUCPA - Steering Committee	MHUC Heart & Surgery Pavilion	
May 15, 2013	5:00 p.m.	Chamber Board Meeting	Chamber Offices	
June 5, 2013	5:30 p.m.	CIC/MUCPA - Steering Committee	Chamber Offices	
August 7, 2013	5:30 p.m.	CIC/MUCPA - Steering Committee	Chamber Offices	Draft Attract and Create Components presented.
September 4, 2013	5:30 p.m.	CIC/MUCPA - Steering Committee	Chamber Offices	Draft Create and Civic Infrastructure Components presented.
October 16, 2013	5:00 p.m.	Chamber Board Meeting	Chamber Offices	Present all components to Chamber Board to gain feedback.
October 30, 2013	11:30 a.m.	EDAP Investors	Police and Court Facility	Present all components to ED investors to gain feedback.
November 6, 2013	5:30 p.m.	CIC Meeting	Chamber Offices	EDS update
April 2, 2014	5:30 p.m.	CIC Meeting	Chamber Offices	CIC Adoption of Plan.



## LIST OF FORMER PLANS

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### Economic Plans Completed Since 2003

<i>Name of Plan</i>	<i>Year Completed</i>	<i>Author</i>	<i>Implementer</i>
Union County Economic Development Action Plan	2003	Donald T. Iannone & Associates/Garnet Consulting Services, Inc.	ED Partnership
Union County Brand/Marketing Study	2006	Frame 360, Consultant	Chamber, CVB, and ED Partnership
Uptown Marysville Revitalization Plan	2006	Poggemeyer Design Group	Uptown Renewal TeaM, City of Marysville
ED Partnership Marketing Strategy	2007	ED Partnership	ED Partnership
Union County Convention and Visitors Bureau Marketing Strategy	2007, 2008, 2009, 2010	Union County CVB	Union County CVB
Union County Chamber of Commerce Marketing Strategy	2007	Union County Chamber of Commerce	Union County Chamber of Commerce
Union County Community Assessment Report	2008	Resource Development Group	ED Partnership
Uptown Plain City Revitalization Plan	2009	Poggemeyer Design Group	Uptown Plain City Organization/Village of Plain City
Marysville Uptown Renewal Team Marketing Strategy	2010	Uptown Renewal Team	Uptown Renewal Team
Uptown Plain City Building and Land Use Plan	2010	Uptown Plain City Organization (UPCO)	UPCO, Village of Plain City, ED Partnership
Tourism Economic Impact Study	2010	Ohio Division of Travel and Tourism	Convention and Visitor's Bureau
Uptown Marysville Redevelopment Strategy	2011	KKG/FSA	Union County Development Fund
Uptown Marysville Revitalization Plan Update	2012	MSI/KKG	City of Marysville, ED Partnership, Team Marysville

# EDS TACTICS AND IMPLEMENTATION TIMELINE

Chapter	Tactic	Category	Tactic Description	Timeframe			
				Short Term (1-3 years)	Mid-term (4-6 years)	Long-Term (7-10 years)	
	Attract	1 General	Align attraction goals, strategies, and tactics with Columbus2020 and JobsOhio	X			
	Attract	2 General	Determine suppliers that may be interested in relocating. Identify effective marketing and sales strategies for the county. Continue engagement of CEOs as advocates for Union County in the business community. Collect testimonials from local CEOs/HR Managers to include in marketing materials.	X			
	Attract	3 General	Monitor growth areas adjacent to Union County to capitalize on trends in the broader region.	X	X	X	On-going
	Attract	4 General	Ensure documents are translated into key foreign languages and other materials are translated as needed.	X			
	Attract	5 General	Advocate for and participate in State of Ohio and Columbus 2020 business development activities focused on key international markets for Union County, such as Japan and Europe.	X	X	X	On-going
	Attract	6 General	Make special effort to work with existing foreign owned company executives to ensure positive impressions of the community.	X	X	X	On-going
	Attract	7 General	Maintain contact, where possible, with executives after they moved to other facilities.	X	X	X	On-going
	Attract	8 General	Review effectiveness and relevance of existing incentive programs, particularly those outlined in the Union County Economic Development Incentive Policy (EDIP).	X			
	Attract	9 General	Modify existing programs or create new incentive programs as needed.	X			
	Attract	10 General	Factor in targeted industries into economic incentive strategies.	X			
	Attract	11 General	Develop information and promote the use of a Total Cost Analysis calculator for companies making decisions about off-shore versus local sourcing.	X			
	Attract	12 General	Work with existing manufacturers to develop Union County case studies.	X			
	Attract	13 General	Support the attraction of industrial, commercial, and office users along the US 42 by-pass in Plain City.	X	X	X	On-going
	Attract	14 General	Continue efforts to market and attract tenants to the Richwood Industrial Park.	X	X	X	On-going
	Attract	15 General	Assist the Village of Milford Center with the creation of an industrial park.		X		
	Attract	16 Marketing	In national and international markets, leverage the Columbus Region branding.	X	X	X	On-going
	Attract	17 Marketing	Continue deep engagement with leadership of Columbus 2020, Mid-Ohio Development Exchange and Mid-Ohio Regional Planning Commission.	X	X	X	On-going
	Attract	18 Marketing	Participate in Columbus 2020 and State of Ohio marketing and sales trips and events focused on Union County's target industries.	X	X	X	On-going
	Attract	19 Marketing	Strengthen Union County marketing and relationships on real estate and corporate decision makers, regional brokers, developers and influencers in the Columbus Region.	X	X	X	On-going
	Attract	20 Marketing	Develop annual list of top growth companies and utilize a mail/email or direct call campaign.	X			
	Attract	21 Marketing	Better utilize social media to promote Union County.	X			
	Attract	22 Marketing	Focus advertising budget on C-level executive and real estate markets.	X			
	Attract	23 Marketing	Develop and use a consistent marketing theme for the County, particularly the US 33 corridor.	X			
	Attract	24 Marketing	Create marketing materials for the County's targeted industries.	X			
	Attract	25 Marketing	Identify companies within targeted industries within a specific radius of Union County and recruit to locate further expansions in the county.	X	X	X	On-going
	Attract	26 Marketing	Significantly increase the budget for marketing.	X			
	Attract	27.1 Site	Identify development-ready sites suitable to each targeted industry.	X			
	Attract	27.2 Site	Address infrastructure and utility needs with for targeted sites to be "shovel ready".	X	X		
	Attract	27.3 Site	Apply for site certifications where appropriate.	X	X	X	On-going
	Attract	27.4 Site	Work toward developing a corporate office/research and development park.			X	
	Attract	28.1 Site	Identify current high-value re-use sites.		X		
	Attract	28.2 Site	Identify sites that are currently occupied but are at risk of being vacated.	X			
	Attract	28.3 Site	Build redevelopment plans and tools for key sites.		X		
	Attract	29 Site	Ensure that available sites are updated regularly on website and Ohio In-Site, and that complete data in electronic format is accessible to site selectors.	X	X	X	On-going
	Attract	30 Site	Work closely with The Ohio State University and other educational institutions to consider the development of an agriculture research park.			X	

# EDS TACTICS AND IMPLEMENTATION TIMELINE

Chapter	Tactic	Category	Tactic Description	Timeframe			
				Short Term (1-3 years)	Mid-term (4-6 years)	Long-Term (7-10 years)	
	Attract	31 Workforce Development	Ensure competitiveness of local workforce by utilizing the Union County Business, Education & Workforce Team (BEWT).	X	X	X	On-going
	Attract	32 Workforce Development	Support the Governor's Workforce Policy Board.	X	X	X	On-going
	Attract	33 Workforce Development	Participate in the Regional Workforce Strategy.	X			
	Attract	34 Workforce Development	Continue efforts to attract a community college/branch college to Union County.	X	X	X	On-going
	Attract	35 Workforce Development	Work closely with local career and technical centers and other educational institutions to ensure programs match industry needs and market these partnerships to potential users.	X	X	X	On-going
	Retain	1 General Tactics	Expand upon the County's strong Retention & Expansion Calling Program and include visits to all types of businesses.	X			
	Retain	2 General Tactics	Conduct repeat visits in a three year cycle.	X	X	X	On-going
	Retain	3 General Tactics	Provide annual reports quarterly to the CIC and Chamber boards of directors on key business trends uncovered through the BRE program.	X	X	X	On-going
	Retain	4 General Tactics	Require partner organizations to attend training on making BRE calls at least every two years.	X	X	X	On-going
	Retain	5 General Tactics	Conduct a Community Assessment Survey every two years to gauge strengths and weaknesses, changes in the community and economy, and provide a baseline against which to measure economic growth.	X			
	Retain	6 General Tactics	Develop a regulatory ombudsman within the Union County Chamber of Commerce to assist companies in solving regulatory issues that arise through the BRE system.	X			
	Retain	7 General Tactics	Maintain frequent contact with the County's largest employers.	X	X	X	On-going
	Retain	8 Business Peer Group Tactics	Continue engagement of CEOs as advocates for Union County in the business community.	X	X	X	On-going
	Retain	9 Business Peer Group Tactics	Identify issues facing employers and offer solutions.	X	X	X	On-going
	Retain	10 Business Peer Group Tactics	Market the availability of programs and resources that assist employers.	X	X	X	On-going
	Retain	11 Business Peer Group Tactics	Create a Chief Research/Technical Officer Roundtable to provide peer-to-peer learning and networking opportunities for members of the research community.	X			
	Retain	12 Business Peer Group Tactics	Promote Business Associations in each of the County's commercial areas and within the County's healthcare sector.	X			
	Retain	13 Business Support Services Tactics	Make use of Entrepreneurial Centers to provide resources that businesses need to grow through workshops, business coaching, and networking.	X	X	X	On-going
	Retain	14 Business Support Services Tactics	Continue to utilize the Rapid Response Team to prevent business closures, respond to imminent threats, and support dislocated employees.	X	X	X	On-going
	Retain	15 Business Support Services Tactics	Create a Business Mentorship Program to assist businesses as they move through the various stages of life cycles (i.e. start-up through retirement).	X			
	Retain	16 Business Support Services Tactics	Develop relationships with international business service providers well versed in both importing and exporting (i.e. accountants, lawyers, banks and government agencies) in the Columbus Region to aid small and mid-sized companies involved in international trade.	X	X	X	On-going
	Retain	17 Business Support Services Tactics	Develop a financial resources "toolbox" for local businesses, including development incentives, greater access to capital, and new funding options.	X			
	Retain	18 Business Support Services Tactics	Promote the development of a "one-stop" permit process. Include municipalities, townships, county offices, health department, and the Economic Development Partnership, etc.	X	X		
	Retain	19 Business Support Services Tactics	Create a new resident marketing piece that features information such as local realtors, schools, parks/attractions, shopping/amenities, and a map of county subdivisions.	X			
	Retain	20 Business Advocacy Tactics	Continue to utilize the Chamber of Commerce's various programs (i.e. Safety Council, Legislative Committee, BEWT) to advocate issues that support the long-term success and sustainability of local businesses.	X	X	X	On-going
	Retain	21 Business Advocacy Tactics	Develop a referral system to provide information on labor topics such as legal, tax, personnel, and insurance.	X	X		
	Retain	22 Business Advocacy Tactics	Develop a comprehensive marketing campaign through the Chamber of Commerce to regularly recognize the accomplishments of local business/industry.	X			
	Retain	23 Workforce Development Tactics	Develop relationships with Ohio University to leverage the development of their new Dublin Campus in southeast Union County.	X	X		
	Retain	24 Workforce Development Tactics	Develop an employer-driven, agency-inclusive workforce development plan focused on the current and future needs of local employers.	X			
	Retain	25 Workforce Development Tactics	Continue to grow and expand the Union County Workforce Taskforce and the Business, Education, & Workforce Team (BEWT).	X	X	X	On-going

Chapter	Tactic	Category	Tactic Description	Timeframe			
				Short-Term (1-3 years)	Mid-term (4-6 years)	Long-Term (7-10 years)	
	Retain	26 Workforce Development Tactics	Form a Guaranteed Worker Program to allow new employees that lack basic skills to receive rapid training at a career/technical center.		X		
	Retain	27 Workforce Development Tactics	Assist with efforts to attract new residents to the county in an attempt to grow the workforce.		X	X	
	Retain	28 Workforce Development Tactics	Promote the diversification of the county's housing stock to attract workers with varying incomes and skill sets.			X	
	Retain	29 Workforce Development Tactics	Participate in the Regional Workforce Strategy currently being developed by Columbus2020.	X			
	Retain	30 Workforce Development Tactics	Support the development of the Marysville Early College High School and Union County Innovation Center and the Permanent Lab at the former Marysville Middle School.	X			
	Create	1 Financial Resources	Review local, state, and federal incentives and resources in support of small businesses and start-ups and explore potential for additional incentives and resources.	X			
	Create	2 Financial Resources	Educate and communicate available funding and access to capital across the start-up funding continuum.	X	X	X	On-going
	Create	3 Financial Resources	Develop and maintain a database of local, state and federal financial incentives and funding options and include on EDP website.	X			
	Create	4 Financial Resources	Recruit key people to establish mentoring and funding for small businesses and start-ups.	X	X		
	Create	5 Financial Resources	Create a Chief Research/Technical Officer Roundtable to provide peer-to-peer learning and networking opportunities for members of the research community.		X		
	Create	6 Financial Resources	Establish and grow an Economic Development Fund to serve as a financial resource to fund incentives and programs geared toward growing small businesses and start-ups.	X			
	Create	7 Financial Resources	Enhance access to angel investors and venture capitalists for businesses in the early stages of development.		X		
	Create	8 Financial Resources	Utilize regional partners such as Columbus 2020 in strategy development and entrepreneur initiatives.	X	X	X	On-going
	Create	9 Financial Resources	Engage in Ohio TechAngel Funds.	X	X	X	On-going
	Create	10 Building a Network of Support	Create an Entrepreneurial Network to bring together colleges/universities, school districts, career/technical schools, Small Business Development Coalition, TechColumbus, business mentors and entrepreneurs to cultivate the climate for entrepreneurial growth and expansion within Union County.	X	X		
	Create	11 Building a Network of Support	Foster the ongoing growth and viability of start-ups through training, networking, and targeted publications developed in partnership with public, academic and private business partners.	X	X	X	On-going
	Create	12 Building a Network of Support	Continue the seminar network series on start-ups through relationships with Providence Holdings.	X	X	X	On-going
	Create	13 Building a Network of Support	Increase the availability of broadband and fiber connectivity to support the needs and technical capabilities of modern business and industry.			X	
	Create	14 Building a Network of Support	Enhance the development and availability of knowledge-based workers to create additional opportunities for high tech industries.			X	
	Create	15 Building a Network of Support	Create enhanced amenities to attract knowledge base workers to Union County as a place to work and live.			X	
	Create	16 Building a Network of Support	Market new and future residential developments.	X	X	X	On-going
	Create	17 Building a Network of Support	Launch and maintain an annual "Entrepreneur Day" to celebrate and recognize Union County's entrepreneurs and start-ups.	X			
	Create	18 Entrepreneurial Center Tactics	Expand public/private funding of entrepreneurial centers to support their long-term sustainability. Research the possibility of subsidizing tenant leases through a public partnership.	X	X	X	On-going
	Create	19 Entrepreneurial Center Tactics	Ensure entrepreneurial centers provide continuous seminars and programming that will assist entrepreneurs.	X	X	X	On-going
	Create	20 Entrepreneurial Center Tactics	Develop and implement a fee schedule for cost recovery of programs to ensure continuous programming.	X			
	Create	21 Entrepreneurial Center Tactics	Entrepreneurial centers, with the support and guidance of the Advisory Council, should prepare an annual action plan to ensure program continuity.	X			
	Create	22 Entrepreneurial Center Tactics	Encourage the entrepreneurial centers to partner with business incubators in surrounding counties to support a regional approach to entrepreneurial development.	X	X		
	Create	23 Entrepreneurial Center Tactics	Develop a strategy, in coordination with the Agricultural Economic Development Strategy, to establish a Food Processor or Agri-Incubator.			X	

# EDS TACTICS AND IMPLEMENTATION TIMELINE

Chapter	Tactic	Category	Tactic Description	Timeframe			
				Short Term (1-3 years)	Mid-term (4-6 years)	Long Term (7-10 years)	
	Create	24 Entrepreneurial Center Tactics	Work with local school districts and career/technical centers to support entrepreneurial-based programs and curriculum for students.			X	
	Create	25 Entrepreneurial Center Tactics	Build and enhance entrepreneurial opportunities within the school systems such as Marysville and North Union school district robotics programs.		X		
	Create	26 Entrepreneurial Center Tactics	Develop marketing materials that depict Union County as a “hot-spot” for rural entrepreneurial development and innovation.	X			
	Create	27 Entrepreneurial Center Tactics	Research and explore the opportunity of offering entrepreneurial centers as a Business Continuity Site.			X	
	Create	28 Entrepreneurial Center Tactics	Collaborate with Dublin Entrepreneurial Center in sharing continuity centers as it pertains to recovery.			X	
	Create	29 Entrepreneurial Center Tactics	Expand the visibility and usability of entrepreneurial centers by offering temporary office and meeting space to community organizations and schools.	X			
	Improve	1 Development Site Tactics	Develop an office/research park to help concentrate the R&D activities already occurring in Union County and attract additional users to the county. The development of an office/research should occur in a highly-visible location near appropriate amenities. It should be aesthetically pleasing in design and equipped with the latest technological resources (fiber, etc.) to accommodate tenants.			X	
	Improve	2 Development Site Tactics	Develop industrial parks and sites well-equipped with utilities, infrastructure and access to rail. Industrial parks should be built to be aesthetically-pleasing in order to limit the visual impact on surrounding neighborhoods. In addition, Development Services Agency’s certified sites program should be a part of the county’s process in prepping sites for development.		X	X	
	Improve	3 Development Site Tactics	Develop speculative buildings larger than 50,000 square feet to ensure that industrial users have an opportunity to locate or expand quickly and efficiently. Speculative building square footages should be scaled appropriately by R&D, Mid-size Office-Headquarters and Industrial use.		X	X	
	Improve	4 Development Site Tactics	Promote commercial development within Union County. The retail/commercial sector has expanded greatly over the last decade, specifically 1 million square feet over the last 8 years. While new developments have greatly increased the availability of commercial property, they have also placed tremendous pressure on existing shopping centers, retail strip centers, and downtown areas. As commercial development continues in the future, efforts should be made to utilize existing commercial property and structures prior to zoning additional land for commercial use. Reuse and rehabilitation of decaying shopping centers and downtown storefronts must be a priority to ensure the long-term sustainability of established neighborhoods.	X	X	X	On-going
	Improve	5 Development Site Tactics	Promote neighborhood commercial development that is located in close proximity to residential developments and caters to neighborhood residents. This development should be encouraged wherever deemed appropriate by local zoning codes. Such development will contribute to a neighborhood’s overall walkability and enable residents to easily seek amenities and personal services.	X	X	X	On-going
	Improve	6 Transportation & Infrastructure	Prioritize Key Projects - The Union County Chamber of Commerce has established an Infrastructure Committee to suggest future infrastructure projects. The following projects have received “priority” designation and have been ranked by the committee:				
	Improve	6.1 Transportation & Infrastructure	Rebuild the I-270/US 33 Interchange	X			
	Improve	6.2 Transportation & Infrastructure	Natural Gas Supply - SR 4			X	
	Improve	6.3 Transportation & Infrastructure	Improve the US 33/SR 4/SR 31 Interchange			X	
	Improve	6.4 Transportation & Infrastructure	Improve the US 33/SR 161 Interchange including Hyland Croy and Cosgray Road intersections		X		
	Improve	6.5 Transportation & Infrastructure	Construct the Cooks Pointe Connector		X		
	Improve	6.6 Transportation & Infrastructure	Construct the Marysville Water Plant	X			
	Improve	6.7 Transportation & Infrastructure	Relocate and expand the Union County Airport			X	
	Improve	6.8 Transportation & Infrastructure	Develop and implement the Union County Multi-Use Corridor Plan	X			
	Improve	6.9 Transportation & Infrastructure	Widen US 33 to 6 lanes from I-270 to US 42			X	
	Improve	6.10 Transportation & Infrastructure	Improve the Interchange at US 33/US 42 and the intersection at US 42/Industrial Parkway			X	
	Improve	6.11 Transportation & Infrastructure	Improve the US 33/Scottslawn Road Interchange	X			
	Improve	6.12 Transportation & Infrastructure	Expand the availability of fiber optic data service in Union County’s Priority Growth Districts			X	
	Improve	6.13 Transportation & Infrastructure	Construct an Interchange at US 33 and Mitchell Dewitt Road			X	
	Improve	6.14 Transportation & Infrastructure	Implement improvements to US 33/West Fifth Street		X		



Chapter	Tactic	Category	Tactic Description	Timeframe			
				Short Term (1-3 years)	Mid-term (4- 6 years)	Long-Term (7-10 years)	
	Improve	6.15 Transportation & Infrastructure	Widen US 33 to 4 lanes from Huntsville, Ohio to I-75			X	
	Improve	6.16 Transportation & Infrastructure	Improve the Five Points Intersection			X	
	Improve	6.17 Transportation & Infrastructure	2nd Phase of Industrial Parkway			X	
	Improve	6.18 Transportation & Infrastructure	Bury utility lines at City Gate/Delaware Avenue			X	
	Improve	6.19 Transportation & Infrastructure	Widen and place traffic signal at SR 4/Collins Avenue		X		
	Improve	6.20 Transportation & Infrastructure	Implement improvements to US 42 northeast of US 33			X	
	Improve	7 Transportation & Infrastructure	Relocate and/or expand the Union County Airport to a less-populated area in southern Union County in order to better accommodate demand from local corporate users. Consideration should also be given to a joint venture with the Ohio State University Airport.			X	
	Improve	8 Transportation & Infrastructure	Prepare for High Speed/Passenger Rail connecting Columbus to Chicago. Uptown Marysville should be considered as a target site for this initiative.			X	
	Improve	9 Transportation & Infrastructure	Reduce capacity fees and use rates to ease the financial burden to residential and commercial users.		X		
	Improve	10 Transportation & Infrastructure	Establish a higher educational institution within Union County. Central Ohio is home to more than 50 colleges and universities. However, Union County does not contain a college/university or branch institution. This causes students to leave Union County to obtain advanced degrees. Efforts to attract a branch institution to Union County should continue. The establishment of the Ohio University medical campus in Dublin (Union County) is a strong first step to build on this tactic and additional properties for potential institutions should be identified and cataloged.		X	X	
	Improve	11 Transportation & Infrastructure	Recognize and promote career and technical centers serving Union County (Tolles, Ohio Hi-Point, Tri-Rivers) that provide access to students/residents seeking advanced educational opportunities, partners in the community and workforce development drivers.	X	X	X	On-going
	Improve	12 Transportation & Infrastructure	Emphasize manufacturing careers to students to sustain the future of the manufacturing sector in Union County, educating students and their guardians about the importance of the manufacturing sector and the “high tech” manufacturing positions that are emerging within the sector. Programs should be developed and implemented at the elementary and middle school levels to encourage students to pursue careers in the manufacturing sector.	X	X	X	On-going
	Improve	13 Transportation & Infrastructure	Further STEM educational initiatives within Union County to further its efforts in offering its students hands-on, standards-aligned curricula. Programs such as the Discovery Education STEM Camp allows students do obtain hands-on experience in lab-science and engineering scenarios, creating an educational niche that aligns with the County’s already-strong research & development and engineering capabilities.	X	X	X	On-going
	Improve	14 Transportation & Infrastructure	Utilize existing entities to develop a County-wide strategy through the collaboration with the Union County Chamber of Commerce’s Higher Education Committee, the Union County Business, Education & Workforce Team (BEWT), Workforce Investment Act (WIA) and the Union County Department of Job & Family Services. These entities should work together to develop a countywide workforce and education development strategy to address higher education and workforce development issues.	X	X	X	On-going
	Improve	15 Transportation & Infrastructure	Continue to utilize existing employment resources. The Union County Department of Job & Family Services and the Employment Resource Center should continue to serve as a “one-stop” location for workforce and employment services to employers and under/unemployed workers.	X	X	X	On-going
	Improve	16 Transportation & Infrastructure	Collaborate the network for program development. Union County Department of Job & Family Services, the Employment Resource Center, BEWT, and CEO/HR Roundtable should continue to collaborate regularly and advocate for the development and implementation of local workforce-related programs and initiatives.	X	X	X	On-going
	Improve	17 Transportation & Infrastructure	Integrate Japanese language & courses into curriculums to assist with Union County’s emerging Japanese workforce; steps should be taken to develop Japanese language courses and other Japanese-focused classes and programs that align with the county’s emerging Japanese initiatives. Partnership opportunities with the Dublin City School District and the Japan-America Society of Central Ohio should be pursued. The Japan sister City efforts currently being carried out should help strengthen this initiative.	X			

# EDS TACTICS AND IMPLEMENTATION TIMELINE

Chapter	Tactic	Category	Tactic Description	Timeframe			
				Short Term (1-3 years)	Mid-term (4-6 years)	Long-Term (7-10 years)	
	Improve	18 Transportation & Infrastructure	Encourage integration of foreign curriculum programs to continue to expand additional curriculums outside of its Japanese initiatives, including Chinese, Spanish and French in an effort to diversify its educational offerings and encourage foreign direct investment from additional employers globally. The county should look for Department of Education grant opportunities to assist with such developments.	X			
	Improve	19 Transportation & Infrastructure	Evaluate and use current workforce demographics as a catalyst for retention tactics to ensure that the needs of local businesses are addressed. The Union County Business Retention and Expansion Program should pay particular attention to gauging workforce issues such as the availability of labor, skills of employees, and training/education.	X	X	X	On-going
	Improve	20 Transportation & Infrastructure	Establish a workforce strategy in alignment with the Regional Workforce Analysis currently under development by Columbus 2020.	X			
	Improve	21 Transportation & Infrastructure	Encourage Union County's K-12 Districts to collaborate on the development of curriculum and programs.	X	X	X	On-going
	Improve	22 Transportation & Infrastructure	Promote the construction of modestly-priced housing within Union County. A recent Community Needs Assessment conducted by Community Research Partners indicated that access to modestly-priced housing for young professionals, young families, and seniors is a major concern. As such, the Union County Affordable Housing Committee has been researching the issue and is currently formulating an Affordable Housing Strategic Plan. The Affordable Housing Committee should be given additional support by community and elected officials in order to accomplish its goals.			X	
	Improve	23 Transportation & Infrastructure	Promote a balanced housing stock. Union County currently has the second highest median home values in Central Ohio, which diminishes the county's ability to attract young professionals and workers in the emerging retail and commercial service sectors. As such, development officials should work with residential developers and builders to promote the need for a well-balanced housing stock in order to increase the amount of housing that will support residents of all economic backgrounds and stages of life. This includes the construction of modestly-priced single family units, condominiums, apartments, twin singles, and senior/assisted living.			X	
	Improve	24 Transportation & Infrastructure	Promote in-fill development within Union County. The County contains a number of older residential structures in its communities' downtown areas. Unfortunately, a number of these structures have become dilapidated or uninhabitable. Efforts should be taken to renovate these structures to encourage in-fill development. These structures can also be utilized by community organizations such as Habitat for Humanity to meet the housing needs of their clients. In instances where the structures are severely dilapidated, demolition should occur for structures of no historic value. The remaining vacant parcels can then be sold, land-banked, or offered to community organizations for redevelopment.			X	
	Improve	25 Transportation & Infrastructure	Promote the creation of Downtown Loft Living. The downtown areas of Marysville, Richwood, and Milford Center contain a number of commercial buildings with vacant upper levels. These upper levels would make ideal locations for apartments and loft units, which would be especially attractive to young professionals and empty nesters. Partnerships should be formed with the Union County Building Department and other regulatory authorities to find solutions to adapt these upper units into livable spaces at a reasonable cost.		X	X	
	Improve	26 Transportation & Infrastructure	Promote walkable communities so that all residential developments will be walkable and accessible to residents of every age in order to encourage healthy living and community building. In addition, the construction of parks, walking trails, nature preserves, recreation centers, picnic areas, playgrounds, etc. should be encouraged within or near these residential developments and neighborhoods. Communities should research potential funding sources such as the OhioEPA, Department of Transportation, and Department of Housing and Urban Development.		X	X	

Chapter	Tactic	Category	Tactic Description	Timeframe			
				Short Term (1-3 years)	Mid-term (4- 6 years)	Long-Term (7-10 years)	
	Improve	27 Transportation & Infrastructure	Educate homeowners on foreclosure prevention. It has become apparent that greater emphasis needs to be placed on preparing home buyers for the responsibility of home ownership. Several programs are in place through the Community Action Organization, Ohio's Save the Dream program, banks, and other organizations that teach financial literacy, home ownership preparedness, and foreclosure prevention. These programs, especially those which are offered locally, should be better marketed and conducted on a monthly or bi-monthly basis.	X			
	Improve	28 Transportation & Infrastructure	Promote the continued development of a strong community-based hospital and its expansion of healthcare service offerings.			X	
	Improve	29 Transportation & Infrastructure	Promote environmental consciousness through the implementation of green initiatives such as: community-wide recycling, energy efficiency programs in partnership with local utilities, water conservation, smart growth planning, construction of walkable communities, use of environmentally-friendly building materials in new construction, expansion of community gardening/farmers markets, utilization of alternative energy sources, and zero waste manufacturing processes.			X	
	Improve	30 Transportation & Infrastructure	Embrace & Promote Active & Healthy Lifestyle. The paradigm shift in today's workforce has illustrated trend that young professionals tend to choose where they live before they choose where they work. College graduates now look toward the community, rather than just the company. The recreational-focused, healthy and active lifestyle is a key indicator in a professional's location decision, as such, creating the recreational environment to attract the "new economy" talent is important to the County's future human capital architecture and brand.			X	
	Improve	31 Transportation & Infrastructure	Promote better parks and recreational opportunities. The development of parks/Metro Park, recreation centers, multi-use trails, playgrounds, rock climbing walls, splash pads, art exhibition space, permanent farmers market, community gardens, and other outdoor amenities should be considered in order to promote and sustain a healthy and vibrant workforce.			X	
	Improve	32 Transportation & Infrastructure	Promote more development of facilities for youth activities. Union County has long struggled with attracting venues to accommodate and entertain youth and young adults. Community officials should pursue the attraction of amenities such as recreational facilities, game centers and other multipurpose facilities to provide entertainment options for youth and young adults.			X	