



CITY OF NEW ALBANY ECONOMIC DEVELOPMENT PLAN UPDATE

Submitted to:

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Camoin 310 has provided economic development consulting services to municipalities, economic development agencies, and private enterprises since 1999. Through the services offered, Camoin 310 has had the opportunity to serve EDOs and local and state governments from Maine to California; corporations and organizations that include Lowes Home Improvement, FedEx, Amazon, Volvo (Nova Bus) and the New York Islanders; as well as private developers proposing projects in excess of \$6 billion. Our reputation for detailed, place-specific, and accurate analysis has led to projects in over 40 states and garnered attention from national media outlets including Marketplace (NPR), Forbes magazine, The New York Times, and The Wall Street Journal. Additionally, our marketing strategies have helped our clients gain both national and local media coverage for their projects in order to build public support and leverage additional funding. We are based in Saratoga Springs, NY, with regional offices in Portland, ME; Boston, MA; Richmond, VA and Brattleboro, VT. To learn more about our experience and projects in all of our service lines, please visit our website at www.camoinassociates.com.

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EXECUTIVE SUMMARY

OBJECTIVES

The City of New Albany has been proactively pursuing economic development initiatives for well over a decade, guided by the *2006 Economic Development Plan* and within the city's updated *Strategic Plan*. With the many changes in the regional and national economy since then, and the successful implementation of the original 2006 recommendations, the city sought to develop an updated plan to identify opportunities for growth in a way that aligns with the larger community goals, especially as presented in the *Engage New Albany* plan that is also underway.

New Albany is in a position of strength. The vision, the drive, the reputation for excellence, and the commitment to partnership throughout the business and resident community are in place. The city's economic development team has demonstrated the value of deliberate planning, communication, and exceptional follow-through, in keeping with city's overall *Strategic Plan*. A major goal of the *Economic Development Plan Update* is to keep the city moving forward with a plan for implementing specific initiatives that are derived from up to date research and analysis on the economic conditions, businesses, and city assets that have fostered growth. Another, equally important, goal is to create a framework that will prepare the city and its economic development team to manage these activities deliberately, and to choose when to lead and when to act in collaboration with partners. The organizational guidance reflects the city's existing expertise, deep understanding of economic development, and effective communication style that have all played a critical role in the recent successes in New Albany.

The *New Albany Economic Development Plan Update* reflects five overarching principals:

- ◆ Apply proactive goal setting, activity and outcome planning, partnerships, and organizational techniques to compete for businesses and **maximize the effectiveness of New Albany's economic development team**.
- ◆ **Enhance New Albany's competitiveness** as a location both for residents and for a wider array of business sizes and industries, including encouraging "Main Street" and small business that contribute to the community's quality of life. A Main Street business is a small business that is often locally-owned and located in a commercial district or downtown center.
- ◆ Actively **promote Main Street and small business creation, growth, and retention** through stronger partnerships in the region's innovation ecosystem.
- ◆ Maintain competitiveness for existing industry sectors and remain selective in competing for new companies.
- ◆ **Identify new industry cluster opportunities** and continue to be a competitive location for businesses in the targeted sectors.

COVID-19

Work on this Economic Development Plan Update was completed during a period of economic uncertainty created by the COVID-19 pandemic and related business restrictions. Throughout this report trends related to COVID-19 are acknowledged, and strategies are developed with the intent of creating an even more diverse economy that will continue to be resilient in the face of inevitable future economic disruptions.

WORK COMPLETED

To fully understand New Albany's successes since the completion of the 2006 plan, and to inform strategies that will further expand and diversify the city's economy, the Camoin 310 team completed an *Economic Baseline Analysis*, an *Economic Drivers Inventory*, and an *Industry Cluster Analysis*. These documents are included in the full report with key findings included below. A series of six stakeholder interviews with business and entrepreneurship leaders along with a number of roundtable discussions with economic development staff were conducted to inform the data and better understand New Albany's strengths and opportunities. The *Economic Development Plan Update* includes the following research:

- ◆ The ***Economic Baseline Analysis*** provides an understanding of the foundation of New Albany's growth, its position as a competitive location for major industries, and the regional workforce that powers its economy through three sections: the Socioeconomic Analysis, the Industry Trend Analysis, and the Workforce and Skills Analysis.
- ◆ The ***Economic Drivers Inventory*** outlines the community factors that play a role in supporting or deterring growth.
- ◆ The ***Industry Cluster Analysis*** highlights competitive trends in existing industry clusters and presents forward looking industry opportunities.
- ◆ Finally, the ***Action Matrix*** is informed by all the previous work and recommends goals, strategies, and tactics for the City of New Albany and its partners.

ECONOMIC BASELINE ANALYSIS

The *Economic Baseline Analysis* is designed as a snapshot, with history and estimated projections, of the city's socioeconomic, industry, and workforce trends and assets. It is a foundation for deeper analysis of the city's industry clusters, and for the recommendations and planned activities that will be the capstone of the *Economic Development Plan Update*. The *Economic Baseline Analysis* includes three sections: the Socioeconomic Analysis, the Industry Trend Analysis, and the Workforce and Skills Analysis.

This report was written during a time of great uncertainty about what economic and employment changes will arise from the Novel Coronavirus, or COVID-19, pandemic, yet the nature of data collection is to lag current events by months or longer. When data series are fully updated over the next several months to a year, the sources used here may show an inflection point in the spring of 2020, for better, worse, or just for change, but that inflection is not yet visible in time series data. Furthermore, projections based on data prior to March of 2020 will certainly be wide of the mark.

Given this uncertainty, it's reasonable to ask whether it's productive to look backward or consider estimates based on history. A plan that is strongly tied to the demands of a particular environment may not be adaptable enough, or relevant enough, to continue implementing over a three or five year period.

The first answer is that understanding what New Albany has experienced in its jobs and industries is critical to understanding *why* it has been growing successfully, and *what* the core economic assets are; this knowledge is essential to frame a path forward. It also shows what New Albany can directly affect, and what results from macroeconomic and other forces.

Second, forward-looking estimates based on the recent past serve as a baseline for what can be achieved – or could have been – without the economic disruptions. They can be a baseline and touchstone to measure what is changing, and where the effects are felt most strongly.

These both provide critical intelligence and perspective for managing any period of change or turmoil; the best-prepared plan is always implemented over time and changing conditions.

Finally, the basic purpose of the *Economic Baseline Analysis* remains the same, despite the continuing unknowns. It provides knowledge to share and launches the discussion that is the core of the report. Key findings are summarized below with supporting data and tables in Chapter 2.

KEY FINDINGS

PREPAREDNESS AND RESILIENCE

- ◆ New Albany has been highly successful in attracting and retaining businesses, workers, and residents. The city demonstrates a high degree of preparedness, commitment, and engagement, that will position it for continued economic growth and resilience during periods of rapid change:
- ◆ The regional workforce is highly educated and highly skilled, satisfying one of the most challenging demands of employers. Initiatives such as SmartRide make jobs in New Albany accessible for workers who live throughout the Columbus metro area. 98% of workers commute into the city for work from places like Columbus, Newark, Reynoldsburg, and Gahanna, while 2% of workers are residents of New Albany.
- ◆ The business climate is intentionally friendly and supportive, and a community that already has a history of working with employers is best positioned to identify and implement strategies to maximize their ability – and willingness – to stay and to retain as many employees as possible.
- ◆ The Columbus region will remain an important, economically diverse metropolitan area and potentially grow in importance, as new concerns about the most densely populated cities accelerate recent trends among younger workers and families to seek a better balance of satisfying work and quality of life and cost of living.

SOCIOECONOMIC – A FOUNDATION FOR CONTINUED GROWTH

- ◆ New Albany is growing. New Albany's population is growing at a faster rate than the Columbus MSA and the state. The city's population has increased by 29% since 2010, compared with the MSA's 11%. This growth is expected to slow to 12% by 2024, but still be higher than the MSA's 5% and the 1% estimated for the State of Ohio.
- ◆ Families are prevalent in New Albany. New Albany's average household size of 3.12 is higher than the surrounding region. The city has a higher proportion of children in the age 5-19 range and adults in the 45-59 range than the MSA and the state.
- ◆ New Albany households have comfortable incomes. New Albany's median household income of \$166,580 is more than double that of the MSA. More than 42% of households have income in excess of \$200,000.
- ◆ New Albany's population is well educated. At least 40% of residents have a Bachelor's degree and over 33% have obtained a graduate or professional degree.

INDUSTRY TRENDS – NEW ALBANY IS COMPETITIVE AS A LOCATION FOR REGION’S MAJOR INDUSTRIES, AND ITS RESIDENTS ARE IN DEMAND TO FILL JOBS IN THE MSA

- ◆ Health Care and Social Assistance is the top private sector in the Columbus MSA, comprising 16% of the region’s total jobs. This is followed by Retail Trade (9% of jobs) and Accommodation and Food Services (8% of jobs).
- ◆ New Albany’s economy includes large companies that operate in well-paying sectors. Many businesses in the city are in Management of Companies and Enterprises, Finance and Insurance, , and Information Technology sectors. Based on regional data, average earnings per job in these sectors are higher than the average earnings per job of all jobs in the MSA (\$64,908).
- ◆ The regional economy is growing. Nearly 86,000 jobs have been added to the Columbus MSA since 2014- an 8% growth rate. Transportation and Warehousing and Health Care and Social Assistance are the top growing sectors by far, with each adding over 17,000 jobs. Growth is projected to continue over the next several years.
- ◆ Management of Companies and Enterprises, Transportation and Warehousing, and Finance and Insurance are the most highly concentrated sectors in the region. Major companies in these sectors are located in New Albany.
- ◆ New Albany is a jobs driver in the region. New Albany has been successful at attracting and retaining large companies like Abercrombie & Fitch and Discover that bring substantial jobs to the city. The Business Park houses more than 15,000 jobs, compared with a population of just over 10,000 residents. 98% of the jobs are filled by commuters.
- ◆ New Albany residents are in demand to fill jobs throughout the MSA. 92% of working New Albany residents have jobs in other communities in the region.

WORKFORCE AND SKILLS – NEW ALBANY’S CLUSTERS ARE POWERED BY A STRONG REGIONAL WORKFORCE

- ◆ Office and Administrative Support Occupations are the most prevalent jobs in the region. These roles account for 16% of jobs in the Columbus MSA. This is followed by Sales and Related Occupations which comprise 9% of jobs.
- ◆ The top occupations in the MSA require minimal work and educational experience. These occupations include Food Preparation, Laborers, and Retail Salespersons. An Associate’s degree is the most common educational credential specified by job postings.
- ◆ Regional employers seek skills across a variety of levels. The top hard skills being sought are selling techniques and merchandising. The top common skills are communications, management, customer service, sales, leadership, and operations.

ECONOMIC DRIVERS INVENTORY

The *Economic Drivers Inventory* complements the *Economic Baseline* by providing a description of the community factors that play an important role in supporting or deterring growth. These factors include the relative mix of public and private sector activity in the economy, local approaches to working with existing and potential businesses, land use and master planning, and innovation and entrepreneurship assets. Identifying which drivers are working well, and which may need adjustment, is part of the groundwork for building a targeted plan with specific tasks. This segment begins the transition from the largely data-driven, quantitative analyses in the *Economic Drivers Analysis* to using research in developing the *Action Matrix*.

Key findings are summarized below with additional details and analysis included in Chapter 3 of the full report.

KEY FINDINGS

- ◆ A supportive business environment and strong private sector have made New Albany an attractive place for businesses. The following economic drivers contribute to making New Albany a desirable place to do business:
 - ◆ *Deliberate planning and development have created a strong, business-friendly foundation. The New Albany International Business Park is the centerpiece of these efforts, but the values of planning and looking forward inform decisions and practices throughout the community.*
 - ◆ *A comprehensive incentive offering has helped to induce investment in the Business Park. Incentive packages are crafted to ensure new investment is balanced with meeting community fiscal goals.*
 - ◆ *Large companies are job drivers in the region but small companies are becoming increasingly prevalent in the region, creating a diversity of business and network opportunities.*
 - ◆ *Access to regional labor pools and transportation networks support New Albany's industries.*
 - ◆ *By working with partners to plan for the infrastructure needs for new and emerging industry clusters, New Albany has supported business attraction and development.*
- ◆ Regional job opportunities coupled with a high quality of life in New Albany attract residents to the city.
- ◆ Some COVID-19 related disruption is expected in the commercial and industrial real estate markets, however New Albany's suburban location and strong manufacturing presence are expected to temper this risk, relative to the larger region.
- ◆ Businesses in New Albany access a regional workforce that is growing, but skills needed for manufacturing, customer service, and data centers are demanded by many employers. As further discussed in the later *Industry Cluster Analysis*, skills such as SQL, agile software development, auditing, and java are frequently sought after by data center, corporate office, and manufacturing cluster employers.

INDUSTRY CLUSTER ANALYSIS

PURPOSE OF THE CLUSTER ANALYSIS

New Albany uses a cluster strategy as one of its tools to gain a competitive advantage in attracting, supporting, and growing businesses that are a good fit for the community and are likely to thrive. This understanding of existing and potential industry clusters was created through research on specific industries and on trends that cross industries, such as workforce. Quantitative data collection and analysis was paired with qualitative information including interviews with existing New Albany companies.

Over the past 15 – 20 years, clusters have been fostered in Corporate Office and Research & Development, Personal Care and Beauty (Beauty Campus), Information Technology and Mission Critical, and High-Tech Manufacturing and Logistics. A Healthcare Services cluster has also been growing and is included here as an emerging cluster. As part of the *Economic Development Plan Update*, these clusters are evaluated to assess their continuing competitiveness, including:

- ◆ Confirming that these are the right industries to embrace for the next 3, 5, or 10 years.
- ◆ Looking for subsectors that have matured into their clusters in their own right.
- ◆ Recognizing emerging subsector opportunities within existing clusters.
- ◆ Identifying an aspirational cluster for additional diversification.

The *Industry Cluster Analysis* begins with a short overview of two trends that are critical to understanding near- to mid-term workforce needs. It then reviews each of New Albany's existing clusters and evaluates two emerging opportunities: recognizing and building Healthcare Services as a full cluster, and within Logistics focusing on the crossover with IT. Key findings from the analysis are summarized below.

The Brookings Institution on why clusters

matter: “*Regional economies grow and decline based on their ability to specialize in high-value industries and then evolve those specializations over time.*” The practice of cluster-based economic development aims to capture the economic advantages that accrue for firms when they cluster together in place - what academics call agglomeration. Agglomeration helps firms be more productive through three mechanisms: *sharing* tailored facilities, infrastructure, and suppliers; *matching* workers productively through deep labor markets; and *learning* through dense, knowledge-rich environments that facilitate knowledge exchange and innovation between interdependent firms.”

Donahue, Parilla, and McDearman. (2018). *Rethinking Cluster Initiatives*. Metropolitan Policy Program at Brookings.



Information Technology and Mission Critical



Personal Care and Beauty Campus



Corporate Office and R&D



EMERGING Healthcare Services



High-Tech Manufacturing and Logistics

KEY FINDINGS

- ◆ New Albany's clusters are well served by the city's competitive assets. Each industry cluster in this report includes a list of competitive factors and supporting assets in New Albany. The table below shows six critical assets that the city has proactively built and nurtured over time, and that serve multiple clusters. Continuing to invest in these assets is essential to maintaining the health of the existing clusters and the city's economic base.

Competitive Assets by Existing and Emerging Industry Cluster

Competitive Factor	New Albany Asset	Information Technology and Mission Critical	Corporate Office and R&D	High Tech Manufacturing and Logistics	Emerging: Logistics Information Technology	International Beauty Campus/ Personal Care	Healthcare Services Delivery	Emerging: Telehealth
Talent Pool and Training	Columbus MSA	✓	✓	✓	✓	✓	✓	✓
Experienced Executives	City Quality of Life		✓		✓	✓	✓	
Suitable Sites, Rapid Local Processes	City Master Plan, Business Park	✓	✓	✓		✓		
Cost Effective, Reliable Electricity	AEP Transmission Network	✓	✓	✓	✓	✓	✓	✓
Fiber Broadband	Municipal Fiber Optic Network	✓	✓	✓	✓	✓	✓	✓
Capital Investment Incentives	Well Designed, Directly from City	✓		✓		✓	✓	

- ◆ Corporate Office and R&D have been combined as a cluster in response to the dual nature of existing major companies. As R&D has grown and become more distinct, it is becoming a cluster in its own right. While R&D would remain connected to each industry conducting the activities, recognizing it as a cluster can enable the city to identify and monitor shared critical assets such as proximity to a research university such as Ohio State, skilled lab workers and researchers, and space for clean rooms and specialized equipment. A robust innovation ecosystem provides opportunities to share ideas across industries and businesses.
- ◆ High Tech Manufacturing and Logistics have also been combined, since manufacturing supply chains and distribution of finished products must be stored, managed, and moved. Most logistics activities are currently undertaken by the parent company in New Albany, but nationally third-party logistics firms are increasingly serving companies of all sizes and enabling those companies to focus on their core business. A second trend is for information technology to play a greater role, expanding the industry beyond warehouses and transportation and into sophisticated tracking, scheduling, and inventory and supply chain management. Information technology-driven logistics is identified as an emerging opportunity for New Albany because it connects local manufacturing needs to the resources of the Information Technology cluster.
- ◆ It is important to recognize where the city's economy diverges from the national aggregate results, and to continue to focus on what makes industries do well regionally. For example, manufacturing's contribution to Columbus MSA GRP grew 14% and jobs grew 5% (3,360 new jobs) in the five years ending in 2019, despite contraction in many parts of the U.S. Another example is the demand for office space: according to national research from CBRE, the first quarter of 2020 showed positive absorption of space and stable vacancy rates, with 79% of leasing volume in the suburbs. The second quarter proved resilient and new projects continue to be built, especially in suburban markets¹.

¹ CBRE Market Overview, Columbus Office, Q1 2020 and Q2 2020

ACTION MATRIX

The *New Albany Economic Development Plan* establishes strategies and supports each with a rationale, specific initiatives, priority, city role, timeframe and outcomes. These are gathered in the *Action Matrix*. While the format is linear, the strategies are closely interrelated, for example maintaining New Albany's attractiveness to new business is its own strategy, but the Business Expansion and Retention initiatives also support those goals in addition to promoting the health of a wider array of businesses. These strategies and initiatives are not prescriptive, and the first, "Create a decision framework for the city's economic development activities," is specifically intended to help the city's economic development team remain flexible and responsive over time. Details for each of these goals and strategies are included in matrix form in **Chapter 5**, including description, detailed tactics, priority level, partners, and more.

COVID RESPONSE: Take Immediate Action to Address COVID Related Impacts

Rationale: The City of New Albany Economic Development Plan Update has been written during a period of immense economic disruption and upheaval as the COVID-19 pandemic continues to wreak havoc around the world. The economic and public health landscape are changing on a daily basis and the full impact of the pandemic is yet to be known. The majority of the New Albany Economic Development Plan is future forward and assumes some level of normalcy will return, however there are critical steps that need to be taken immediately in order to support existing businesses and build resiliency within the economy.

- ✓ **Establish a six-month intensive BRE program focused on major employers and office users.**
- ✓ **Maintain an inventory of resources and partners for businesses to access.**
- ✓ **Develop technical assistance for businesses in a post-COVID reality.**

1. Create a Decision Framework for the City's Economic Development Activities.

Rationale: Being able to retain current flexibility and the ability to pivot during changing economies and for unique opportunities will build resilience and strength for the city. With a framework, individual activities and decisions are understood through desired outcomes and priorities can be set, successes and gaps understood, and decisions made about when to act directly and when to use a partner or hire a specialist.

- ✓ **Initiative 1.1: Identify the Best Role for Economic Development across Different Service Areas.**
- ✓ **Initiative 1.2: Identify Gaps in Financial Incentives and Establish Performance Metrics.**
- ✓ **Initiative 1.3: Assess the City's Goals for the Innovate New Albany Incubator and Other Innovation Activities.**

2. Maintain New Albany's Leadership as a Competitive Location for Existing and New Businesses.

Rationale: New Albany has successfully attracted and fostered major businesses in several industry clusters. For industry growth and continued diversification, the next steps are to select additional medium-term targets and review the potential advantages of disaggregating large existing clusters. Remaining a leader in the region and state for enabling businesses to thrive requires maintaining access to a competitive workforce, growing the small business sector, and pursuing collaboration.

- ✓ **Initiative 2.1: Promote Continued Expansion and Retention of a Competitive Workforce.**
- ✓ **Initiative 2.2: Bring Small Businesses into the Conversation.**
- ✓ **Initiative 2.3: Prepare for Continued Growth and Emerging Opportunities in Existing Industry Clusters and for Potential New Industries.**

3. Upgrade to a Smart, Data-Driven BR&E Program and a Proactive Attraction Program.

Rationale: Business retention and expansion efforts play a crucial role in sustaining existing companies as well as generating leads for new projects and gathering business intelligence to inform attraction efforts. New Albany is attentive to its existing businesses, but the process and intelligence gathering has not been fully planned or formalized. The next step is to create a system that continues good practices, identifies service gaps, and reaches more companies. Building off the success of recent attraction and expansion efforts, New Albany now has the ability to be much more selective and proactive when it comes to attracting new businesses and investment. New Albany is recognized as a premier place to do business and should use this position to direct growth in a way that will have the greatest return on investment and most positive impact.

- ✓ **Initiative 3.1: Establish a More Formalized Business Retention & Expansion Program.**
- ✓ **Initiative 3.2: Continue to be Selective in Attracting Businesses to New Albany.**

4. Integrate Innovation and Entrepreneurship with Existing Businesses and Resources.

Rationale: The City of New Albany and the Columbus region show strengths in services offered around networking, market validation, and access to capital for high-growth technology companies. Gaps exist in financial literacy, investment knowledge, and overall support for Main Street and small businesses. Encouraging the innovation ecosystem to open up to more participants will increase idea exchange and energy. It will promote the idea that innovation can come from many places. Integrating activities with existing business resources provides more support for business growth and retention within New Albany.

- ✓ **Initiative 4.1: Assess the Innovation Ecosystem.**
- ✓ **Initiative 4.2: Increase Recognition of Entrepreneurs and Innovation and Promote Retention in New Albany.**
- ✓ **Initiative 4.3: Add New Pathways to Entrepreneurship.**

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CHAPTER 1: INTRODUCTION TO THE PLAN

In early 2020, the City of New Albany began an economic development planning process that focused on the identification of key opportunities to expand and diversify the city's economy. This process served to update the city's 2006 Economic Development Plan, which was developed in partnership with Camoin 310 to serve as a framework and a guide for economic development activity.

Since the completion of the 2006 plan, the City of New Albany has continued to be a place where businesses and individuals want to locate, through strategies of managed growth, business attraction and business expansion. Central to the economic success of the city has been the New Albany International Business Park, which today is anchored by five major industry clusters and represents nearly 11 million square feet, over \$4 billion in private investment, and more than 15,000 employees.

This economic development plan update process began with economic and demographic data analysis to understand New Albany in its regional context and included stakeholder interviews, a review of the city's economic drivers, cluster research, and regular communication with New Albany's economic development team.

This *Economic Development Plan* builds its Action Matrix for New Albany from comprehensive economic, demographic, and business research, paired with interviews, roundtable discussions, and working group sessions with the city's economic development team and Community Improvement Corporation. The city's economic development team already engages in nationally-recognized good practices, and others were evaluated and integrated where they fit with the community's character and vision. Camoin 310's research, findings, and proposed strategies and initiatives were thoroughly reviewed by the city's team, and the final report reflects their insight and deep commitment to the City of New Albany.

There are four components to this report.

1. The ***Economic Baseline Analysis*** provides an understanding of the foundation of New Albany's growth, its position as a competitive location for major industries, and the regional workforce that powers its economy. A notable conclusion is that the city and region have a stable to slightly growing manufacturing base, when many regions throughout the nation are seeing that sector shrink.
2. The ***Economic Drivers Inventory*** outlines the community factors that play a role in supporting or deterring growth, blending an understanding of why these factors are important generally with how they specifically contribute to New Albany's past successes. The municipal broadband infrastructure has been essential, and will continue to be a major resource for businesses. The *Inventory* begins the transition to strategy development by showing how current activities and resources promote competitiveness and suggesting what new actions could build on them.
3. The ***Industry Cluster Analysis*** confirms that the city has been engaging the right mix of industries for its community and resources, and enjoys a position of strength that will enable

COVID-19

Work on this Economic Development Plan Update was completed during a period of economic uncertainty created by the COVID-19 pandemic and related business restrictions. Throughout this report trends related to COVID-19 are acknowledged, and strategies are developed with the intent of creating an even more diverse economy that will continue to be resilient in the face of inevitable future economic disruptions.

it to be more selective in matching business and community character in the future. It highlights competitive trends in current industry clusters such as information technology and personal care, so the city can continue to help them thrive. The analysis also identifies forward looking opportunities, in sectors that are emerging from existing strengths in New Albany and the City of Columbus region.

4. The **Action Matrix** lays out the goals, strategies, and initiatives developed through the research and discussions, and provides a rationale for why each strategy and initiative will move the city forward. It lists specific initiatives to undertake and timelines, roles for the city and partners, and anticipated outcomes.

CHAPTER 2: ECONOMIC BASELINE ANALYSIS

ECONOMIC BASELINE ANALYSIS: SOCIOECONOMIC ANALYSIS

Geographies Studied: City of New Albany, Columbus MSA, State of Ohio

The demographics of the City of New Albany are analyzed in a regional context to provide a baseline for understanding the local economy of the community. Throughout this section, New Albany's data is pulled specifically for the municipality (not the ZIP code).

The Socioeconomic Analysis section of the *Economic Baseline Analysis* provides a descriptive overview of local and regional demographic characteristics. Insights gleaned from this analysis are used to frame the subsequent sections and the development of forward-looking strategies for the city.

DEMOGRAPHIC SUMMARY

- ◆ New Albany is growing faster than the surrounding region. New Albany's population has increased by 29% since 2010. Growth is expected to slow but continue, adding 1,300 residents, or 12%, by 2024.
- ◆ With a median age of 40.0 in 2019, New Albany is slightly older than the Columbus MSA.
- ◆ Households in New Albany are larger than in the larger region. New Albany's average household size of 3.12 illustrates its continued appeal to families.
- ◆ New Albany's median household income of \$166,580 in 2019 is more than double that in the Columbus MSA and the state.

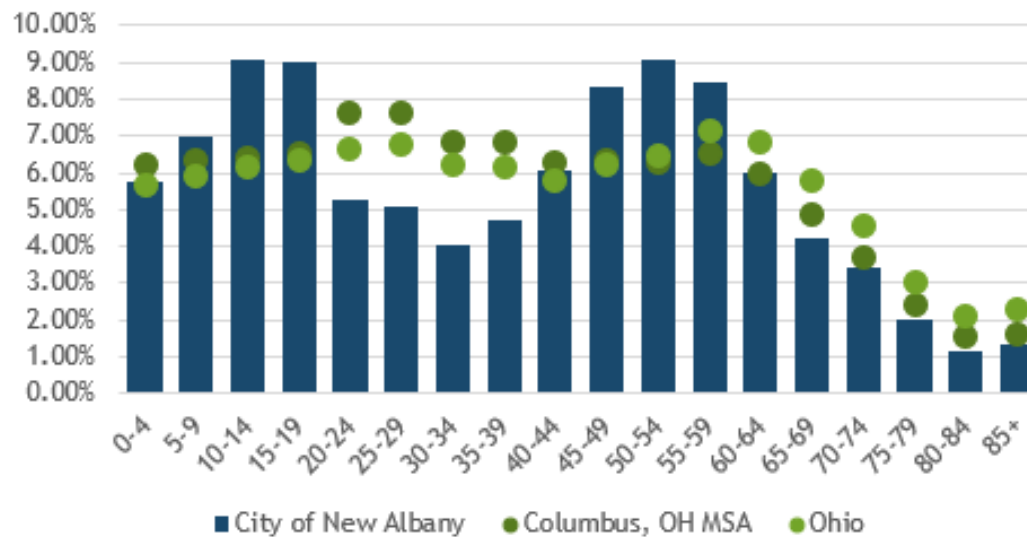
Demographic Summary					
	2010	2019	2024	2010-2019 % Change	2019-2024 % Change
City of New Albany					
Population	8,300	10,745	12,053	29%	12%
Median Age	36.9	40.0	41.2	8%	3%
Households	2,650	3,412	3,809	29%	12%
Average Household Size	3.13	3.12	3.14	0%	1%
Median Household Income	-	\$166,580	\$177,008	-	6%
Columbus, OH MSA					
Population	1,901,974	2,109,197	2,223,587	11%	5%
Median Age	35.3	36.8	37.3	4%	1%
Households	748,517	828,316	873,741	11%	5%
Average Household Size	2.48	2.48	2.48	0%	0%
Median Household Income	-	\$63,076	\$72,494	-	15%
Ohio					
Population	11,536,504	11,805,053	11,955,872	2%	1%
Median Age	38.7	40.1	40.9	4%	2%
Households	4,603,435	4,729,729	4,798,373	3%	1%
Average Household Size	2.44	2.43	2.43	0%	0%
Median Household Income	-	\$54,966	\$61,801	-	12%

Source: Esri

POPULATION

New Albany's population has a higher proportion of kids in the age 5-19 range and adults in the 45-59 range than the comparison geographies. Mid- and later - career workers who often have earned skills and experience are more likely to live in New Albany, while developing workers are more likely to be drawn from the MSA overall.

2019 Population Distribution by Age



Source: Esri

Population by Age Cohort, 2019

Age	City of New Albany	Columbus, OH MSA	Ohio
0-4	5.75%	6.22%	5.69%
5-9	6.99%	6.33%	5.89%
10-14	9.09%	6.42%	6.13%
15-19	8.98%	6.55%	6.32%
20-24	5.28%	7.62%	6.64%
25-29	5.08%	7.61%	6.76%
30-34	4.03%	6.84%	6.22%
35-39	4.74%	6.85%	6.18%
40-44	6.05%	6.29%	5.81%
45-49	8.32%	6.36%	6.19%
50-54	9.08%	6.30%	6.47%
55-59	8.47%	6.55%	7.12%
60-64	5.99%	5.95%	6.83%
65-69	4.20%	4.86%	5.80%
70-74	3.40%	3.72%	4.53%
75-79	2.03%	2.39%	3.04%
80-84	1.15%	1.55%	2.08%
85+	1.36%	1.59%	2.30%
Total Age 18+	72.41%	77.37%	78.72%

Source: Esri

HOUSEHOLD INCOME

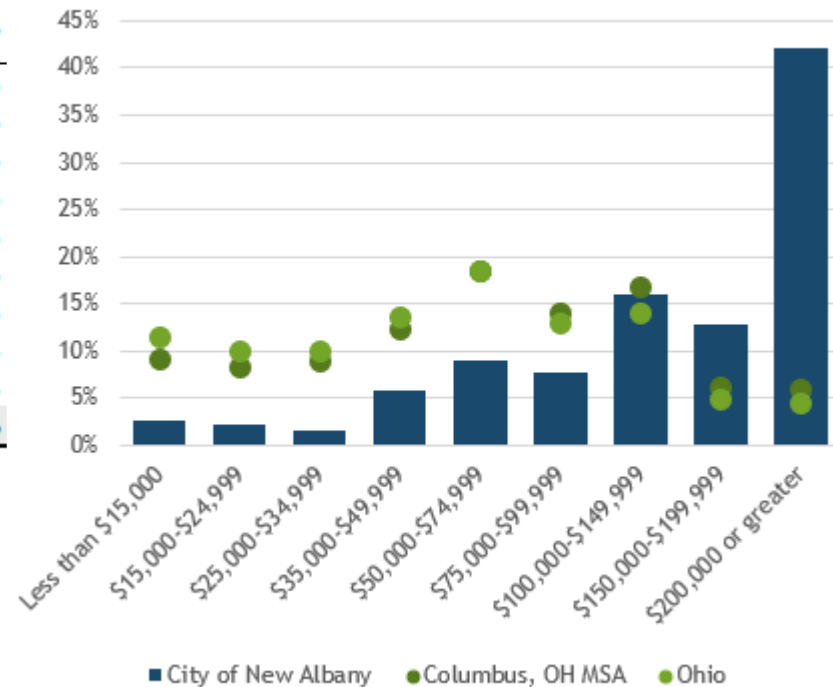
Household incomes are higher in the City of New Albany than the comparison geographies. Over 42% of households in New Albany have incomes of \$200,000 or greater. The MSA and state have a greater percentage of households with incomes below \$100,000 than New Albany.

Households by Income Cohort, 2019

Income Range	City of New Albany	Columbus, OH MSA	Ohio
Less than \$15,000	2.55%	9.10%	11.47%
\$15,000-\$24,999	2.14%	8.36%	9.87%
\$25,000-\$34,999	1.58%	8.95%	10.05%
\$35,000-\$49,999	5.74%	12.24%	13.62%
\$50,000-\$74,999	8.94%	18.40%	18.43%
\$75,000-\$99,999	7.82%	14.05%	13.03%
\$100,000-\$149,999	16.11%	16.65%	14.07%
\$150,000-\$199,999	12.92%	6.21%	4.96%
\$200,000 or greater	42.19%	6.02%	4.51%
2019 Median Household Income	\$166,580	\$63,076	\$54,966

Source: Esri

2019 Household Income Distribution



Source: Esri

EDUCATIONAL ATTAINMENT

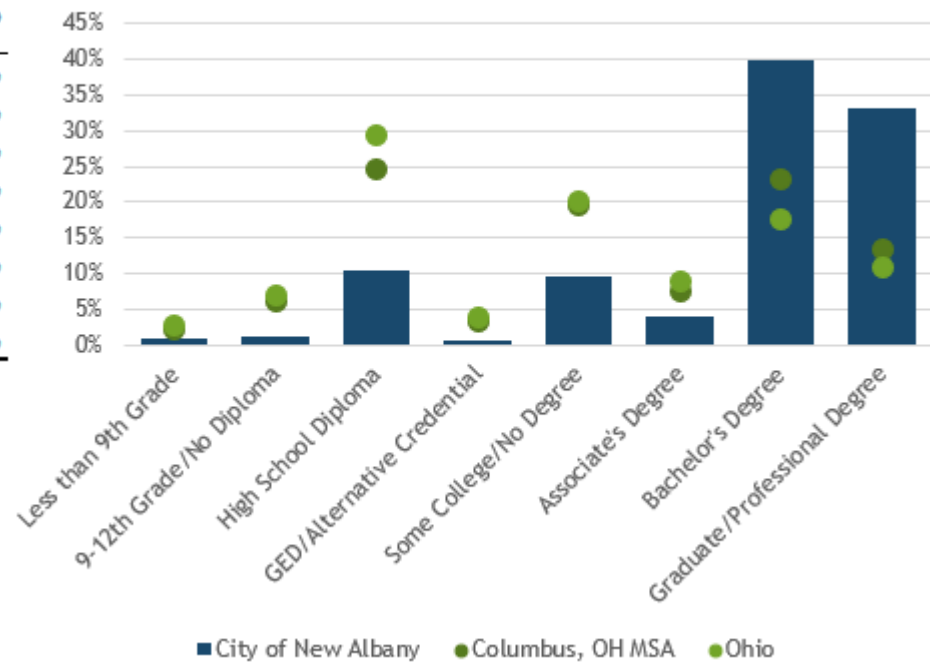
New Albany's residents are well educated – nearly 40.0% hold at least a Bachelor's degree. Over 33.0% have attained some form of a graduate or professional degree. This is compared to just over 23.0% of people in the MSA and nearly 18.0% of people in the state possessing a Bachelor's degree.

Educational Attainment, 2019

Education	City of New Albany	Columbus, OH MSA	Ohio
Less than 9th Grade	1.09%	2.32%	2.65%
9-12th Grade/No Diploma	1.25%	6.04%	6.84%
High School Diploma	10.54%	24.58%	29.30%
GED/Alternative Credential	0.54%	3.30%	3.90%
Some College/No Degree	9.74%	19.47%	20.04%
Associate's Degree	4.02%	7.64%	8.86%
Bachelor's Degree	39.72%	23.18%	17.51%
Graduate/Professional Degree	33.10%	13.47%	10.88%

Source: Esri

Educational Attainment of Population Age 25+, 2019



Source: Esri

RACE AND ETHNICITY

New Albany's racial distribution is similar to the comparison geographies, with the majority of residents identifying as white.

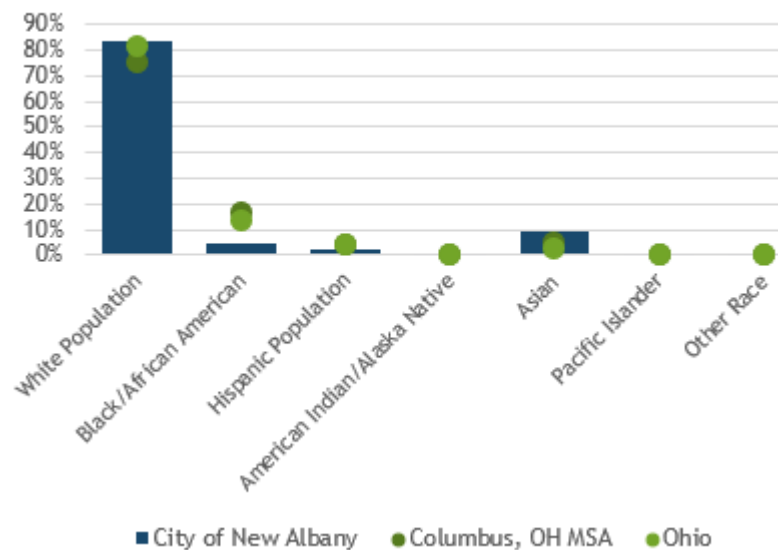
A smaller portion of New Albany's population identifies as Black/African American than the MSA and state, while a higher portion identifies as Asian.

Population by Race, 2019

Race	City of New Albany	Columbus, OH MSA	Ohio
White Population	83.51%	75.26%	81.59%
Black/African American	4.17%	16.61%	13.15%
Hispanic Population	2.39%	4.39%	4.02%
American Indian/Alaska Native	0.04%	0.21%	0.20%
Asian	9.56%	4.84%	2.53%
Pacific Islander	0.10%	0.05%	0.04%
Other Race	0.18%	0.19%	0.13%

Source: Esri

Population Distribution by Race, 2019



Source: Esri

COMMUTE PATTERNS

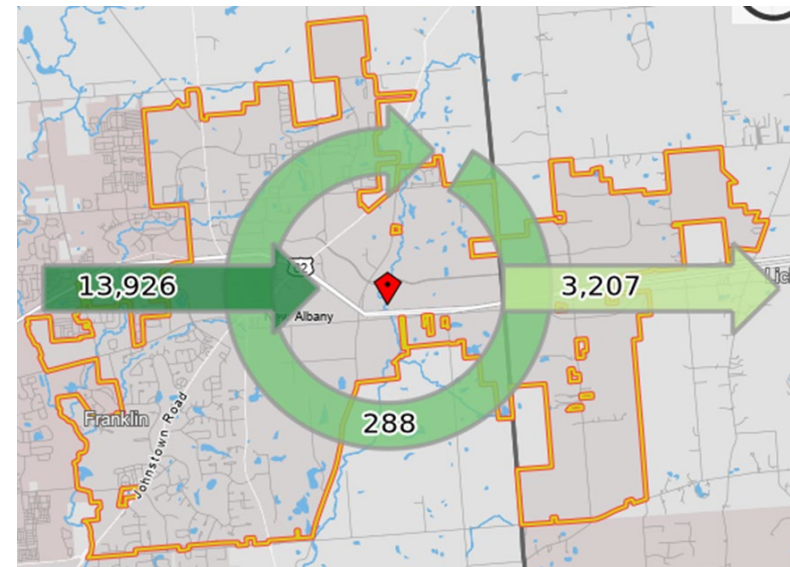
Of New Albany's workers, the majority (98%) commute into the city from other municipalities.

A small portion of New Albany's residents who work both live and work in the city (8.2%), while most resident workers (91.8%) commute out of the city to work.

City of New Albany Commuter Trends, 2017

	Count	Share
Employees		
Employed and Live in City	288	2.0%
In-Commuters	13,926	98.0%
Total	14,214	100%
Resident Workers		
Employed and Live in City	288	8.2%
Out-Commuters	3,207	91.8%
Total	3,495	100%

Source: U.S. Census OnTheMap



LABOR SHED

Most of New Albany's workers commute from within 10 to 24 miles to get to work (48.8%). This is followed by 33.1% of workers who commute less than 10 miles to get to work. The remainder commute from 25 to 50 miles (7.1%) or greater than 50 miles (11.0%).

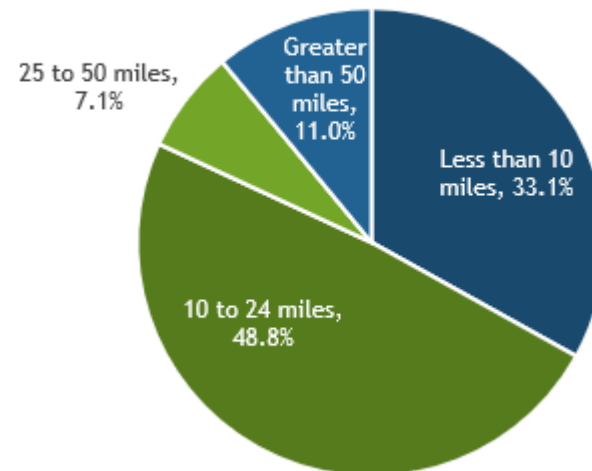
Most of New Albany's workers commute from west of the city. A sizable portion of workers commute to New Albany from Columbus (37.2%). Other top cities where New Albany's workers live include Newark, Reynoldsburg, Gahanna, and Westerville.

Where New Albany Workers Live, 2017

	<u>Count</u>	<u>Share</u>
Columbus city, OH	5,291	37.2%
Newark city, OH	480	3.4%
Reynoldsburg city, OH	414	2.9%
Gahanna city, OH	401	2.8%
Westerville city, OH	291	2.0%
New Albany city, OH	288	2.0%
Pataskala city, OH	230	1.6%
Upper Arlington city, OH	201	1.4%
Dublin city, OH	181	1.3%
Whitehall city, OH	125	0.9%
All Other Locations	6,312	44.4%

Source: U.S. Census OnTheMap

Commute Distance of New Albany's Workers, 2017

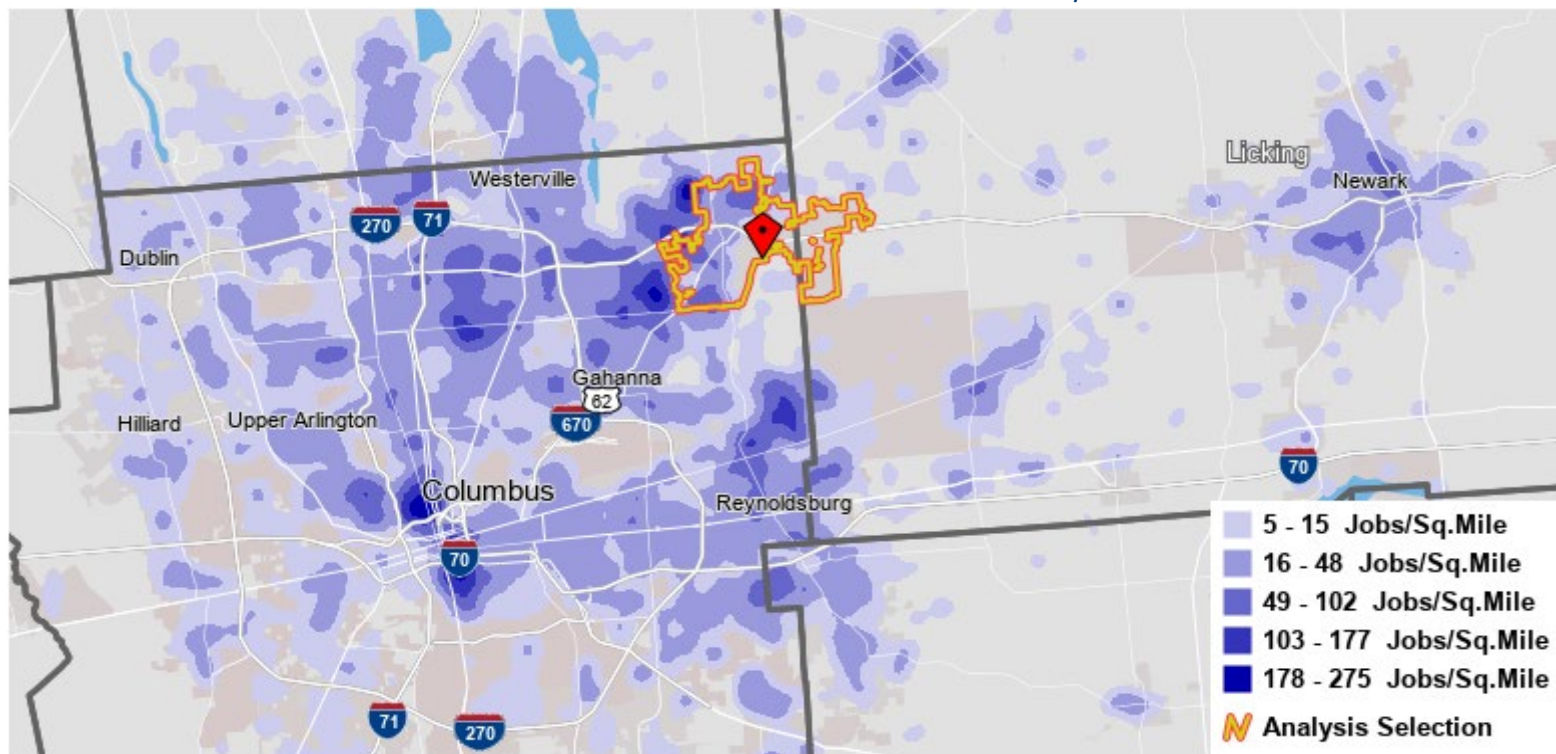


Source: U.S. Census OnTheMap

LABOR SHED

New Albany's economy is powered by a regional workforce drawn from the Columbus metro area and beyond. The Columbus MSA includes nearly 1.1 million workers.¹

PLACE OF RESIDENCE OF NEW ALBANY'S WORKERS, 2017



Source: U.S. Census OnTheMap

¹ Source: Federal Reserve Bank of St. Louis. Civilian Labor Force as of April 2020 is 1,068,761. Labor Force as of February 2020 was 1,116,485, the highest recorded.

ECONOMIC BASELINE ANALYSIS: INDUSTRY TREND ANALYSIS

Geographies Studied: Columbus MSA

Industry trends in the Columbus MSA are studied to uncover opportunities for New Albany to leverage regional strengths.

Companies report data under their primary NAICS code. As a result, when analyzing industry trends there can be misalignments between the industry data and the business functions that are occurring within a geography.

For example, manufacturing is recognized to be a key component to New Albany's economy. Many large companies, including Abercrombie & Fitch, have substantial manufacturing facilities within New Albany. Data for many of these companies is reported under Retail Trade, which does not accurately reflect the operations that are occurring specifically within the city. Therefore, employment in sectors such as Retail Trade is overstated while employment in Manufacturing is understated. Where relevant, connections between the data and a qualitative understanding of New Albany's industry makeup are made.

EMPLOYMENT BY SECTOR, 2-DIGIT NAICS

Based on 2019 employment, Government is the top sector in the MSA, accounting for over 16% of jobs. This includes state and local government employees and public-school jobs. The strength of this sector is unsurprising given the City of Columbus' location in the region. This sector is followed by Health Care and Social Assistance (13% of jobs), Retail Trade (9% of jobs), and Accommodation and Food Services (8% of jobs). Average earnings per job are nearly \$65,000.

Qualitatively, New Albany's economy includes large companies with functions in the Manufacturing, Finance and Insurance, Management of Companies and Enterprises, and Information sectors. Based on regional data, average earnings per job in these sectors are higher than the regional average of all jobs.

2019 Employment by Sector				
NAICS	Description	Columbus, OH MSA		
		Number	% of Total	Avg. Earnings
11	Agriculture, Forestry, Fishing and Hunting	5,085	0.4%	\$48,918
21	Mining, Quarrying, and Oil and Gas Extraction	891	0.1%	\$81,775
22	Utilities	4,551	0.4%	\$143,201
23	Construction	51,648	4.5%	\$68,860
31	Manufacturing	74,934	6.5%	\$79,889
42	Wholesale Trade	36,979	3.2%	\$80,275
44	Retail Trade	104,681	9.1%	\$36,867
48	Transportation and Warehousing	64,663	5.6%	\$65,005
51	Information	17,053	1.5%	\$90,764
52	Finance and Insurance	65,883	5.7%	\$100,438
53	Real Estate and Rental and Leasing	17,622	1.5%	\$60,311
54	Professional, Scientific, and Technical Services	69,340	6.0%	\$92,431
55	Management of Companies and Enterprises	37,493	3.3%	\$133,768
56	Administrative and Support and Waste Management and Remediation Services	77,962	6.8%	\$43,931
61	Educational Services	23,003	2.0%	\$40,814
62	Health Care and Social Assistance	148,904	13.0%	\$57,558
71	Arts, Entertainment, and Recreation	17,870	1.6%	\$34,246
72	Accommodation and Food Services	93,350	8.1%	\$22,542
81	Other Services (except Public Administration)	51,016	4.4%	\$37,007
90	Government	184,357	16.1%	\$79,902
99	Unclassified Industry	58	0.0%	\$43,145
Total		1,147,344	100%	\$64,908

Source: Emsi

NEW ALBANY INTERNATIONAL BUSINESS PARK

The business park is a driver of jobs for the region, with more than 15,000 jobs. By comparison, the City of New Albany is home to 10,745 residents.

Clusters are encouraged to grow and share knowledge in information technology (data centers) healthcare, manufacturing, corporate office, and beauty and personal care products development and manufacturing.

Companies such as Discover and Abercrombie and Fitch each contribute over 2,000 jobs to the city's economy.

BUSINESS PARK OCCUPANTS



CORPORATE OFFICE AND R&D

Abercrombie & Fitch / Aetna / American Regent (Luitpold Pharmaceuticals)
ATG Business Travel Mgt / Bob Evans / Commercial Vehicle Group / Homeside
Financial / iQor / Lane Bryant / Red Roof / State Farm
Insurance / Wallick Communities



PERSONAL CARE AND BEAUTY CAMPUS

Accel / Alene Candles / Amcor / Anomatic / Aromair Fine Fragrance / Axiom
Plastics / Bocchi / CCL / KDC|One / Mast Global – Bath & Bodyworks /
Onyx Packaging / Reike Packaging Systems / VeePak



INFORMATION TECHNOLOGY AND MISSION CRITICAL

AEP Data Center / AEP Mission Critical / AEP Transmissions / Amazon Web
Services / Discover Data Center / Facebook Data Center / Enova Data
Center / Nationwide Data Center / PCM / TJX Data Center



HIGH - TECH MANUFACTURING AND LOGISTICS

Abercrombie & Fitch / Accel / Axiom Plastics / Bocchi Labs / Exhibitpro /
KDC / Tri-Tech / Magnanni / Mast Global / Bath & Body Works



HEALTHCARE SERVICES DELIVERY

Mount Carmel Surgical Hospital / Central Ohio Surgical Institute / New Albany Health
Campus

HISTORIC EMPLOYMENT GROWTH BY SECTOR

The Columbus MSA has added nearly 86,000 jobs since 2014 (9%). Transportation and Warehousing and Health Care and Social Assistance are the top growing sectors by far, adding 17,620 and 17,289 jobs, respectively.

Historic Growth (2014-2019), 2-digit NAICS

NAICS	Description	Columbus, OH MSA			
		2014 Jobs	2019 Jobs	Change	% Change
11	Agriculture, Forestry, Fishing and Hunting	4,943	5,085	142	3%
21	Mining, Quarrying, and Oil and Gas Extraction	883	891	8	1%
22	Utilities	3,019	4,551	1,532	51%
23	Construction	42,983	51,648	8,666	20%
31	Manufacturing	71,244	74,934	3,690	5%
42	Wholesale Trade	36,157	36,979	822	2%
44	Retail Trade	105,563	104,681	(882)	-1%
48	Transportation and Warehousing	47,043	64,663	17,620	37%
51	Information	17,509	17,053	(456)	-3%
52	Finance and Insurance	58,802	65,883	7,081	12%
53	Real Estate and Rental and Leasing	15,078	17,622	2,544	17%
54	Professional, Scientific, and Technical Services	64,012	69,340	5,328	8%
55	Management of Companies and Enterprises	35,084	37,493	2,409	7%
56	Administrative and Support and Waste Management and Remediation Services	79,723	77,962	(1,761)	-2%
61	Educational Services	21,853	23,003	1,150	5%
62	Health Care and Social Assistance	131,615	148,904	17,289	13%
71	Arts, Entertainment, and Recreation	15,838	17,870	2,032	13%
72	Accommodation and Food Services	87,183	93,350	6,167	7%
81	Other Services (except Public Administration)	48,217	51,016	2,799	6%
90	Government	174,464	184,357	9,893	6%
99	Unclassified Industry	212	58	(154)	-73%
Total		1,061,423	1,147,344	85,921	8%

Source: Emsi

PROJECTED EMPLOYMENT GROWTH BY SECTOR

Before disruptions from the Novel Coronavirus pandemic, the number of jobs in the MSA were projected to increase by another 5% through 2024, with nearly all industries growing. Projected job losses were minimal, with Retail Trade being expected to shed the most jobs.

Projected Growth (2019-2024), 2-digit NAICS					
NAICS	Description	Columbus, OH MSA			
		2019 Jobs	2024 Jobs	Change	% Change
11	Agriculture, Forestry, Fishing and Hunting	5,085	5,458	373	7%
21	Mining, Quarrying, and Oil and Gas Extraction	891	1,030	138	16%
22	Utilities	4,551	4,884	333	7%
23	Construction	51,648	55,666	4,018	8%
31	Manufacturing	74,934	74,985	51	0%
42	Wholesale Trade	36,979	36,536	(443)	-1%
44	Retail Trade	104,681	100,245	(4,436)	-4%
48	Transportation and Warehousing	64,663	72,801	8,138	13%
51	Information	17,053	16,918	(135)	-1%
52	Finance and Insurance	65,883	68,888	3,005	5%
53	Real Estate and Rental and Leasing	17,622	18,456	834	5%
54	Professional, Scientific, and Technical Services	69,340	72,458	3,118	4%
55	Management of Companies and Enterprises	37,493	40,485	2,992	8%
56	Administrative and Support and Waste Management and Remediation Services	77,962	78,620	658	1%
61	Educational Services	23,003	23,639	635	3%
62	Health Care and Social Assistance	148,904	167,602	18,698	13%
71	Arts, Entertainment, and Recreation	17,870	19,402	1,532	9%
72	Accommodation and Food Services	93,350	98,203	4,853	5%
81	Other Services (except Public Administration)	51,016	53,091	2,075	4%
90	Government	184,357	190,686	6,329	3%
99	Unclassified Industry	58	30	(28)	-48%
Total		1,147,344	1,200,082	52,738	5%

Source: Emsi

SECTOR CONCENTRATION

Concentration (2019 Location Quotient), 2-Digit NAICS

NAICS	Description	% of Jobs	Columbus, OH MSA
55	Management of Companies and Enterprises	3.3%	2.26
48	Transportation and Warehousing	5.6%	1.51
52	Finance and Insurance	5.7%	1.43
22	Utilities	0.4%	1.17
56	Administrative and Support and Waste Management and Remediation Services	6.8%	1.09
90	Government	16.1%	1.08
62	Health Care and Social Assistance	13.0%	1.02
72	Accommodation and Food Services	8.1%	0.95
81	Other Services (except Public Administration)	4.4%	0.94
44	Retail Trade	9.1%	0.92
54	Professional, Scientific, and Technical Services	6.0%	0.92
53	Real Estate and Rental and Leasing	1.5%	0.90
71	Arts, Entertainment, and Recreation	1.6%	0.89
42	Wholesale Trade	3.2%	0.88
31	Manufacturing	6.5%	0.83
51	Information	1.5%	0.82
23	Construction	4.5%	0.79
61	Educational Services	2.0%	0.78
11	Agriculture, Forestry, Fishing and Hunting	0.4%	0.38
21	Mining, Quarrying, and Oil and Gas Extraction	0.1%	0.18
99	Unclassified Industry	0.0%	0.06

Source: Emsi

The MSA is most concentrated in Management of Companies and Enterprises, Transportation and Warehousing, and Finance and Insurance. This concentration aligns with New Albany's industry clusters.

Location Quotient

Location Quotient (LQ) is a measure of industry concentration, indicating how concentrated a certain sector is in a given area of study, relative to the nation. It can reveal what makes a region "unique" in comparison with the national average. A location quotient greater than 1 indicates that sector employment in the study area is more concentrated than it is at the national level.

SECTOR OUTPUT

Excluding Government, Finance and Insurance was the biggest contributor to the MSA's Gross Regional Product (GRP) in 2019 (12.6%). This is followed by Over the last five years, Finance and Insurance and Transportation and Warehousing saw the biggest dollar value change in GRP (excluding Government). On a percentage basis, Transportation and Warehousing has the biggest increase - 47% since 2014.

Gross Regional Product, 2-Digit NAICS							
Columbus, OH MSA							
NAICS	Description	2014 GRP	2014 % of Total	2019 GRP	2019 % of Total	2014-2019 Change	2014-2019 % Change
11	Agriculture, Forestry, Fishing and Hunting	\$594,355,481	0.5%	\$498,480,848	0.4%	(\$95,874,633)	-16%
21	Mining, Quarrying, and Oil and Gas Extraction	\$776,646,383	0.7%	\$527,731,888	0.4%	(\$248,914,495)	-32%
22	Utilities	\$1,607,805,825	1.4%	\$2,472,053,490	2.0%	\$864,247,665	54%
23	Construction	\$3,651,587,569	3.3%	\$5,150,661,935	4.1%	\$1,499,074,366	41%
31	Manufacturing	\$11,349,834,085	10.1%	\$12,983,614,804	10.4%	\$1,633,780,720	14%
42	Wholesale Trade	\$7,036,010,584	6.3%	\$8,407,642,100	6.7%	\$1,371,631,516	19%
44	Retail Trade	\$6,671,684,194	6.0%	\$7,262,440,091	5.8%	\$590,755,896	9%
48	Transportation and Warehousing	\$4,707,013,116	4.2%	\$6,936,702,918	5.5%	\$2,229,689,802	47%
51	Information	\$4,569,021,389	4.1%	\$4,927,291,670	3.9%	\$358,270,282	8%
52	Finance and Insurance	\$12,208,983,852	10.9%	\$15,778,502,635	12.6%	\$3,569,518,783	29%
53	Real Estate and Rental and Leasing	\$3,366,848,803	3.0%	\$4,212,485,802	3.4%	\$845,636,999	25%
54	Professional, Scientific, and Technical Services	\$7,938,122,789	7.1%	\$9,464,646,941	7.6%	\$1,526,524,151	19%
55	Management of Companies and Enterprises	\$4,763,938,553	4.3%	\$5,707,974,268	4.6%	\$944,035,715	20%
56	Administrative and Support and Waste Management and Remediation Services	\$4,040,709,771	3.6%	\$4,807,250,473	3.8%	\$766,540,702	19%
61	Educational Services	\$1,143,739,922	1.0%	\$1,217,630,095	1.0%	\$73,890,172	6%
62	Health Care and Social Assistance	\$8,325,576,790	7.4%	\$10,457,080,410	8.3%	\$2,131,503,620	26%
71	Arts, Entertainment, and Recreation	\$784,263,806	0.7%	\$1,103,548,694	0.9%	\$319,284,888	41%
72	Accommodation and Food Services	\$2,740,326,063	2.4%	\$3,532,728,310	2.8%	\$792,402,247	29%
81	Other Services (except Public Administration)	\$2,108,786,889	1.9%	\$2,603,625,851	2.1%	\$494,838,962	23%
90	Government	\$14,383,633,142	12.8%	\$17,255,165,483	13.8%	\$2,871,532,340	20%
99	Unclassified Industry	\$9,249,457,285	8.3%	Insf. Data	0.0%	-	-
Total		\$112,018,346,290	100.0%	\$125,307,258,704	100.0%	\$13,288,912,414	11.9%

Source: Emsi

*Gross Regional Product (GRP) is the GDP of the MSA. It is the sum of total industry earnings, taxes on production and imports, and profits, less subsidies.

INDUSTRY EMPLOYMENT – 4-DIGIT NAICS

The top industry at the 4-digit NAICS level is Restaurants and Other Eating Places. This is followed by state and local Education and Hospitals, which comprise the bulk of public employment. Six of the top 20 industries, including Management of Companies and Enterprises and Insurance Carrier, have earnings in excess of \$100,000.

Top Industries by 2019 Jobs, Columbus MSA, 4 Digit NAICS

NAICS	Description	2019 Avg. Earnings		Location	GRP
		Jobs	Per Job		
7225	Restaurants and Other Eating Places	77,536	\$21,294	1.03	\$2,621,721,486
9026	Education and Hospitals (State Government)	52,853	\$73,124	2.42	\$4,369,346,193
9036	Education and Hospitals (Local Government)	49,858	\$72,769	0.83	\$3,642,346,074
5511	Management of Companies and Enterprises	37,493	\$133,768	2.26	\$5,707,974,268
9039	Local Government, Excluding Education and Hospitals	35,762	\$80,827	0.89	\$3,189,819,619
6221	General Medical and Surgical Hospitals	34,169	\$67,390	1.04	\$2,813,759,120
5613	Employment Services	31,288	\$40,239	1.23	\$1,893,707,109
4931	Warehousing and Storage	26,280	\$51,392	3.18	\$1,498,228,551
9029	State Government, Excluding Education and Hospitals	25,497	\$104,012	1.62	\$3,496,668,084
5241	Insurance Carriers	22,297	\$105,308	2.37	\$6,380,227,123
6211	Offices of Physicians	19,765	\$124,524	1.05	\$2,798,553,608
5617	Services to Buildings and Dwellings	19,673	\$33,741	0.97	\$916,105,588
6216	Home Health Care Services	19,003	\$31,071	1.74	\$775,729,242
4451	Grocery Stores	17,568	\$31,012	0.93	\$853,908,917
5415	Computer Systems Design and Related Services	16,741	\$111,039	1.02	\$2,697,603,150
2382	Building Equipment Contractors	15,503	\$72,173	0.89	\$1,476,359,008
6241	Individual and Family Services	14,665	\$33,908	0.78	\$552,502,541
9011	Federal Government, Civilian	14,645	\$105,104	0.73	\$2,102,402,354
4841	General Freight Trucking	12,896	\$66,171	1.48	\$1,439,644,775
5242	Agencies, Brokerages, and Other Insurance Related Activities	12,364	\$80,706	1.17	\$1,981,792,140

Source: Emsi

INDUSTRY CONCENTRATION

Top Concentrated 4-Digit Industries, Columbus MSA		
NAICS	Description	2019 LQ
4812	Nonscheduled Air Transportation	12.16
3255	Paint, Coating, and Adhesive Manufacturing	4.52
3253	Pesticide, Fertilizer, and Other Agricultural Chemical Manufact	4.06
5223	Activities Related to Credit Intermediation	4.04
3279	Other Nonmetallic Mineral Product Manufacturing	3.59
3361	Motor Vehicle Manufacturing	3.29
4931	Warehousing and Storage	3.18
2212	Natural Gas Distribution	3.09
4542	Vending Machine Operators	2.74
3271	Clay Product and Refractory Manufacturing	2.53
9026	Education and Hospitals (State Government)	2.42
3115	Dairy Product Manufacturing	2.39
5241	Insurance Carriers	2.37
3324	Boiler, Tank, and Shipping Container Manufacturing	2.29
5511	Management of Companies and Enterprises	2.26
3312	Steel Product Manufacturing from Purchased Steel	2.15
4889	Other Support Activities for Transportation	2.08
3363	Motor Vehicle Parts Manufacturing	2.01
3272	Glass and Glass Product Manufacturing	1.98
4541	Electronic Shopping and Mail-Order Houses	1.98

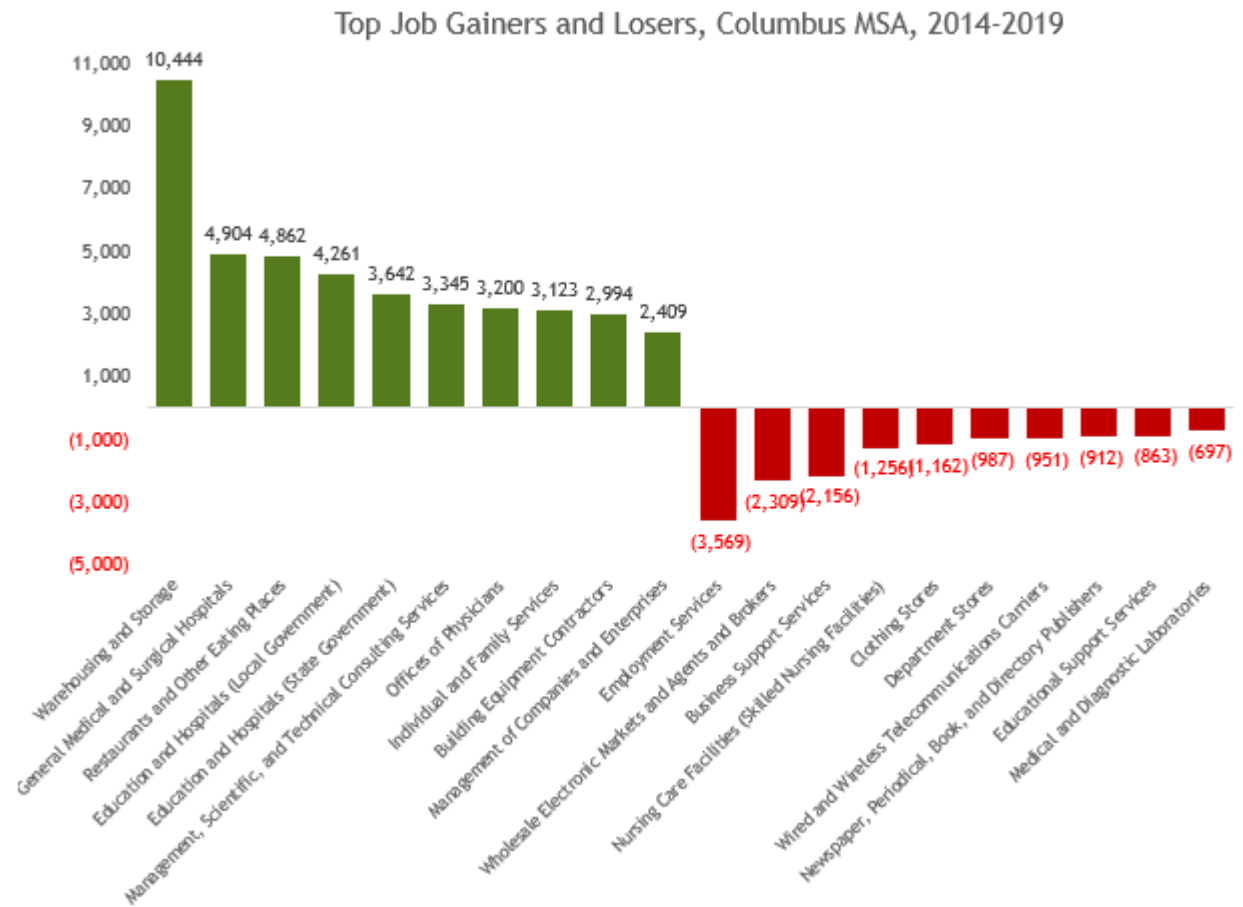
Source: Emsi

Nonscheduled Air Transportation is the top concentrated industry, with an LQ of 12.16. This includes freight and chartered passenger flights, for example for executive use. New Albany's manufacturers and corporate headquarters create demand for this industry. Warehousing and Storage, Insurance Carriers, and Management of Companies and Enterprises – some of the top industries by job count – are also concentrated in the region.

INDUSTRY JOB CHANGE

Since 2014, Warehousing and Storage has added the most jobs, adding 10,444. This is followed by General Medical and Surgical Hospitals (4,904).

Management of Companies and Enterprises has also continued to grow, adding 2,409 jobs over this period.



Source: Emsi

JOB POSTINGS BY INDUSTRY

In 2019, there were the most job postings in the Administrative and Support and Waste Management and Remediation industry. Management of Companies and Enterprises had the least job postings indicating that this sector, which is a jobs driver for the region, has low turnover.

Job Postings by Industry, Columbus MSA, 2019

Industry	Unique Postings
Administrative and Support and Waste Management and Remediation Services	92,816
Transportation and Warehousing	64,095
Retail Trade	59,010
Professional, Scientific, and Technical Services	56,020
Health Care and Social Assistance	42,774
Accommodation and Food Services	30,767
Finance and Insurance	30,331
Manufacturing	23,816
Information	15,865
Educational Services	12,787
Construction	12,208
Wholesale Trade	11,865
Other Services (except Public Administration)	10,334
Real Estate and Rental and Leasing	9,680
Public Administration	7,366
Arts, Entertainment, and Recreation	2,301
Utilities	2,164
Mining, Quarrying, and Oil and Gas Extraction	709
Agriculture, Forestry, Fishing and Hunting	672
Management of Companies and Enterprises	647

Source: Emsi

JOB POSTINGS BY LOCATION

The City of New Albany had the eleventh highest number of job postings in 2019 among cities in the MSA. Of the companies with the most job postings* over that year, two were in New Albany.

Top Cities by Number of Job Postings, 2019

City	Unique Postings
Columbus, OH	256,414
Dublin, OH	30,431
Westerville, OH	14,783
Grove City, OH	12,269
Hilliard, OH	10,282
Lancaster, OH	9,571
Reynoldsburg, OH	9,444
Delaware, OH	9,227
Marysville, OH	9,026
Newark, OH	8,926
New Albany, OH	8,025

Source: Emsi

*A "unique" job posting indicates that a job will be filled. It eliminates duplicated postings, for example because of multiple publication sources or repeated advertising of the same job because it is not yet filled.

Companies With the Most Job Postings, Columbus MSA, 2019

Company	Unique Postings
CRST International, Inc.	6,658
Ohiohealth Corporation	6,003
The Ohio State University	5,772
JPMorgan Chase & Co.	5,770
Hogan Transports Inc	5,168
Aerotek, Inc.	3,698
Giant Eagle, Inc.	3,683
Anthem, Inc.	3,629
HealthCare Employment Network	3,431
Nationwide Children's Hospital	3,240
Oracle Corporation	3,147
Huntington Bancshares Incorporated	2,914
Robert Half International Inc.	2,882
Trinity Health Corporation	2,642
Cardinal Health, Inc.	2,295
Bob Evans Farms, Inc.	2,162
Fedex Corporation	2,100
Assurance	2,077
Teach For America, Inc.	2,023
Care.com, Inc.	1,969
Creative Financial Staffing LLC	1,862
U.S. Xpress, Inc.	1,756
Roehl Transport, Inc.	1,739
Wal-Mart, Inc.	1,644
State of Ohio	1,639

Source: Emsi

*Companies in bold are located in New Albany.

INNOVATION – VENTURE CAPITAL INVESTMENT

Since 2014, 10 companies in the City of New Albany have received VC funding through 14 completed deals. Total capital invested through these deals is approximately \$13.59 million. This represents 4% of the 348 deals and 1% of the nearly \$1.3 billion in investment in the MSA over this time.

Companies receiving VC funding include:

- Cube4
- Gungenics
- Knox Energy
- Myonex Therapeutics
- Ohio Crafted Malt House
- Optimized Care Network
- PTS Physicians
- Revolution Experiment
- RoamHR

Completed VC Deals

Year	New Albany		Columbus MSA	
	Deals (#)	Capital Invested (\$m)	Deals (#)	Capital Invested (\$m)
2019	2	4.41	71	582.87
2018	0	0.00	60	370.26
2017	1	2.50	75	104.23
2016	3	0.51	60	69.41
2015	1	0.12	41	81.39
2014	7	6.05	41	63.83
Total	14	13.59	348	1,271.99

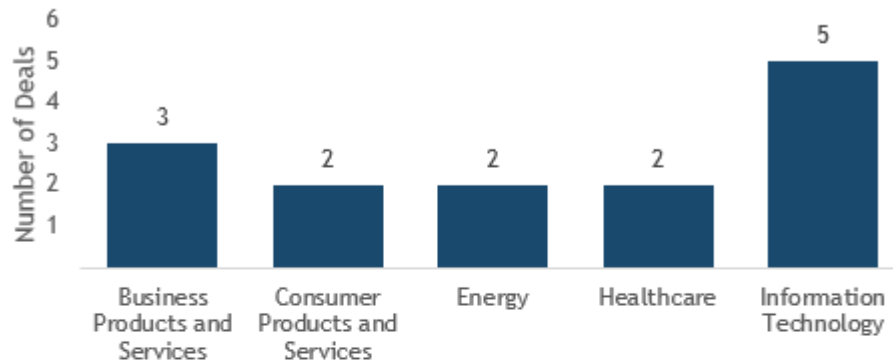
Source: Pitchbook

Venture Capital

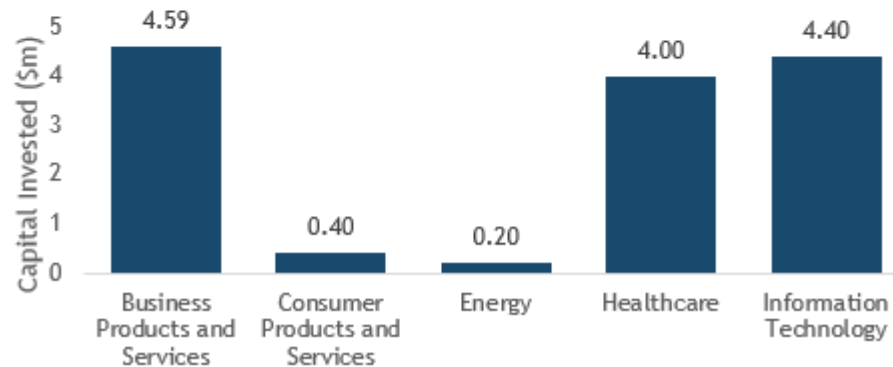
Venture capital (VC) investment can be used as a proxy for innovation within a geography. Venture capital investments transform innovation into economic growth by providing funding to grow companies and therefore grow the economy.

INNOVATION – VENTURE CAPITAL INVESTMENT

VC Deals by Industry, City of New Albany, 2014-2019



VC Deals by Industry, City of New Albany, 2014-2019



Source: Pitchbook

Over the 2014-2019 period, five of the 14 VC deals occurred in the Information Technology industry. Companies in the Business Products and Services Industry received the most capital (\$4.59 million) through VC deals. This was followed by the Information Technology Industry with \$4.4 million raised.

ECONOMIC BASELINE ANALYSIS: WORKFORCE AND SKILLS ANALYSIS

Geographies Studied: Columbus MSA

New Albany's employers are competing for talent across a regional labor shed. Therefore, this is analyzed at the regional level.

The purpose of the workforce analysis is to provide a baseline of understanding of New Albany's regional labor pool. This analysis presents the information for the labor pool as a whole; more detailed cluster-specific workforce and skills information is included in the *Industry Cluster Analysis* section of this report.

OCCUPATIONS BY 2-DIGIT SOC

16% of jobs in the MSA are Office and Administrative Support. This is a broad category of workers in industries such as finance, customer service, freight and delivery, production support, and healthcare.

This is followed by Sales and Related Occupations, which comprise 9% of jobs in the MSA.

Food Preparation and Serving as well as Transportation and Material Moving Occupations each make up 8% of the MSA's jobs.

Occupations by 2-Digit SOC, 2019

SOC	Description	Columbus MSA	
		Jobs	% of Total
43-0000	Office and Administrative Support Occupations	184,478	16%
41-0000	Sales and Related Occupations	101,735	9%
35-0000	Food Preparation and Serving Related Occupations	96,629	8%
53-0000	Transportation and Material Moving Occupations	90,795	8%
13-0000	Business and Financial Operations Occupations	75,485	7%
25-0000	Education, Training, and Library Occupations	68,105	6%
29-0000	Healthcare Practitioners and Technical Occupations	67,496	6%
11-0000	Management Occupations	58,955	5%
51-0000	Production Occupations	57,006	5%
15-0000	Computer and Mathematical Occupations	44,333	4%
49-0000	Installation, Maintenance, and Repair Occupations	41,634	4%
39-0000	Personal Care and Service Occupations	39,798	3%
47-0000	Construction and Extraction Occupations	39,270	3%
37-0000	Building and Grounds Cleaning and Maintenance Occupations	38,297	3%
31-0000	Healthcare Support Occupations	37,137	3%
33-0000	Protective Service Occupations	24,842	2%
17-0000	Architecture and Engineering Occupations	19,807	2%
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	19,082	2%
21-0000	Community and Social Service Occupations	18,718	2%
23-0000	Legal Occupations	9,648	1%
19-0000	Life, Physical, and Social Science Occupations	8,183	1%
45-0000	Farming, Fishing, and Forestry Occupations	3,086	0%
55-0000	Military-only occupations	2,826	0%
Total		1,147,344	100%

Source: Emsi

OCCUPATIONS BY 6-DIGIT SOC

The top occupations in the MSA require minimal experience. These occupations, including Food Preparation, Laborers, and Retail Salespersons, do not require work experience and very few require a high school diploma. Registered Nurses is the only top occupation in the MSA requiring a Bachelor's degree.

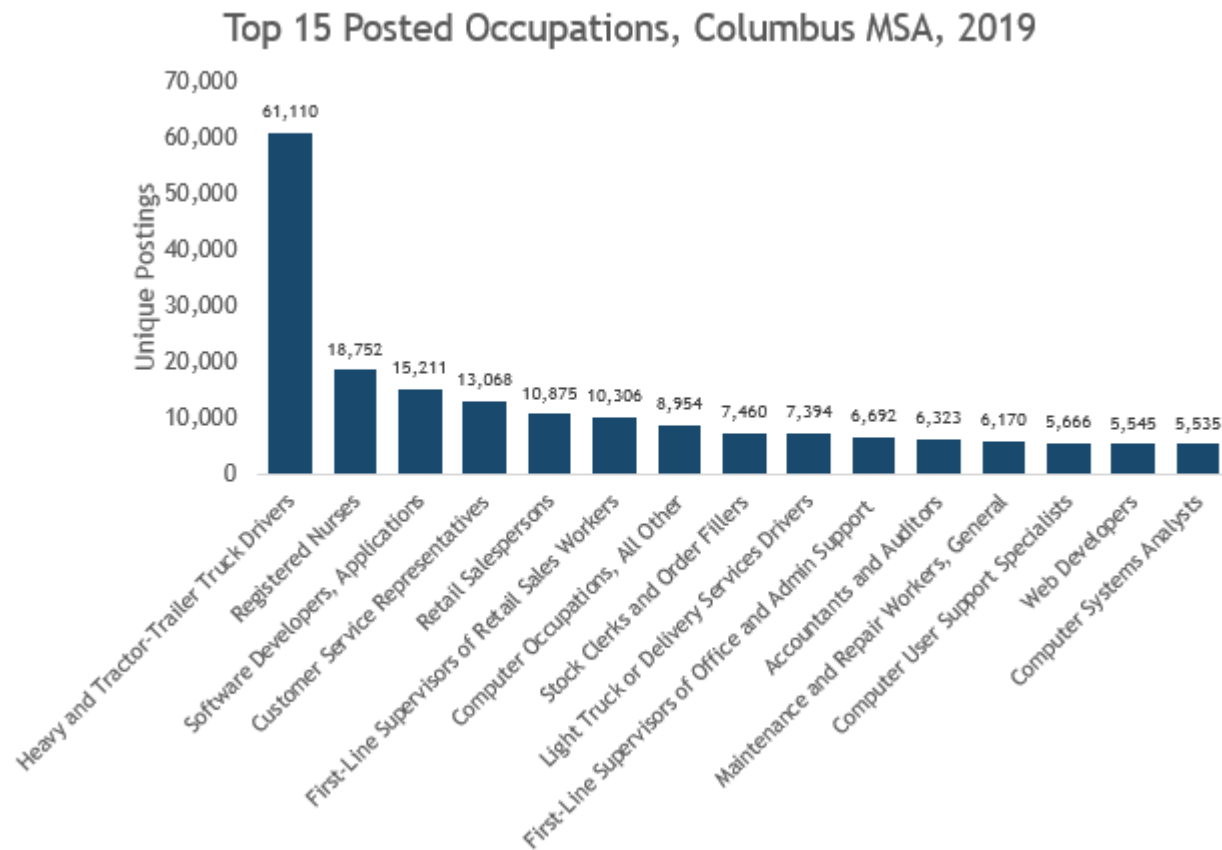
Top 10 6-Digit SOC Occupations, Columbus MSA, 2019

SOC	Description	2019 Jobs	Median Annual Earnings	Typical Entry Level Education	Work Experience Required	Typical On-The-Job Training
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	30,964	\$19,898.28	No formal educational credential	None	Short-term on-the-job training
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	29,774	\$28,986.36	No formal educational credential	None	Short-term on-the-job training
41-2031	Retail Salespersons	27,733	\$23,165.04	No formal educational credential	None	Short-term on-the-job training
43-4051	Customer Service Representatives	27,072	\$34,654.09	High school diploma or equivalent	None	Short-term on-the-job training
29-1141	Registered Nurses	24,464	\$63,212.29	Bachelor's degree	None	None
43-9061	Office Clerks, General	24,301	\$35,767.51	High school diploma or equivalent	None	Short-term on-the-job training
35-3031	Waiters and Waitresses	21,621	\$20,270.55	No formal educational credential	None	Short-term on-the-job training
41-2011	Cashiers	19,411	\$20,920.82	No formal educational credential	None	Short-term on-the-job training
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	18,356	\$26,735.11	No formal educational credential	None	Short-term on-the-job training
43-5081	Stock Clerks and Order Fillers	16,026	\$26,569.95	High school diploma or equivalent	None	Short-term on-the-job training

Source: Emsi

TOP POSTED OCCUPATIONS

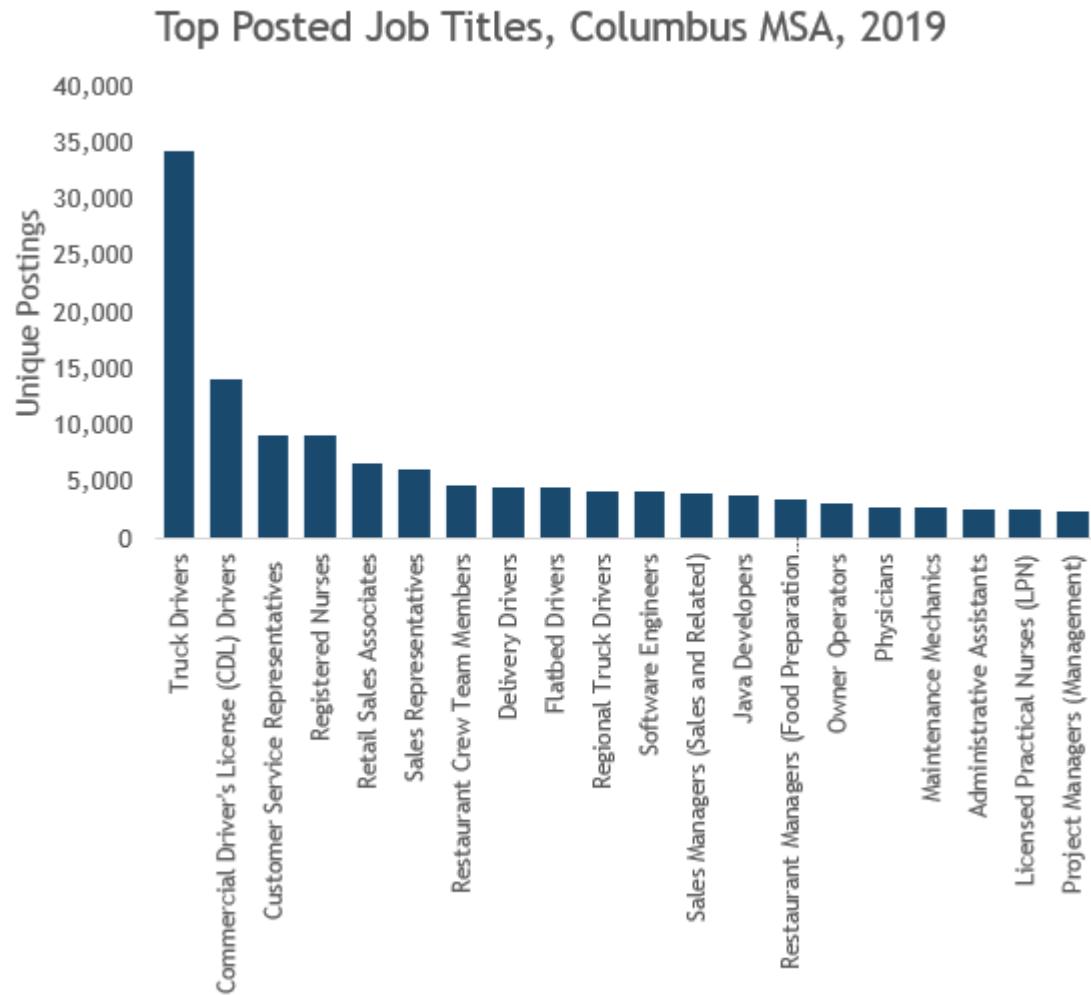
Most 2019 job postings in the Columbus MSA were recruiting for Heavy and Tractor-Trailer Truck Drivers and Registered Nurses.



Source: Emsi

TOP POSTED JOB TITLES

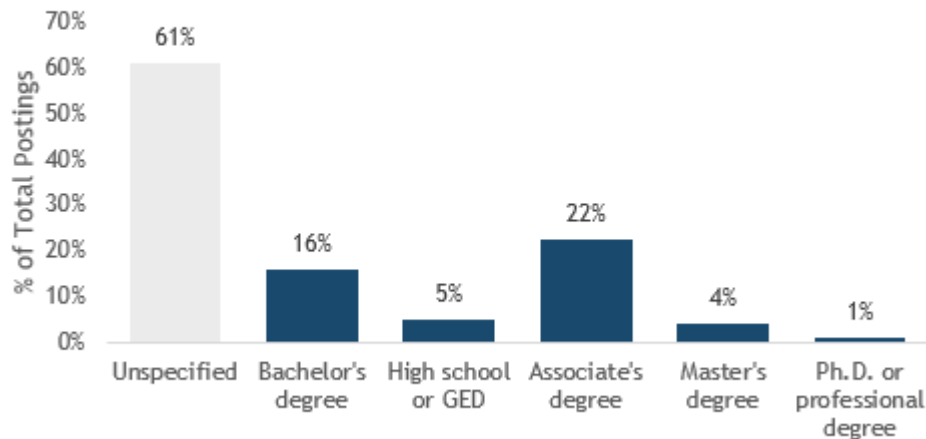
Truck Drivers were the top posted roles in 2019 by far, with over twice as many more unique postings than Commercial Driver's License (CDL) Drivers and Customer Service Representatives, the next two most popular roles.



Source: Emsi

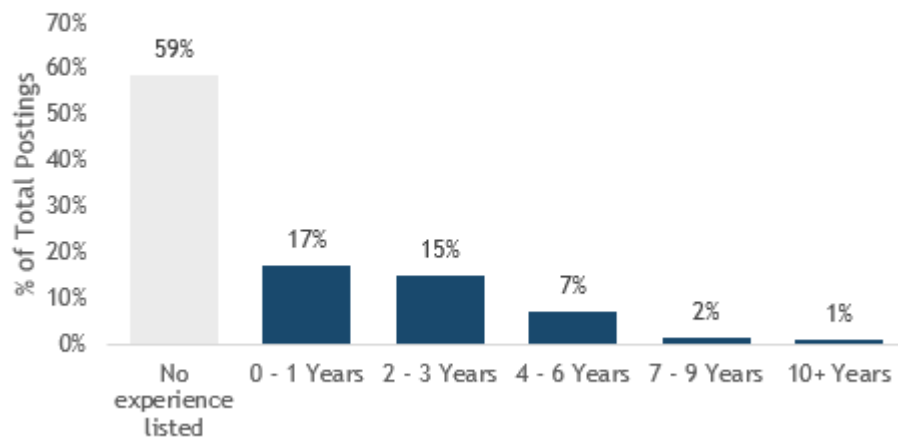
EDUCATION AND SKILL REQUIREMENTS

Education Requirements in Job Postings,
Columbus MSA, 2019



Source: Emsi

Work Experience Requirements in Job
Postings, Columbus MSA, 2019



Source: Emsi

Where specified, an Associates' degree is the most common education credential specified by job postings, occurring in 22% of postings. Most job postings (17%) require 0-1 years of experience.

IN-DEMAND HARD SKILLS

Selling Techniques and Merchandising appear most frequently in postings for jobs in the MSA. Other skills being requested most frequently in Columbus MSA job postings include Restaurant Operation, Auditing, Accounting, and Warehousing.

**Top 15 Hard Skills Listed in Job Postings, 2019
Columbus MSA**

Skill	Frequency in Postings
Selling Techniques	5%
Merchandising	5%
Restaurant Operation	4%
Auditing	4%
Accounting	4%
Warehousing	4%
Nursing	4%
Agile Software Development	3%
SQL (Programming Language)	3%
Customer Experience	3%
Customer Satisfaction	3%
Customer Relationship Management	3%
Flatbed Truck Operation	2%
Cardiopulmonary Resuscitation (CPR)	2%
Automation	2%

Source: Emsi

IN-DEMAND COMMON SKILLS

The common skills most frequently sought by employers in the MSA include Communications, Management, Customer Service, Sales, and Leadership.

**Top 15 Common Skills Listed in Job Postings, 2019
Columbus MSA**

Skill	Frequency in Postings
Communications	25%
Management	19%
Customer Service	19%
Sales	18%
Leadership	13%
Operations	12%
Problem Solving	9%
Detail Oriented	9%
Presentations	7%
Valid Driver's License	7%
Written Communication	6%
Interpersonal Communications	6%
Microsoft Excel	6%
Microsoft Office	5%
Innovation	5%

Source: Emsi

IN-DEMAND JOB QUALIFICATIONS

A Commercial Driver's License (CDL) is the most common qualification that appears in job postings. This appears in more than eight times the postings than Licensed Practical Nurse and Master of Business Administration (MBA), the next most common qualifications.

Top Qualifications listed in Job Postings, 2019
Columbus MSA

Qualification	Postings with Qualification
Commercial Driver's License (CDL)	47,408
Licensed Practical Nurse	5,467
Master Of Business Administration (MBA)	4,186
Certified Nursing Assistant	2,955
Bachelor of Science in Nursing (BSN)	2,752
Nurse Practitioner	2,583
Transportation Worker Identification Credential	2,361
Hazmat Endorsement	2,351
Project Management Professional Certification	1,789
Certified Public Accountant	1,744
Automotive Service Excellence (ASE) Certification	1,566
Tanker Endorsement	1,539
Certified Information Systems Security Professio	1,362
Associates Degree In Nursing	1,315
CDL Class B License	1,211

Source: Emsi

CHAPTER 3: ECONOMIC DRIVERS INVENTORY

BUSINESS DEVELOPMENT AND PRIVATE SECTOR INVESTMENTS

New Albany has created an environment that is supportive of businesses. The city has become a place where businesses want to locate and to grow. In a regional context, private sector investment has been increasing. Gross regional product (GRP), which can be used to illustrate investment, has increased by 11% in the Columbus MSA's private sector over the five-year period from 2014-2019.

Gross Regional Product, Columbus MSA						
	<u>2014</u>		<u>2019</u>		<u>2014-2019</u>	<u>2014-2019</u>
	GRP	% of Total	GRP	% of Total	Change	% Change
Public Sector*	\$14,383,633,142	13%	\$17,255,165,483	14%	\$2,871,532,340	20%
Private Sector	\$97,634,713,148	87%	\$108,052,093,222	86%	\$10,417,380,074	11%
Total	\$112,018,346,290		\$125,307,258,704		\$13,288,912,414	12%

Source: Emsi

*Public sector refers to NAICS 90: Government. All other sectors are classified as private.

Within the private sector, the Finance and Insurance sector has experienced the largest dollar value increase in GRP over this five-year period. This is followed by the Transportation and Warehousing and the Health Care and Social Assistance sectors. Companies like Nationwide and Discover, which located their data centers in New Albany, contribute to the strong regional GRP of the Finance and Insurance sector and demonstrate the city's, as well as the region's, ability to support multiple functions within a specific industry sector.

The Government sector includes federal and state and local governments, as well as school districts and publicly-owned hospitals.

Private Sector GRP, Columbus MSA, 2019, Sorted by Size of Contribution in 2019

NAICS	Description	2014 GRP	2019 GRP	2014-2019 Change	2014-2019 % Change
52	Finance and Insurance	\$12,208,983,852	\$15,778,502,635	\$3,569,518,783	29%
31	Manufacturing	\$11,349,834,085	\$12,983,614,804	\$1,633,780,720	14%
62	Health Care and Social Assistance	\$8,325,576,790	\$10,457,080,410	\$2,131,503,620	26%
54	Professional, Scientific, and Technical Services	\$7,938,122,789	\$9,464,646,941	\$1,526,524,151	19%
42	Wholesale Trade	\$7,036,010,584	\$8,407,642,100	\$1,371,631,516	19%
44	Retail Trade	\$6,671,684,194	\$7,262,440,091	\$590,755,896	9%
48	Transportation and Warehousing	\$4,707,013,116	\$6,936,702,918	\$2,229,689,802	47%
55	Management of Companies and Enterprises	\$4,763,938,553	\$5,707,974,268	\$944,035,715	20%
23	Construction	\$3,651,587,569	\$5,150,661,935	\$1,499,074,366	41%
51	Information	\$4,569,021,389	\$4,927,291,670	\$358,270,282	8%
56	Administrative and Support and Waste Management and Remediation Services	\$4,040,709,771	\$4,807,250,473	\$766,540,702	19%
53	Real Estate and Rental and Leasing	\$3,366,848,803	\$4,212,485,802	\$845,636,999	25%
72	Accommodation and Food Services	\$2,740,326,063	\$3,532,728,310	\$792,402,247	29%
81	Other Services (except Public Administration)	\$2,108,786,889	\$2,603,625,851	\$494,838,962	23%
22	Utilities	\$1,607,805,825	\$2,472,053,490	\$864,247,665	54%
61	Educational Services	\$1,143,739,922	\$1,217,630,095	\$73,890,172	6%
71	Arts, Entertainment, and Recreation	\$784,263,806	\$1,103,548,694	\$319,284,888	41%
21	Mining, Quarrying, and Oil and Gas Extraction	\$776,646,383	\$527,731,888	(\$248,914,495)	-32%
11	Agriculture, Forestry, Fishing and Hunting	\$594,355,481	\$498,480,848	(\$95,874,633)	-16%

Source: Emsi

Looking Ahead

The Industry Cluster Analysis provides detail of the existing major sectors for the City of New Albany as of 2020. Emerging opportunities for the near-term and longer-term planning for new sectors are recommended based on several factors, including the contribution of the sector, such as Professional, Scientific, and Technical Services, to the regional GRP. This includes subsectors growing in importance, such as the Logistics component of Transportation and Warehousing.

LAND USE, STRATEGIC AND MASTER PLANNING, AND CITY GROWTH

The City of New Albany adopted its first strategic plan in 1996, and has updated it every five years, using it as a tool to communicate and listen as well as a strategy for managing growth. The strategic plan encompasses the entire city, including the Business Park. *Engage New Albany*, the 2020 update, is being prepared at the same time as this *Economic Development Plan Update*. The original four pillars continue to inform the city's vision:

Lifelong Learning	Arts and Culture
Health and Wellness	Environmental Sustainability

A strategic plan prioritizes community needs, provides a direct forum for residents and businesses to talk with each other as well as with city leadership and staff. It creates greater certainty for new and existing businesses, organizations, residents, and service providers such as the school district. A well designed process will:

- ◆ Create regular forums where residents and businesses take a role in creating the community's future and directing growth;
- ◆ Provide broad direction and guidelines for those looking to build or grow in a community, communicating desired goals, values, and outcomes as well as design and land use. This helps the builder/developer to "get it right the first time;"
- ◆ Help to secure funding, such as grants, by demonstrating local commitment and support for a project; and
- ◆ Enable a community to say no to growth it does not want, in an objective, consistent, and defensible manner.

The process can improve communication about how growth is likely to affect community life, transforming the discussion from abstract

worries to concrete impacts on specific neighborhoods. For example, reports from the public engagement portion of the *Engage New Albany* Plan reflect discussion of very specific concerns and suggestions, such as improved transportation to bypass the Village Center for vehicles not stopping. This can be compared with stakeholders only expressing a generalized concern that traffic on Route 161 causes local congestion.

ENGAGE NEW ALBANY AND THE STRATEGIC PLAN APPROACH

Plans don't "sit on a shelf" in New Albany, and are actively used to guide decisions. The city's periodic update process is a critical element for plan success, preventing initiatives from becoming stale as the community evolves, and bringing in new ideas from residents, businesses, and advisors. Ten basic principals inform all of the plans:

The Strategic Plan's Ten Cornerstones

1. A Compelling Environment
2. An Exciting Destination
3. People Take Precedence
4. Connected Community
5. Carefully Considered
6. A Commitment to Quality
7. Recognizable Community
8. Comprehensive Sustainability
9. Collaborate Growth
10. Accessible Participation

The City of New Albany has developed individual strategies for geographic areas including the Village Center and the Rose Run Greenway Corridor. There are also well developed strategies for specific initiatives and resources such as the bicycle and leisure trails, parks, and economic and industry growth, which is updated in this report.

As described in the Community Open House held July 9, 2020,² the current *Engage New Albany* strategic plan will:

- ◆ Guide future land use, infrastructure, and development patterns;
- ◆ Coordinate physical planning needs, goals, and policies;
- ◆ Guide city policy, allocation of resources, and investment in the city; and
- ◆ Establish expectations for community character, site planning, architecture, and overall quality of development.

CITY GEOGRAPHIC GROWTH

All of the development, both residential and commercial, throughout the city is directed by careful planning, particularly for water and sewer infrastructure availability. The city is surrounded by unincorporated parcels and annexes approximately 100 acres per year through a regular process that lets the community grow where there is, or will be, supporting infrastructure. The City of New Albany purchases water and sewer services through an exclusive long-term master agreement with the City of Columbus. The boundaries for future water and sewer

infrastructure growth are determined through this agreement and the plan, referred to as the Columbus 208 Plan, is approved by the Ohio EPA.

Supporting infrastructure also includes schools, roads, and fiber-optic communications. With the formation of the New Albany Community Authority (NACA), one of the primary funding priorities was to ensure local public schools would be competitive enough to appeal to the new businesses considering locating in New Albany, and education capacity continues to be important to ongoing planning. A history of NACA and its objectives is provided in more detail below under “The Business Environment and Economic Development Funding – The Economic Development Fund.”

As an economic driver, “careful, deliberate planning” is subtle; its absence is cited as a drag on attracting desired commercial and residential development more often than it is celebrated as a reason for business and civic success.

It is, literally, the groundwork that, because it’s in place, has allowed other factors such as the talented workforce and innovation assets to be at the forefront.

² Slide deck available online at <https://documentcloud.adobe.com/link/track?uri=urn:aaid:scds:US:8a052069-36a2-40d3-910e-c5786746ce8e#pageNum=3>, Accessed 9/21/20

THE NEW ALBANY COMPANY PARTNERSHIP

The New Albany Company (NACo) provides a competitive advantage when competing for potential businesses. Success stems from both its relationship with the city, and its carefully designed master plan.

The NACo is a real estate development company created in the 1980s to implement a master plan developed by nationally acclaimed land planners, architects and landscape architects. The goal of the NACo master plan was to build a unique community unlike typical housing developments or subdivisions.

To date, the NACo master plan includes approximately 10,000 acres – of which 75% has been sold and developed. The NACo is a legacy developer and plays a large role in the philanthropic and civic success of the community.

NEW ALBANY INTERNATIONAL BUSINESS PARK PLANNING

The Business Park is governed by the city's strategic plan and includes an additional layer of master planning guidelines developed by NACo. The NACo master plan includes specific land use recommendations, infrastructure placement, transportation access, and is complimentary with the city's strategic plans.

Both the city strategic plan and the NACo master plan establish consistent recommendations and requirements for design criteria for commercial and residential uses and for common facilities such as signs, lighting, and recreational trails. The recommendations in both the city strategic plan and the NACo master plan are consistent throughout the community, resulting in a high quality and unique environment for commercial and industrial development. The core

community attributes are consistent throughout and knit the community together.

The Business Park's detailed level of planning is a major competitive advantage when working with potential businesses because it can shorten the time from first look by a business to operation in a finished building. The New Albany Company remains the majority landowner, although it does not own 100% of the ground available for development.

Six Fortune 500 companies are located in the Business Park, and together with other companies (including some suppliers) provided approximately 15,707 jobs in 2019.³ New Albany continues to attract new businesses, and parcels remain available.

Business Park Master Plan

Core Community Attributes

- ◆ Pedestrian-friendly
- ◆ Connectivity
- ◆ Mixed use and diversity
- ◆ Versatile residential choices
- ◆ Quality architecture
- ◆ Traditional neighborhoods
- ◆ Sustainability
- ◆ Quality of life

³ See the *Economic Baseline*, "New Albany's Business Park" above for details.

THE BUSINESS ENVIRONMENT AND ECONOMIC DEVELOPMENT FUNDING

This economic driver is not just what a community does, but how its activities are perceived. The experience of working with a municipality through a complex transaction is *at least* as important as any financial incentives being offered. How existing businesses are treated is a good predictor of what a new business can expect over the long term.

This section of the *Economic Drivers Inventory* is not intended to be a comprehensive survey of actions and services, but highlights activities and values that make New Albany stand out and succeed.

WORKING WITH THE CITY OF NEW ALBANY

The city's *Strategic Marketing Plan*, updated in the late fall of 2019, included interviews with corporate executives and site selection consultants that had/have experience in New Albany. That act of reaching out proactively as part of strategy development is a hallmark of New Albany's approach to economic development. Aspects of working with City of New Albany have become important economic drivers because they create goodwill and show understanding of the priorities of business leaders, include:

- ◆ A **collaborative** location and investment process
- ◆ **Sophisticated** local partners
- ◆ Quick, **streamlined** processes
- ◆ Joining a **diverse mix** of industries

The city regularly responds to inquiries from site selection consultants, and monitors its economic drivers to ensure that competitive assets, such as the Innovate New Albany entrepreneurship incubator, are available.

In 2018 and 2019, the city received an average of 70 inquiries per year, and responded to an average of 21. Most of the site selection inquiries

are generated by the state's economic development organization, JobsOhio, and the regional economic development organization One Columbus.

NACA AND THE ECONOMIC DEVELOPMENT FUND

NACA Formation and Purpose

In 1992, the New Albany Community Authority (NACA) was founded to fund public education and infrastructure investments that would catalyze both residential and commercial development in the community. The NACA is governed by a Board of Trustees comprised of public and private members.

The NACA is authorized to collect a Community Development Charge (CDC) on parcels within the New Albany Plain Local School District and parcels annexed to either the City of New Albany or the City of Columbus. Improvements to the schools were financed with thirty (30) year bonds paid back through the CDC. The CDC charge expires when the bonds are retired. As more businesses locate in the park, the CDC rate has been reduced because the cost repaying the bonds is shared by more companies.

In 1998, the City of New Albany used the NACA to finance the construction of water, sewer and road infrastructure to create shovel-ready sites within the nascent Business Park. The New Albany Company pledged a letter of credit to support the city's financing. The city agreed to pledge 30% of collected income within the Business Park to the NACA to repay the infrastructure debt service. The agreement further provided any excess revenue beyond the debt service payment (up to \$750,000 annually) be deposited into a separate fund for future economic development projects within the Business Park.

The excess revenue collected by NACA and not required for infrastructure debt service became the Economic Development Fund. NACA expends Economic Development Fund monies as directed by the city.

Economic Development Fund

The Economic Development Fund is used to ensure the competitiveness of the city in attracting, growing, and retaining businesses. Use of Economic Development Fund monies is geographically limited to activities within the Business Park that support ongoing economic development related priorities and initiatives:

- ◆ **Infrastructure**, such as water and sewer for expansion and the fiber optic network, and also transportation initiatives such as SmartRide New Albany, which coordinates with the Central Ohio Transit Authority (COTA) to bring workers from around the region to the Business Park;
- ◆ Contractual professional services, such as marketing, strategic planning, and other economic development goals;
- ◆ **Entrepreneurship and business success**, such as the Innovate New Albany incubator and services; and
- ◆ **Direct incentives**, such as tax abatements, on a case by case basis to encourage private investment.

Additional Support

A municipal New Community Authority was formed in the portion of the city located in Licking County. The NAECA is authorized to collect a CDC which is not tied to specific projects or debt. The NAECA is governed by a Board of Trustees and expends funds at the direction of the city.

A separate Community Improvement Corporation (CIC), was created to promote specific economic development related purposes of the city.

BUSINESS INVESTMENT INCENTIVES

City Approach to Incentives

The city currently offers incentives that are flexible, results-based, and tailored to the needs of specific industries. At the core is the concept that businesses can and should make a measurable contribution to the community, through tax revenue, jobs, and capital investment. The city regularly reviews the performance of each incentive package for compliance with these requirements. Clawback provisions hold recipients responsible for adhering to promised investment.

Tax abatements are the most important financial incentive, as they are in many municipalities throughout Ohio. Abatement calculations use a benchmark target revenue per square foot of development, instead of a “percent tax reduction” that is common in many communities nationwide.⁴

This creates a more productive beginning to the creation of a financial incentives package because the city has calculated up front what its revenue needs are, and has set an objective goal to achieve them. The discussion is reframed away from “giving a break” to a company, toward ensuring that community fiscal goals can be met while still inducing new investment.

Additional available incentives include tax credits for job creation and adhering to green building practices, infrastructure loans and grants, and workforce development and training web resources and grants, as well as abatements of real property taxes. The city publishes details of its own incentives and links to regional and state resources.

⁴ Often state law prescribes the form of tax reduction, limiting community ability to innovate and negotiate.

New Albany’s Investment Incentives

New Albany has been successful at positioning itself as a business-friendly city, thoughtfully applying economic incentives that balance the city’s revenue needs with the provision of targeted, meaningful assistance to business.

The most powerful tool the city uses is ***abatement of real property taxes through the Community Reinvestment Area (CRA) Program***

CRA incentives include the Ohio Community Reinvestment Area Program, New Albany Job Creation Tax Credit Program, New Albany Green Building Incentive Program, Infrastructure Loans and Grants, and Workforce Development and Training.

Demand Drivers for Financial Assistance

Economic disruptions often increase demand for direct financial assistance. The nature of assistance needed also changes as factors internal to the city, an industry, and the regional and national economy occur. Local assistance can be integrated with state and federal support programs, potentially making the customization of a package more complex and heightening the importance of sound decision-making in awarding such assistance.

This is an area where the city is a national leader in good practices. A targeted discussion of incentive goals and demand was held with city economic development staff as part of this *Economic Development Plan Update*. Initiative 1.2, in the Action Matrix below, was designed to develop a framework to help the city continue make good decisions and preserve its existing flexibility and business accountability.

BUSINESS RETENTION AND EXPANSION

A major focus over the past several years has been attracting new businesses and fostering expansion. Business Expansion and Retention (BR&E) already play a crucial role in sustaining existing companies as well as generating leads for new projects and gathering business intelligence to inform attraction efforts.

Current BR&E activities are largely undertaken informally through connections in the community, taking advantage of relationships developed through casual interactions at businesses in the Village Center as well as direct discussions. The city is accomplishing major tasks of a BR&E program by meeting regularly with all of the businesses in the Business Park and bringing regional and state partners to the table when appropriate. Much of the city's growth over the last five years has come from expansions, in large part attributable to staying active with businesses on a regular basis.

New Albany is attentive, but the process and intelligence gathering has not yet been fully planned or formalized. The next step is to create a system that continues good practices, identifies service gaps, and reaches more companies. A strategy to formalize BR&E to maximize the outcomes of the city's efforts was an initial goal of this *Economic Plan Update* and the subject of a direct information and idea exchange meeting with the city. The initiatives and tasks in Strategy 3, "Upgrade to a Smart, Data Driven BR&E Program" resulted from this targeted discussion.

INNOVATION AND ENTREPRENEURSHIP ASSETS

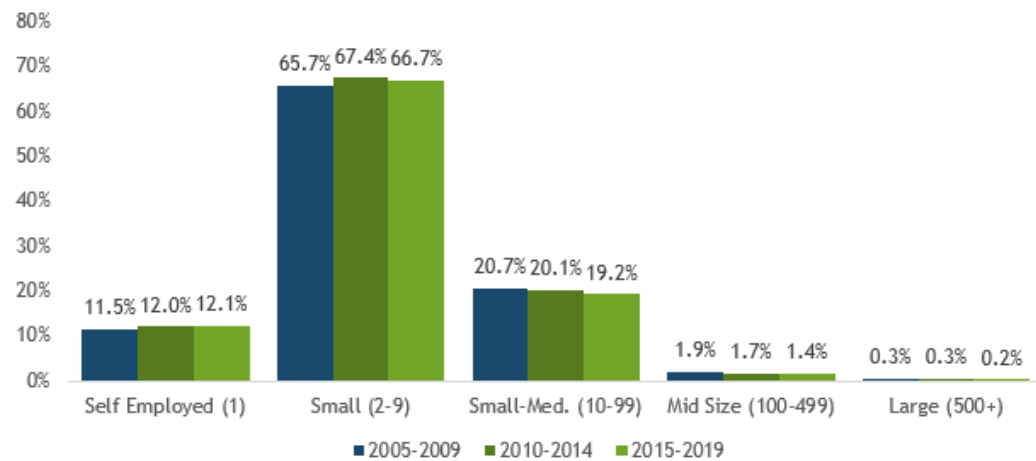
INNOVATION TRENDS

New Albany has been successful at attracting large companies to establish operations within the city. New Albany's business park is filled with national names such as Abercrombie & Fitch, Amazon, and Facebook among others, all of which contribute substantial amounts of jobs to the economy. That being said, trends in the regional economy illustrate that smaller companies are also contributors to the economy and should not be overlooked.

Regionally, most businesses in the Columbus MSA are categorized as "small" businesses, with 66.7% of businesses falling into this category. For this analysis, small businesses are defined as having two to nine employees. This is followed by small-medium sized companies (10-99 employees) with 19.2% of businesses. Mid-size businesses with 100-499 employees make up only 1.4% of establishments while large companies with 500+ employees represent 0.2% of companies. The distribution of establishments by size has remained relatively consistent since 2005.

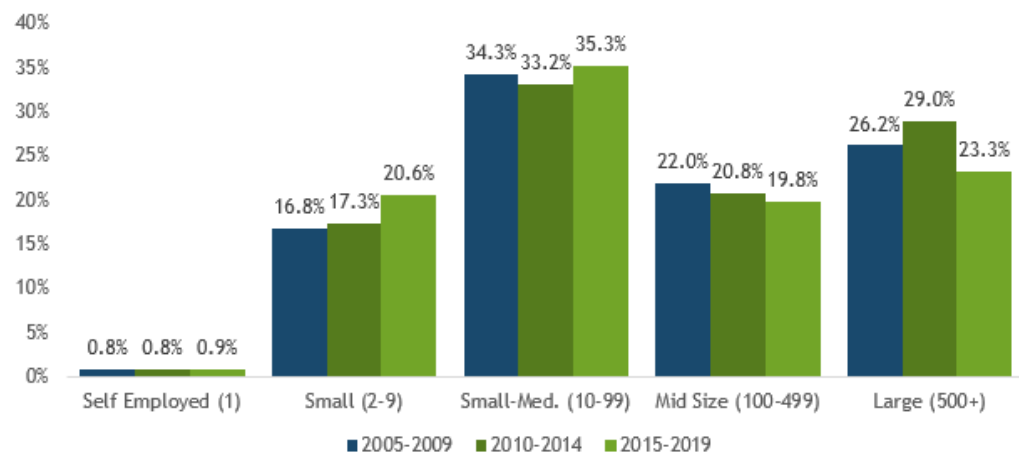
At the same time, small-medium size companies are the largest contributor to jobs in the Columbus MSA. These companies account for 35.3% of total jobs. This is followed by large companies, with 23.3% of total jobs. Notably, the portion of jobs attributed to small companies has increased nearly 4% since 2005, while mid-size and large companies' portion of total jobs has declined.

% of Total Establishments by Establishment Size - Columbus MSA



Source: YourEconomy.org

% of Total Jobs by Establishment Size - Columbus MSA



In addition to measuring jobs by establishment size, venture capital investment can be used as a proxy for innovation in measuring the extent to which entrepreneurial ecosystems exist within a geography. Venture capital investments transform innovation into economic growth by providing funding to grow companies, and therefore grow the economy.

Between 2014 and 2019, 14 venture capital deals were completed in the City of New Albany, representing \$13.59 million in investment in companies in the city. This activity accounts for 4% of venture capital deals in the MSA and 1% of venture capital investment. Nearly \$1.3 billion was invested in regional companies through venture capital transactions during this period - a level of investment which indicates that there is the potential for New Albany to capture more of this activity.

To put this in context, New Albany's 10,745 residents comprise 0.5% of the population of the Columbus MSA, which is 2.1 million⁵. The rate of VC investment in the city greatly outstrips its size, with twice as much investment per capita as in the MSA, or \$1,264.77 per capita compared with \$629.95.

VC Per Capita, New Albany and the Columbus MSA

	<u>New Albany</u>	<u>Columbus MSA</u>
Population	10,745	2,019,197
VC Invested (\$m)	\$13.59	\$1,271.99
VC Investment Per Capita (\$)	\$1,264.77	\$629.95

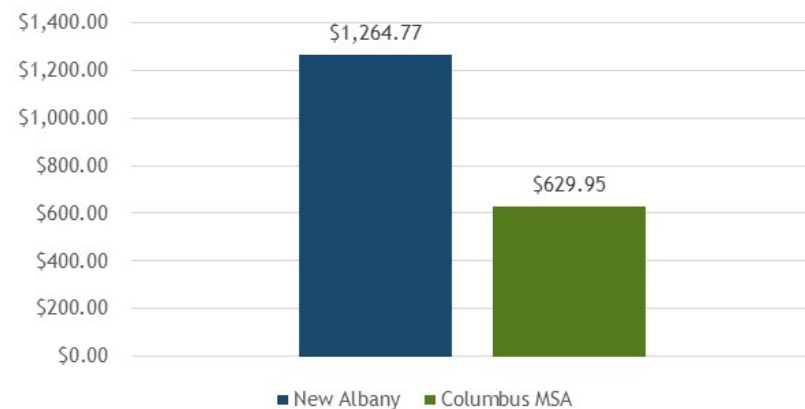
Sources: Esri, Pitchbook

Completed VC Deals, City of New Albany

Year	<u>New Albany</u>		<u>Columbus MSA</u>		<u>New Albany % of MSA</u>	
	Deals (#)	Capital Invested (\$m)	Deals (#)	Capital Invested (\$m)	Deals	Capital Invested (%)
2019	2	4.41	71	582.87	3%	1%
2018	0	0.00	60	370.26	0%	0%
2017	1	2.50	75	104.23	1%	2%
2016	3	0.51	60	69.41	5%	1%
2015	1	0.12	41	81.39	2%	0%
2014	7	6.05	41	63.83	17%	9%
Total	14	13.59	348	1,271.99	4%	1%

Source: Pitchbook

VC Per Capita, New Albany vs. Columbus MSA



⁵ Source: Esri. See the *Economic Baseline*, p. 7 for a demographic summary.

INNOVATION ECOSYSTEM

INNOVATION ECOSYSTEM

New Albany currently sits within a regional innovation ecosystem. Innovate New Albany, the city's incubator for technology startups, entrepreneurs and small businesses sits at the center of this ecosystem and connects startups with the infrastructure (space and utilities), programming ("Tiger" series), and partnerships (Rev1 Ventures) they need to be set up for success.

Additional information on these resources can be found at:

Innovate New Albany:

<https://innovatenewalbany.org/about/>

Tiger Events:

<https://innovatenewalbany.org/events/tiger-events-means-tiger/>

Rev1 Ventures: <https://www.rev1ventures.com/>



Looking Ahead

Better integrating innovation with support for established companies will multiply points of entry for new ideas and businesses, and diversify the economy. New Albany's deep bench of management expertise is both a source of expertise and a potential pool of serial entrepreneurs.

SUPPORTING FACTORS

New Albany is a desirable place for businesses to locate and residents to live. There are a variety of supporting factors that contribute to New Albany's desirability among both of these groups.

BUSINESSES

- ◆ New Albany is home to the 5,000-acre New Albany International Business Park, the largest master-planned business park in Ohio. Approximately 1,500 acres of this park are still available.
- ◆ Businesses have access to a diverse **regional labor pool** from which to draw workers.
- ◆ New Albany and the business park are centrally located to **ground and air transportation**. The park is adjacent to State Route 161, accessible from four highway interchanges, 10 minutes from John Glenn Columbus International airport and 20 minutes from Rickenbacker International Port Authority (a cargo-dedicated airport). Regionally, cargo rail is also accessible. CSX and Norfolk Southern, which serve major Atlantic ports, connect to the Midwest via Chicago, among other cities.
- ◆ New Albany is home to a robust and affordable **fiber optic network** that provides reliable, high-speed connectivity to businesses.
- ◆ New Albany has a reputation for taking a collaborative approach to development and forming **supportive partnerships** with businesses to help them meet their needs.

RESIDENTS

- ◆ Residents of New Albany are afforded an abundance of **regional job opportunities** throughout the Columbus metro area.
- ◆ **Commute times for residents are low.** 83.5% of resident workers travel 24 miles or less to get to work.⁶
- ◆ **The Village Center**, a pedestrian-friendly center anchors the city. The library, restaurants, and retail shops are all located in this vibrant space, which is connected by leisure trails to neighborhoods and the business park.
- ◆ Residents have access to a **strong school system**. The New Albany-Plain Local School District has continued to receive high rankings from the state of Ohio. The 200-acre school campus is filled with amenities, including an 80-acre nature preserve.
- ◆ An abundance of **leisure trails and parks** contribute to a high quality of life for residents. 600 acres of parkland and 54+ miles of leisure trails are available for residents to use.

⁶ 2017, U.S. Census OnTheMap.

MARKET POSITION: RESIDENTIAL, COMMERCIAL/OFFICE, AND INDUSTRIAL

RESIDENTIAL

New Albany's housing stock is primarily owner occupied, with a low percentage of vacant units. As of 2019, nearly 81% of units were owner occupied, while only 4% of units were vacant. The number of vacant residential units has declined by 45% since 2010, when vacant units represented nearly 9% of all units. According to data from Esri, the total number of housing units in the city has increased by nearly 650 since 2010.

Housing Units by Occupancy Status, City of New Albany

	2010		2019		2010-2019 Change	2010-2019% Change
	Units	%	Units	%		
Occupied	2,650	91.1%	3,412	96.0%	762	29%
Owner	2,361	81.2%	2,869	80.7%	508	22%
Renter	289	9.9%	543	15.3%	254	88%
Vacant	258	8.9%	142	4.0%	-116	-45%
Total Housing Units	2,908	100.0%	3,554	100.0%	646	22%

Source: Esri

COMMERCIAL/OFFICE

Regionally the office market is characterized by less overall activity through the second quarter of 2020. Positive absorption levels in the Columbus market were recorded in Q2, due largely to expansions and new office completions in suburban submarkets, year-to-date absorption is significantly down compared to previous years. While most of this activity occurred in Dublin, OH, this is a positive sign for New Albany as well. Within the Columbus market, the suburban submarket has been more robust than the urban, accounting for 92% of leasing volume in the second quarter of 2020.⁷

COVID-19 related economic disruption and a trend towards remote work are having an impact on New Albany. Office vacancy rates within

the city increased from 4.5% in Q1 to 8.2% in Q2. Though this is a significant jump, New Albany is in a stronger position than the overall Columbus market where the vacancy rate is 14.8%. Nearly one year into the pandemic, worker safety remains the primary factor in remote work policies. When this is addressed, it is expected that remote work will continue, but there is no consensus on how extensively it will be used.

INDUSTRIAL

According to CBRE the regional industrial market is characterized by positive absorption rates. Q2 2020 was the twentieth consecutive quarter of positive absorption in the Columbus industrial market. Manufacturing and bulk warehousing are driving strong leasing volume in the Columbus market. Developers continue to move forward with construction work throughout the market area. Within New Albany specifically, site work on the new warehouse for Alene Candles continued. This project is 268,156 SF and is expected to complete in Q3 2020.⁸

Following two major waves of COVID-19 related shutdowns and the high economic costs and job losses that resulted, policymakers continue to grapple with balancing safety and economic activity. With many manufacturing and warehousing businesses demonstrating an ability to adapt to changes in product demand and goods delivery systems, there is less risk to this market than the office market. Some sectors are expected to experience growth as a result of shifts in consumer demand, as noted in the section on businesses in the Personal Care and Beauty Campus. However, the health of the market overall will continue to be affected by consumer confidence, which is affected by views on the prospects for controlling the virus.

⁷ Columbus Office, Q2 2020 Marketview, CBRE.

⁸ CBRE.

INFRASTRUCTURE OUTLOOK

New Albany has been successful in generating public and private partnerships and investment to create technology and shovel-ready commercial sites that meet the needs of today's businesses. New Albany continues to invest in improvements to utility systems that will allow them to accommodate growth and business expansion.

American Electric Power (AEP) and the Energy Cooperative provide electric services to New Albany's companies. Columbia Gas of Ohio, the largest natural gas utility in the state, provides natural gas to the city while the city's water service features two water towers and has recently expanded its capacity by 2 MGD. There is now a total of 3 MGD with both towers. New Albany has made substantial investment in adding sewer and water lines to the New Albany International Business Park. These improvements mean that water sources are dual feed, so if one water line needs to be turned off for work, another line will still serve the area.⁹ Additionally, a robust and affordable municipal fiber optic network was developed through a public private partnership with American Electric Power and managed by WOW! Business.

Recent success in the attraction of data centers to New Albany indicates that investment in infrastructure to support these types of businesses and operations should continue to be a priority. The

electrical power infrastructure brought to New Albany by American Electric Power (AEP) has been critical to attracting data centers to the city.¹⁰ Companies like Facebook have cited New Albany's infrastructure as a deciding factor in site selection.¹¹ In addition to attracting tech companies that host their own data centers, like Google, Facebook, and Amazon, New Albany's infrastructure is also attractive to wholesale data center providers. Stack Infrastructure, one such provider, has announced plans to expand in the city, citing affordable energy as one of the reasons for selecting this location.¹²

Ohio as a whole has emerged as a strong location for data centers. The state's central location makes it convenient to exchange data with big data center clusters in Northern Virginia, Chicago, and New Jersey and sits at a point along major fiber network routes.¹³ New Albany has found success with this industry. To retain its position as a favorable location for data centers, it is important to stay up to date on technology changes and infrastructure needs of these companies. New Albany's demonstrated history of public/private partnerships and investment in infrastructure position it well to compete with the rest of the state to attract and retain this cluster. Additional information regarding this cluster and New Albany's ability to attract data centers can be found in the later *Industry Cluster Analysis* section.

⁹ Sole, Sarah. *New Albany Adding Sewer and Water Lines to Business Park*. This Week Community News, 19 Feb. 2019.

¹⁰ Phillips, Zachary. *Google Starts Construction on \$600m Data Center in Unlikely Burgeoning Tech Hub of New Albany, Ohio*. Construction Dive, 7 Nov. 2019.

¹¹ Facebook Opens New Data Center in New Albany, Ohio. DataCenterNews, 12 Feb. 2020.

¹² Sverdlik, Yevgeniy. *Stack Buys Real Estate in Ballooning Ohio Hyperscale Data Center Cluster*. DataCenter Knowledge, 17 Oct. 2019.

¹³ Sverdlik, Yevgeniy. *Stack Buys Real Estate in Ballooning Ohio Hyperscale Data Center Cluster*. DataCenter Knowledge, 17 Oct. 2019.

WORKFORCE ASSETS

A community's workforce assets are a critical component of business attraction and retention. Worker recruitment, education, and training are costly business expenses and therefore, the availability of a skilled labor pool is a strong determinant in business site selection. More precisely, an alignment of industry needs with both the skills and needs of resident workers benefits both businesses and the community and propels a community forward economically.

New Albany has been successful in attracting companies which require skills that align well with the local and regional workforce. Regional employers seek skills across a variety of education levels, presenting opportunities for workers with diverse educational backgrounds ranging from high school graduate to Master's degree level. Notably, there are 60+ colleges and universities within the region, with several located within a 30-minute drive of the city. These include The Ohio State University, Denison University, Columbus College of Art & Design, Capital University, Franklin University, Ohio Dominican College, and Otterbein College.

While residents of New Albany itself are well educated, with a significant portion of the population holding Bachelor's and advanced degrees, the educational attainment of the Columbus, OH MSA is distributed across a broader spectrum of education levels. Skills being sought include selling techniques, merchandising, communications, management, customer service, and leadership. The regional labor pool is well suited to a variety of roles, which has supported a number of large companies in their location of key functions in New Albany, including customer service, data centers, and management. To accommodate a regional workforce the Central Ohio Transit Authority (COTA) and the City of New Albany partnered to bring SmartRide shuttles to the New Albany International Business Park. SmartRide

New Albany features five scheduled runs between Columbus and New Albany during the mornings and evenings with shuttles that take commuters to and from businesses in the business park.

In addition, the quality of life and other benefits afforded by New Albany have attracted many upper level, management, and executive level employees to live within the city. This concentration of career experience and skills amongst residents is unique for a city of New Albany's size, and is an attractive asset of readily available skilled labor and knowledge for companies considering the area.

CHAPTER 4: INDUSTRY CLUSTER ANALYSIS

WORKFORCE TRENDS AFFECTING NEW ALBANY'S CLUSTERS

The large, skilled workforce of the Columbus MSA is a major asset for New Albany, and the city has proactively increased access by its employers to this workforce through its Smartride program. A regional *Workforce and Skills Analysis* is part of the *Economic Baseline Analysis* and can be found above beginning on page 30.

The cluster analysis opens with workforce because it continues to be one of the most important factors when employers make decisions about where to locate, and where to expand. An analysis of industry specific workforce needs and New Albany and Columbus MSA assets is provided for each industry sector. Before individual industries are presented, two workforce trends that will affect New Albany businesses in the near- and long-term are discussed. These trends include the ongoing skills vs credential debate and the increase in remote work.

SKILLS VS. CREDENTIALS DEBATE

The difference between *skills* and *credentials* has been increasingly clarified as historically low unemployment nationwide and worker shortages in some regions revealed the downsides of a skill building system that had become very focused on four-year-college attainment as an indicator of worker value. The cost of formal four- or even two-year academic programs, including lost work time, poses the question of what is genuinely needed to become work-ready for different jobs. Cost / wage increase to the worker must be in balance, and factors that tip it one way or the other will affect the labor pool for employers. While college graduates generally earn more than those who completed only high school, college costs have been outstripping wage increases for decades. Compared with 1987 costs, 2016 costs at a public university increased 183% while early career salaries increased by 3% and minimum wage by 20%.¹⁴

Resiliency is increased when the workforce can access cost-effective learning and training even during periods of recession or economic uncertainty. Reconnecting displaced and demoralized workers, expanding workforce in areas with low to no population growth, and creating opportunities for a broader group of potential workers was gaining attention as an economic development goal as companies sought to fill vacancies or new jobs. Skills certificates and other shorter term, less costly training sources, especially in manufacturing and trades, have been increasingly welcomed by employers and indicate a shift away from classroom-based credentials to work-based learning. Since 2018 the U.S. Department of Labor expanded its support for apprenticeships as well and broadened the eligible job types.¹⁵

The skills vs. credentials debate is essentially about where a company finds employees, and what can be demanded while still filling jobs. Economic disruption and change will heighten the debate, whether from external factors such as a public health crisis that sidelines workers and closes schools, a technological advancement that replaces human workers, or a new service that requires human interaction.

¹⁴ Adjusted for inflation. www.marketwatch.com/graphics/college-debt-now-and-then, Accessed 9/10/20.

¹⁵ www.apprenticeship.gov, Accessed 9/10/20.

REMOTE WORK TRENDS

Within the United States, remote work has been growing as a competitive advantage for companies when attracting and retaining employees for whom the standard 40-hour per week on-site job became too challenging. Family scheduling conflicts and long commutes to reach affordable communities can be mitigated by the telecommuting enabled by faster computers, broadband communications, and new software tools for collaboration from any location.

The years leading up to 2020 saw multiple experiments in all-remote and partial-remote jobs and workplaces, sometimes with the same company switching back and forth to find the right approach. New businesses developed to meet the needs of workers without designated offices, such as co-working spaces and concierge services such as phone answering and mailing addresses for senior professionals and very small companies. Software developers moved quickly to create conference and connection platforms for professionals.

Developing and updating employee location strategies is not new, but does come into stronger focus when other business risks like recession emerge. Work locations for many employees can be disrupted by external and internal factors, and for varying periods of time. Examples include natural disasters, rapidly rising cost of living that causes employee departures, cost-driven offshoring or relocation to a less expensive state within the U.S., and technological advances such as automation that change the skill sets needed by businesses.

When the 2020 COVID-19 pandemic began in March of 2020 and proximity to other people was seen as a health risk, the experiment that had previously been conducted on a smaller scale by companies, regions, or sectors, became akin to a nationwide “double blind” study with participants suddenly assigned to remote, on-site, and hybrid work locations, with results still being collected and evaluated.

As of this writing, many employees have been working remotely for six months, providing insight about what types of jobs, companies, and individuals have been successful so far, and what challenges have been identified or are now appearing. It is too early to predict what will happen in a particular company or community, how decisions will be made, and how they may ripple through the economy. For example, after 6 months of remote work, JPMorgan traders and salespersons were asked to return to their Manhattan office. Despite successful transaction activity, “Trading floors thrive on shoptalk, banter, and elaborate technology setups.”¹⁶

Emerging qualitative information suggests that the effects on workers, companies, and communities have been highly individual, and the most important early lesson may well be for economic development professionals and community leaders to continue to be in close touch with businesses. Ask, listen, and repeat, as businesses seek solutions tailored to their needs.

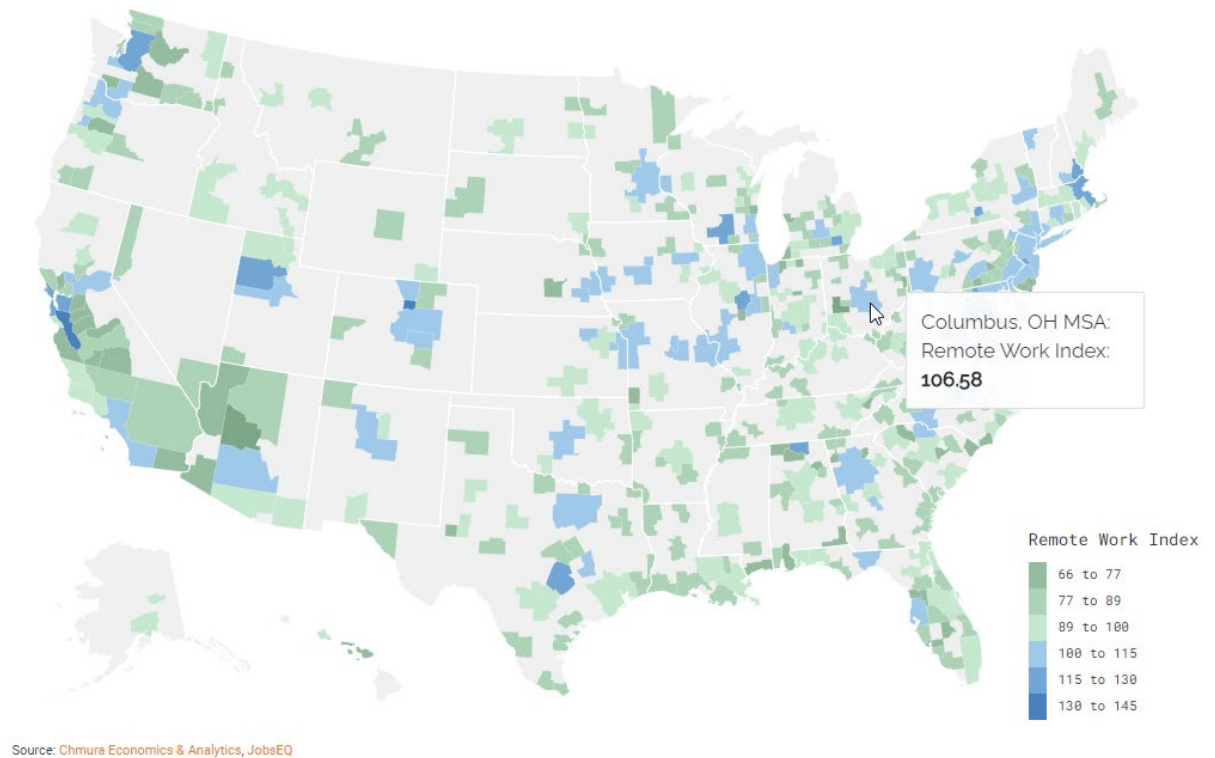
While local business intelligence is critical, understanding where the risks are highest for long term job dispersion is important. The industries, locations, and positions *most likely to be making decisions about worker location* can be estimated. Just as the risk of automation has been evaluated by industry and job, remote work is now being studied as a potential risk to communities and business. Economic data provider Chmura recently published a data-oriented analysis of occupations that are more or less likely to be conducted remotely.

¹⁶ “JPMorgan Top Brass Tell Trading-Floor Staff to Come Back to the Office,” *Wall Street Journal*, 9/10/20.

According to Chmura, about 12% of all U.S. employment can be classified as remote job occupations. 26% of occupations are partial-remote occupations while 62% are non-remote occupations.¹⁷

The map to the right displays all the MSAs in the United States by Chmura's Remote Work Index. The index compares the mix of remote-work employment in the region versus the average in the nation. An index of 100 means the region has the exact same mix as the nation. The Columbus MSA's index of 106.58 means that the region has 6.58% more remote jobs than average for a region of its size.

While the impacts of remote work will not be fully realized until the economy moves out of the COVID-19 phase, baseline data suggests that nationally, higher education will be a strong pathway to remote jobs. 87% of remote work jobs typically require at least a two-year degree, compared to 35% of all jobs requiring this education level.¹⁸



¹⁷ Note that these classifications were created pre-COVID-19. During COVID-19, occupations that were not previously considered to be remote roles (such as school teachers) wound up being performed remotely. Classifications are considered to be an average of an occupation, and can be used for baseline and trend analysis. Source: Chmura.

¹⁸ Chmura.

How do these trends impact New Albany?

Remote Work

Within New Albany's existing industries, there is overlap in some of the top occupations (in terms of number of jobs) between clusters. The following table displays the occupations that are significant job contributors to more than one of the city's existing clusters. Of these thirteen occupations only customer service representatives is categorized¹⁹ as a non-remote work role. Given the Columbus MSA's Remote Work Index value and the prevalence of remote work ability across clusters, it will be important for New Albany to continue to communicate regularly with businesses to stay informed on their work arrangement plans.

Occupation Overlap in New Albany's Existing Clusters

SOC	Occupation	Clusters						
		Data Center/ Mission Critical	Corporate Office and R&D	Healthcare/ Medical	High Tech Manufacturing and Logistics	International Beauty Campus	Education Requirements	Remote Work Ability
11-1021	General and Operations Managers		X		X		Bachelor's	Partial
11-3021	Computer and Information Systems Managers	X	X				Bachelor's	Yes
13-1071	Human Resources Specialists		X		X		Bachelor's	Partial
13-1111	Management Analysts	X	X		X		Bachelor's	Yes
13-1161	Market Research Analysts and Marketing Specialists		X		X		Bachelor's	Yes
13-1198	Project Management Specialists and Business Operations Specialists, All Other	X	X		X		Bachelor's	Yes
13-2011	Accountants and Auditors		X		X		Bachelor's	Yes
15-1211	Computer Systems Analysts	X	X		X		Bachelor's	Yes
15-1256	Software Developers and Software Quality Assurance Analysts and Testers	X	X		X		Bachelor's	Yes
41-3091	Sales Representatives of Services, Except Advertising, Insurance, Financial Services, and Travel	X			X		High School	Partial
43-1011	First-Line Supervisors of Office and Administrative Support Workers		X	X			High School	Partial
43-4051	Customer Service Representatives	X	X	X	X	X	High School	No
43-9061	Office Clerks, General		X	X	X		High School	Partial

Source: Emsi, Chmura

¹⁹ Remote work ability classifications are for the occupations on average; not every single job that falls within an occupation will necessarily be the same. For example, while software developers are categorized as a remote occupation, this does not imply that every single software developer position can be performed fully remotely; rather this means that, on average, software developer jobs can be performed remotely. Not every job will fall in line with the overall occupation category designation. Source: Chmura

Skill Gaps

Across clusters there are differences between the skills that employers seek and those possessed by job seekers. Hard skills in particular appear much more frequently in job postings for occupations within New Albany's clusters than they do in job applicant profiles. The table below displays the five hard skills and the five common skills that appear most frequently in job postings in the Columbus MSA for each cluster. Also displayed is the percent of job applicant profiles that the skills are listed in.

Red highlights indicate those skills and clusters for which the skill appears more frequently in job postings than in job applicant profiles. In such cases there is a probable mismatch between the skills desired by employers and those held by job applicants.

Cluster Skills Matrix										
Skill	Data Center/ Mission Critical		Corporate Office and R&D		Healthcare/ Medical		High Tech Manufacturing and Logistics		International Beauty Campus	
	Postings	Profiles	Postings	Profiles	Postings	Profiles	Postings	Profiles	Postings	Profiles
	Hard									
Accounting			15%	14%			11%	12%		
SQL	14%	13%	8%	6%			11%	8%		
Agile Software Development	14%	7%	7%	3%			10%	4%		
Auditing							9%	8%		
Java	13%	8%					8%	5%		
JavaScript	9%	7%								
Automation	9%	4%								
Warehousing									17%	5%
Merchandising									9%	8%
Call Centers									8%	2%
Customer Relationship Management									8%	5%
Selling Techniques			6%	4%					8%	4%
Nursing					23%	12%				
Basic Life Support					12%	5%				
Cardiopulmonary Resuscitation					10%	6%				
Advanced Cardiovascular Life Support					6%	3%				
Nursing Care					6%	1%				
Auditing			10%	9%						
Common										
Communications	35%	13%	36%	12%	25%	10%	36%	13%	31%	11%
Management	25%	33%	28%	34%	16%	20%	27%	35%	16%	21%
Customer Service	24%	41%	28%	41%	28%	41%	29%	44%	42%	49%
Sales	19%	25%	23%	28%	11%	19%	26%	31%	33%	31%
Problem Solving	19%	3%					18%	3%		
Leadership			18%	29%	10%	19%				
Detail Oriented									15%	3%

Source: Emsi

*Red indicates that the skill appears in a higher percentage of job postings than applicant profiles. Green indicates that the skill appears in a higher percentage of applicant profiles than job postings. Percentages are for the Columbus MSA.

INFORMATION TECHNOLOGY AND MISSION CRITICAL



NATIONAL INDUSTRY OVERVIEW

This industry provides infrastructure used for a variety of information technology-related activities, ranging from web hosting to automated data entry services to data storage. Within this industry some larger technology companies foster their own substantial IT teams to build and support these processes in-house. Smaller companies generally outsource these functions to specific providers or lease equipment space within professionally managed multi-tenant data centers. Both of these uses have been growing rapidly in the United States for several years, and the trend of managing data in the cloud rather than on proprietary servers will continue to drive demand.

New Albany's current data centers are company-specific rather than multi-tenant.

Additional growth in the city in this sector is likely to come at least in part from co-location of data centers or mission critical facilities with corporate headquarters and regional offices.

CLUSTER FACTS AND NEW ALBANY COMPETITIVE FACTORS

American Electric Power (AEP) has been a catalyst for development in the Business Park overall, and a foundational business in this cluster. Availability of cost-effective electricity has made New Albany a highly competitive location for data centers, which continue to locate and expand in the Park. AEP itself is a major presence, with its own data center, transmission operations, and a mission critical software unit that gives the cluster its name.

While this is one cluster because of a shared demand for technology and communication resources, company purpose and workforce requirements do differ. AEP's mission critical transmission activities require high levels of formal education and nearly 1,400 workers, while data centers may employ only a few dozen per facility but have similar qualification levels. New Albany is also competitive in this sector because it supplies major business needs:

Competitive Factor

- ◆ Cost effective, reliable electricity
- ◆ Fiber broadband
- ◆ Talent pool
- ◆ Capital investment incentives
- ◆ Community acceptance

New Albany Asset for this Sector

- ◆ AEP transmission network
- ◆ Municipal fiber optic network, plus third party fiber
- ◆ Ability to bring in workers from throughout Columbus MSA
- ◆ Real property tax, Green Building, Job Creation Tax Credits
- ◆ Suitable sites

Cluster Facts

- ◆ Mission critical is **AEP**.
- ◆ Data centers companies include **Amazon Web Services, Facebook, Google, Discover, Nationwide, TJX, Motorists, and AEP**.
- ◆ 3,107,000 SF of space.
- ◆ \$3.3 billion initial investment since 2008, including expansions.



- ◆ Machinery and equipment tax relief
- ◆ Tax reduction through State of Ohio
- ◆ Geological and weather stability
- ◆ Region less subject to severe storms and earthquakes

Finally, businesses with mission critical and data center needs frequently conduct national searches for new locations. Support for the sector from the State of Ohio is very important. New Albany itself has maintained a high profile in this sector through its business attraction efforts and growing portfolio of successful companies.

INDUSTRY OUTLOOK

This industry is within its growth stage and has demonstrated the potential to continue, as it is a critical element to the success of other businesses. It serves multiple sectors, giving it a relatively stable customer base. Technology has progressed and today's businesses need to store an increasing amount of data. New products, such as cloud computing, continue to benefit industry operators.

GROWTH FACTORS

- ◆ An increase in the percentage of corporate services conducted online necessitates greater data use, increasing demand for industry services.
- ◆ An increase in the number of mobile internet connections means that demand for the services that use these connections will continue to increase.
- ◆ Large companies, even those with internal IT teams, have found that more resources are required to manage increasing amounts of data.
- ◆ Continued remote working among many companies may require increased amount of data storage and cloud computing capabilities and as a result increase demand for these information technology-related activities.
- ◆ Digital companies such as Facebook and Google, and other similar companies are experiencing an increased demand due to people spending more time at home. Demand from these industries may help to drive growth in this industry in the near term, while longer term work and leisure trends will remain uncertain through 2021 or longer.

SENSITIVITIES

- ◆ Broad trends affecting multiple industries, such as recessions, decrease corporate profits and may reduce business spending on services and technology and therefore demand for both mission critical software development and data services.

Looking Ahead – Workforce Critical

Global and national economic trends will drive industry growth and profitability, but workforce is an essential resource that communities can affect. This industry relies on an educated and flexible workforce. This helps companies adapt to the constant changes in techniques and equipment capacity. The Columbus region's large, highly educated workforce is an asset, and continued attention should be paid to ensuring talent finds it attractive to work, and to live, in New Albany.

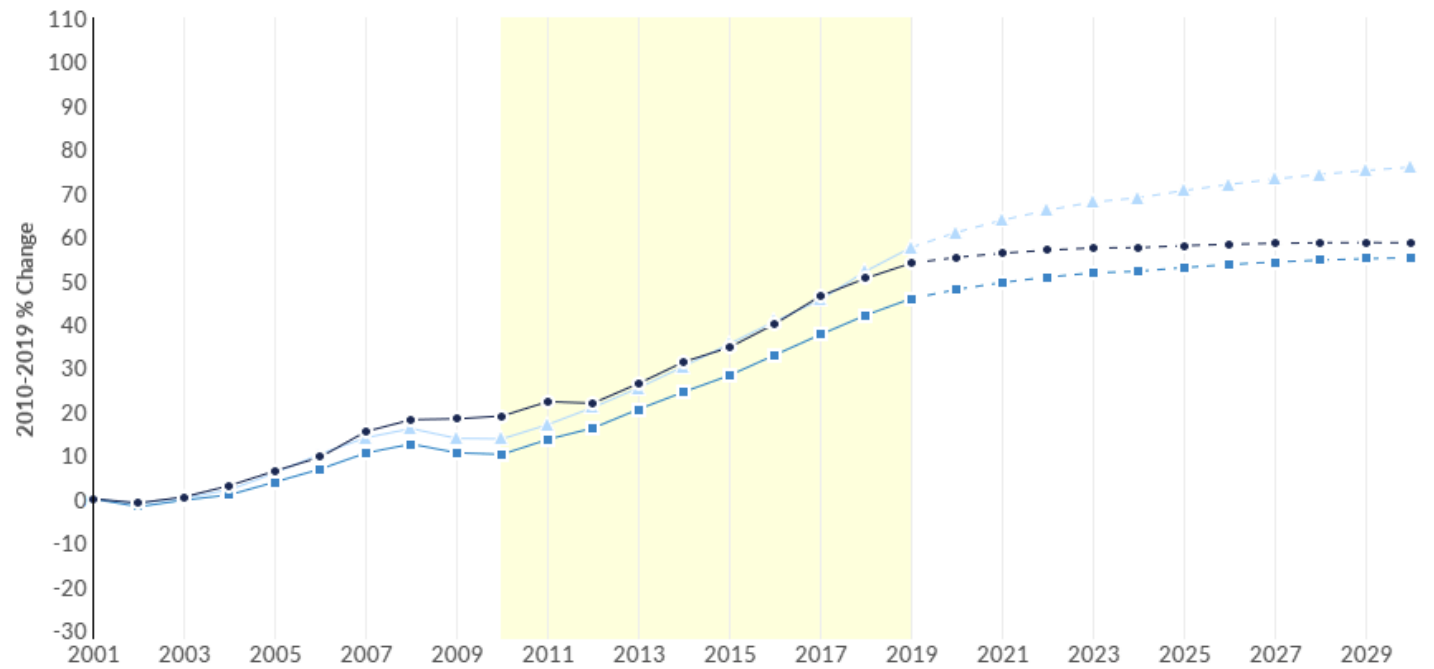
- ◆ Growth in global connectivity has facilitated greater offshoring in part due to lower labor costs. Tempering this trend are data security concerns, particularly among financial services companies. New Albany businesses Discover, Nationwide, and Motorists are in this sector.
- ◆ Consolidation is anticipated among the largest providers, particularly those with multiple locations. New Albany's proprietary data centers should be less sensitive to this trend.



WORKFORCE ANALYSIS

In the Columbus MSA, the most common occupations in this cluster include Software Developers and Software Quality Assurance Analysts and Testers; Computer Systems Analysts; and Computer User Support Specialists. The number of IT/data center/mission critical occupations is increasing in the region; however the rate of growth is projected to be slower than that of the nation.

Change in Information Technology/Data Center/Mission Critical Occupations



Region	2010 Jobs	2019 Jobs	Change	% Change	Median Hourly Earnings
● Columbus, OH	77,112	99,775	22,663	29%	\$29.46
■ Ohio	281,926	373,103	91,177	32%	\$27.94
▲ United States	7,873,072	10,903,574	3,030,502	38%	\$30.78

Source: Emsi



In 2019, there were nearly 11,900 job openings posted²⁰ for roles in the top occupations²¹ present in this cluster. Regionally, the number of relevant degree completions exceeds the number of annual openings²² for occupations where some form of higher education is required by nearly 2,600. This indicates that the educational pipeline within the region could support future growth of this cluster. Occupations such as Project Management Specialists and Business Operations Specialists, Software Developers and Software Quality Assurance Analysts and Testers, and Computer Occupations had a surplus of job openings compared to graduates with relevant degrees within the MSA.

Top Information Technology/Data Center/Mission Critical Occupations Openings vs. Completions, 2019, Columbus MSA

SOC	Description	2019 Jobs in Cluster	Annual Openings	Regional Completions	Opening Surplus or Deficit*	Education Requirements	Remote Work Ability
43-4051	Customer Service Representatives	645	4,238	0	(4,238)	High School	No
13-1198	Project Management Specialists and Business Operations Specialists, All Other	513	1,519	85	(1,434)	Bachelor's	Yes
15-1256	Software Developers and Software Quality Assurance Analysts and Testers	4,490	1,325	637	(688)	Bachelor's	Yes
41-3091	Sales Representatives of Services, Except Advertising, Insurance, Financial Services, and Travel	790	1,252	91	(1,161)	High School	Partial
13-1111	Management Analysts	423	989	2,026	1,037	Bachelor's	Yes
15-1211	Computer Systems Analysts	1,899	652	1,155	503	Bachelor's	Yes
15-1232	Computer User Support Specialists	1,298	606	1,238	632	Some college	Partial
15-1299	Computer Occupations, All Other	869	456	279	(177)	Bachelor's	Yes
11-3021	Computer and Information Systems Managers	744	351	902	551	Bachelor's	Yes
15-1244	Network and Computer Systems Administrators	405	193	437	244	Bachelor's	Yes
15-1257	Web Developers and Digital Interface Designers	449	147	1,915	1,768	Associate's	Yes
15-1251	Computer Programmers	690	134	286	152	Bachelor's	Yes
Total		13,215	11,863	9,051	2,588		

Source: Emsi, Chmura

*Note: Total surplus or deficit excludes occupations that require only a high school diploma, as these occupations do not require higher education degree completions.

²⁰ Job opening figures are inclusive of all jobs in a specified occupation and are not limited to a specific industry or cluster.

²¹ Top occupations include those with at least 400 jobs in the Information Technology/Data Center/Mission Critical industries in the Columbus MSA.

²² Annual openings represent openings for the occupation across all industries and are not specific to the given cluster.



Academic programs that power these occupations include Business Administration and Management, Computer Systems Networking and Telecommunications, Computer Engineering, Computer and Information Systems Security/Information Assurance, and Operations Management.²³

The education attainment required for these occupations is varied. At the award level, Bachelor's degrees are the most common degree completion among the relevant academic programs (32.9% of completions). This is followed by awards of less than one year (certificate programs) at 30.2% of completions, and Master's degrees with 22.5% of completions.

Regional Completions by Award Level, Information Technology/Data Center/Mission Critical Occupation Degrees



Award Level	Percent
Award of less than 1 academic year	30.2%
Award of at least 1 but less than 2 academic years	3.1%
Associate's Degree	10.5%
Bachelor's Degree	32.9%
Postbaccalaureate certificate	0.0%
Master's Degree	22.5%
Doctor's Degree	0.7%

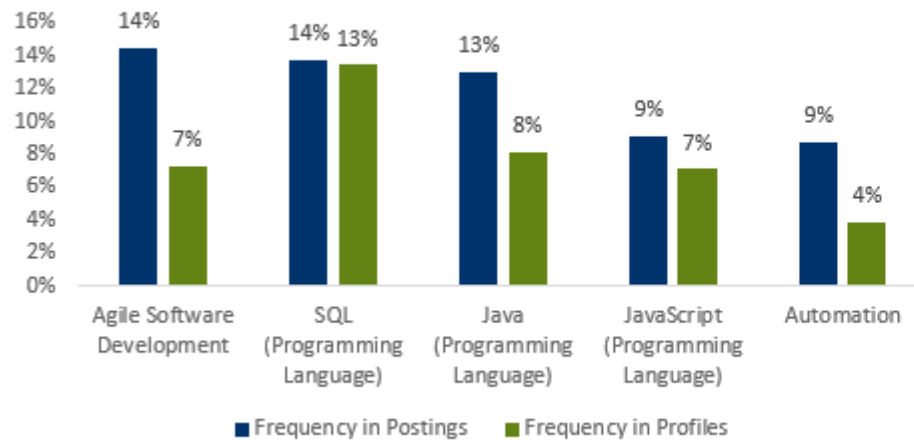
Source: Emsi

²³ Emsi.



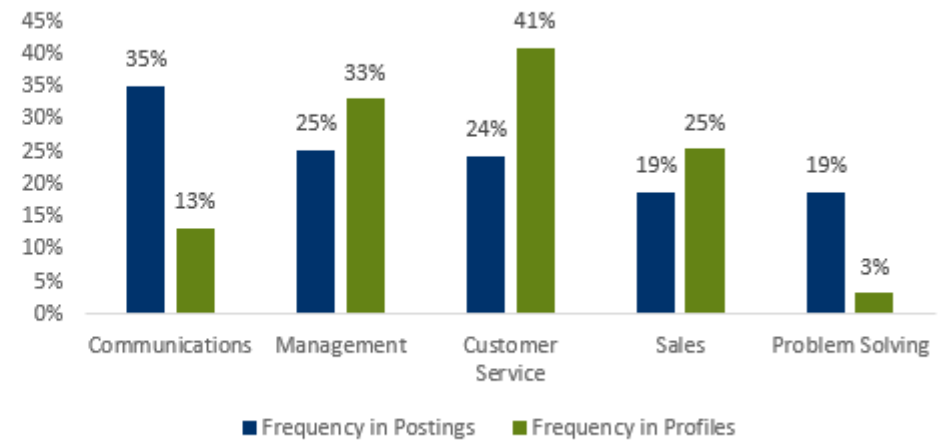
From a skills perspective, many of the hard skills being sought by employers are not prevalent among job seekers. Agile software development, for example, is listed as a required skill in 14% of cluster job postings. This skill however appears in only 7% of job seeker profiles. The same is true for other top employer desired skills including SQL, Java, and JavaScript programming languages, as well as automation indicating a need to focus workforce development programs around these programming languages to meet this need. In terms of common skills, communications and problem solving are listed more frequently in job postings than in job seeker profiles. Management, customer service, and sales however are listed more frequently in job seeker profiles than in job postings.

**Hard Skills in Information Technology/Data
Center/Mission Critical Job Postings, Columbus MSA**



Source: Emsi

**Common Skills in Information Technology/Data
Center/Mission Critical Job Postings, Columbus MSA**



Source: Emsi

CORPORATE OFFICE AND R&D



NATIONAL INDUSTRY OVERVIEW

Corporate Office and R&D as configured in New Albany is unique and is not a “national” industry sector or cluster. However, components of business needs do fall generally into corporate management and office building management.

Although in different sectors, companies in New Albany’s cluster do manage the operations of corporations across a variety of industries. Across the country, major functions may include strategic or organizational planning and decision-making, as well as establishing and monitoring corporate governance efforts, policy execution, and management of employees.

Office buildings in New Albany that are leased to more than one tenant are commercial real estate sector businesses, since the building owner must manage marketing, lease rates and terms, and renovation and maintenance activity. These buildings need access to tenants directly or through partners in real estate, marketing, and site selection. A common factor is the need for space, and up to date facilities.

CLUSTER FACTS AND NEW ALBANY COMPETITIVE FACTORS

This is New Albany’s largest “cluster” but it differs from others because it is less driven by the benefits of sharing, matching, and learning than clusters as defined by a particular industry such as Information Technology.

Corporate office and headquarters grew over time, beginning with the arrival of Abercrombie & Fitch, a clothing retailer, followed by insurance giant Aetna, financial services firm Discover and many other firms, including more recently lodging chain Red Roof Inn. Call centers and regional headquarters are also considered part of this cluster in New Albany.

New Albany’s fashion retailers also house designers locally rather than relying on talent in New York City or Los Angeles, adding an element of creativity not always present in a “company headquarters” location. Along with product development at the Beauty Campus this has led to the inclusion of R&D in the Corporate Office cluster even though its business needs differ. With continued growth and diversification, R&D could reach the point where it should be handled as its own cluster within the next 2-4 years.

Because these firms are in very different industries, shared factors that group them as a cluster have less to do with the products designed, produced, and sold than with the services and support required for high-level corporate decisions and management activities. For New Albany, understanding that C-Suite executives of Fortune 500 companies expect a higher level of responsiveness and partnership from the community, and delivering it, was as much a competitive factor as suitable land or transportation. Time is a major cost center for an “executive department,” and facilitating

Cluster Facts

- ◆ Corporate offices of **Abercrombie & Fitch, Bob Evans Food, Red Roof Inn, Discover, and Aetna.**
- ◆ 2,601,786 SF of space.
- ◆ \$560.3 million initial investment since 2008.
- ◆ 9,042 initial jobs.



location and expansion with readily available information about the community, a master planned Business Park, efficient site planning and zoning, and dedicated economic development staff all reduce that cost.

Competitive Factor

- ◆ Experienced executives
- ◆ Nearby major companies
- ◆ Available space to customize
- ◆ Rapid decision-to-occupancy for new business and expansions
- ◆ Quality of life

New Albany Asset for this Sector

- ◆ Proximity and ease of travel to Columbus, a 20-minute drive
- ◆ Availability of executive housing and community culture and quality of life
- ◆ Business Park vacant land
- ◆ Pre-zoned sites, site planning, quick permitting process, partnership with New Albany
- ◆ Master planned community, strong schools, open space

INDUSTRY OUTLOOK

It is important to note that companies with offices in New Albany grow or decline during different economic environments. For example, demand for consumer products such as clothing (Abercrombie) and personal care (Mast Global's Bath & Body Works brand) can respond differently to consumer spending shifts. Personal care includes hygiene essentials as well as luxury body wash. Agility and the ability to pivot to meet markets such as online shoppers drove Abercrombie's online revenue growth of 56% for the second quarter of 2020.²⁴ Also recently, Red Roof Inn and Bob Evans (hospitality and food) have downsized. Ascena, which manages nationally branded women's clothing such as Ann Taylor, Justice, and Catherines filed for bankruptcy after 5 years of declining sales and net losses.

Differentiating factors important to business stability and growth are the market served, cost sensitivity and how that drives manufacturing location, and the cost and importance of the R&D cycle to delivering desired products.

Growth factors and sensitivity described below address corporate office and buildings generally, not specific retail, financial, or hospitality sectors.

GROWTH FACTORS

- ◆ Low inflation, steady job growth, strong consumer spending- overall strong economic factors increase business spending on management and facilities. Demand is driven by business activity and potential ROI. Profitability depends on efficient operations.
- ◆ Technology and professional services will continue to drive demand for office space, although the type and size may be affected by company choices around remote work. Buildings that can be modified or are in particularly attractive communities will fare better.

SENSITIVITIES

- ◆ For all large companies, the globalization of business- expanding to overseas markets. Multinational corporations are becoming increasingly common, with an HQ in the US and other offices/branches internationally.

²⁴ "Abercrombie & Fitch shares are soaring as the retailer profits amid online sales boom," CNBC, 8/27/2020, Accessed online 9/10/20.



◆ Also for all companies, the pace of technological change and industry disruption requires agility, and responsive decision-making.

ACTUAL TRENDS VS. REPORTING

As of the second quarter of 2020, despite the economic disruption created by the COVID-19 pandemic, development of new office space continues in the Columbus MSA, both downtown and in surrounding suburbs.²⁵

Observe actual trends and changes in the use of office space and consider what types of community and business are most affected. For example, for the past few years demand for office space has been reportedly declining, but suburban areas of major metros have seen growth. For example, whether creative/innovation-based companies become more likely to re-occupy space than legal services or corporate management.

WORKFORCE ANALYSIS

Within the Columbus MSA region, top occupations²⁶ in the Corporate Office and R&D industries require a mix of education levels. These range from Customer Service Representatives and Insurance Sales Agents, which require a high school diploma or equivalent credential, to Software Developers, Accountants and Auditors, and Computer Systems Analysts, which require at least a Bachelor's degree. Within the MSA, the number of job openings in the cluster's top occupations that require at least some college education exceeded the number of degrees completed within the region just slightly, by approximately 192. Promisingly, in many occupations for which advanced degrees are required there was a surplus of degree completions to annual openings. This indicates that there is an educational pipeline that is sufficient to support new growth within this cluster, including giving employers multiple options. Occupations experiencing a strong education pipeline include General and Operations Managers; Management Analysts; Computer Systems Analysts; Financial Managers; Financial and Investment Analysts, Financial Risk Specialists, and Financial Specialists; Computer and Information Systems Managers, Loan Officers, and Insurance Underwriters, all of which have sufficient completions to fill the annual openings.

²⁵ CBRE Columbus Office MarketView Q2 2020, <https://www.cbre.us/research-and-reports/Columbus-Office-MarketView-Q2-2020>,

²⁶ Top occupations include those with at least 1,000 jobs in the Corporate Office and R&D industries in the Columbus MSA.



Top Corporate Office and R&D Occupations Openings vs. Completions, 2019, Columbus MSA

SOC	Description	2019 Jobs in Cluster	Annual Openings	Regional Completions	Opening Surplus or Deficit*	Education Requirements	Remote Work Ability
43-4051	Customer Service Representatives	8,608	4,238	0	(4,238)	High School	No
43-9061	Office Clerks, General	1,576	3,135	0	(3,135)	High School	Partial
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	1,007	1,748	36	(1,712)	High School	Partial
13-1198	Project Management Specialists and Business Operations Specialists, All Other	2,546	1,519	85	(1,434)	Bachelor's	Yes
43-3031	Bookkeeping, Accounting, and Auditing Clerks	1,831	1,383	100	(1,283)	Some College	Yes
15-1256	Software Developers and Software Quality Assurance Analysts and Testers	3,125	1,325	637	(688)	Bachelor's	Yes
11-1021	General and Operations Managers	1,825	1,275	3,120	1,845	Bachelor's	Partial
13-2011	Accountants and Auditors	2,876	1,261	712	(549)	Bachelor's	Yes
43-1011	First-Line Supervisors of Office and Administrative Support Workers	2,457	1,170	1	(1,169)	High School	Partial
41-3021	Insurance Sales Agents	7,428	995	17	(978)	High School	Partial
13-1111	Management Analysts	1,958	989	2,026	1,037	Bachelor's	Yes
13-1161	Market Research Analysts and Marketing Specialists	1,911	945	596	(349)	Bachelor's	Yes
13-1071	Human Resources Specialists	1,368	834	287	(547)	Bachelor's	Partial
15-1211	Computer Systems Analysts	2,476	652	1,155	503	Bachelor's	Yes
11-3031	Financial Managers	2,649	555	793	238	Bachelor's	Yes
13-2098	Financial and Investment Analysts, Financial Risk Specialists, and Financial Specialists, All Other	2,394	517	923	406	Bachelor's	Yes
41-3031	Securities, Commodities, and Financial Services Sales Agents	2,656	454	16	(438)	Bachelor's	Partial
13-1031	Claims Adjusters, Examiners, and Investigators	3,606	426	17	(409)	High School	Partial
43-3011	Bill and Account Collectors	1,115	414	0	(414)	High School	Partial
43-3071	Tellers	2,872	393	0	(393)	High School	No
11-3021	Computer and Information Systems Managers	1,093	351	902	551	Bachelor's	Yes
43-9041	Insurance Claims and Policy Processing Clerks	2,078	292	0	(292)	High School	Yes
43-4131	Loan Interviewers and Clerks	1,990	267	0	(267)	High School	Partial
13-2072	Loan Officers	2,316	248	749	502	Bachelor's	Yes
13-2053	Insurance Underwriters	1,087	105	120	15	Bachelor's	Partial
Total		64,848	25,490	12,292	(192)		

Source: Emsi, Chmura

*Note: Total surplus or deficit excludes occupations that require only a high school diploma, as these occupations do not require higher education degree completions.



Of the most common education programs required for these occupations, Computer Systems Networking and Telecommunications, Finance, and Computer and Information Systems Security/Information Assurance have experienced strong increases in degree completions over the last five years.

Regional Completions by Degree Program, Corporate Office and R&D

CIP Code	Program	Completions (2015)	Completions (2016)	Completions (2017)	Completions (2018)	Completions (2019)
52.0201	Business Administration and Management, General	2,054	1,930	2,106	2,038	1,980
11.0901	Computer Systems Networking and Telecommunications	221	253	283	464	863
52.0801	Finance, General	568	553	637	641	749
52.0301	Accounting	735	738	729	736	690
52.1401	Marketing/Marketing Management, General	505	572	532	542	581
14.0901	Computer Engineering, General	331	354	374	343	396
52.1001	Human Resources Management/Personnel Administration, General	261	228	255	270	287
11.1003	Computer and Information Systems Security/Information Assurance	11	3	28	57	232
44.0401	Public Administration	173	191	176	181	215
52.0205	Operations Management and Supervision	201	184	248	219	210

Source: Emsi



Most of these degree completions are at the Bachelor's degree level (51%). This is followed by Master's degree awards (19.1% of completions) and awards of less than one academic year (certificate programs, 18.4% of completions).

Regional Completions by Award Level, Corporate Office and R&D Occupation Degrees



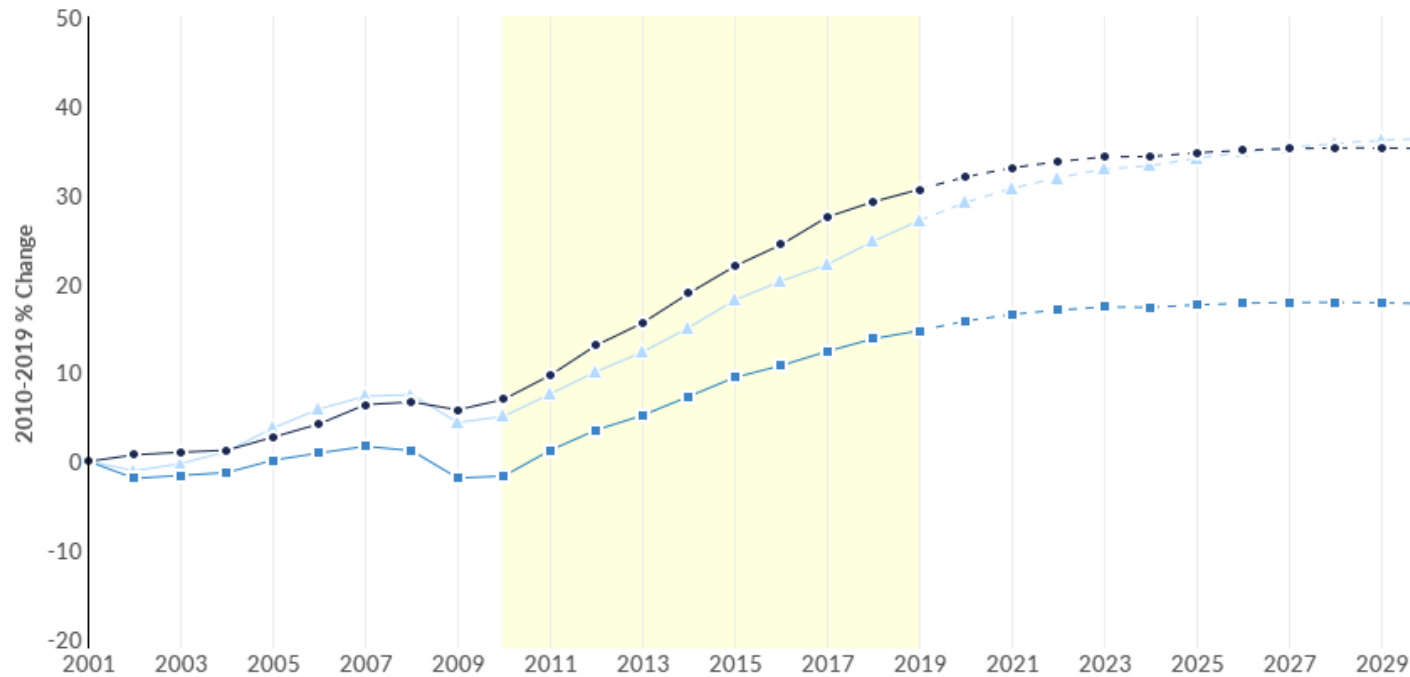
Award Level	Percent
Award of less than 1 academic year	18.4%
Award of at least 1 but less than 2 academic years	2.8%
Associate's Degree	7.8%
Bachelor's Degree	51.0%
Postbaccalaureate certificate	0.4%
Master's Degree	19.1%
Doctor's Degree	0.4%

Source: Emsi

The number of jobs in the Corporate Office and R&D cluster's occupations continues to grow. Growth in these occupations in the regional MSA significantly outpaces growth in the state of Ohio, indicating that the MSA has the opportunity to continue to capture talent and graduates from the regional academic programs.



Change in Corporate Office and R&D Occupations



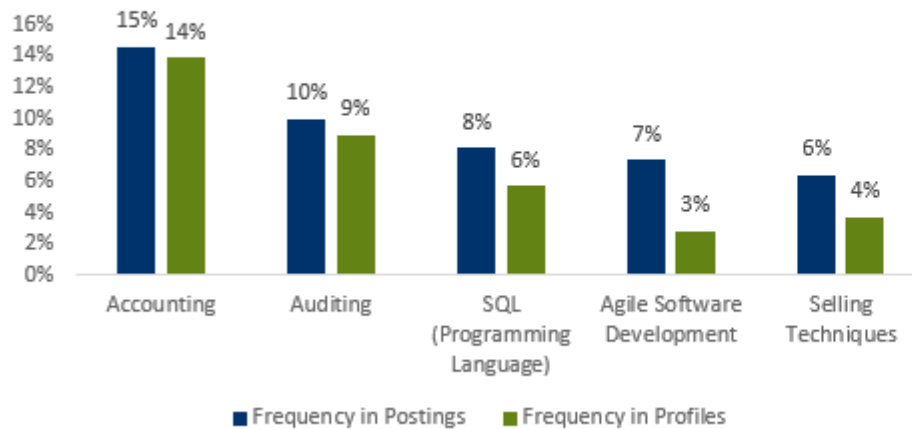
Region	2010 Jobs	2019 Jobs	Change	% Change	Median Hourly Earnings
● Columbus, OH	174,527	213,051	38,524	22%	\$25.71
■ Ohio	795,185	927,423	132,238	17%	\$23.64
▲ United States	22,032,733	26,653,249	4,620,516	21%	\$25.36

Source: Emsi



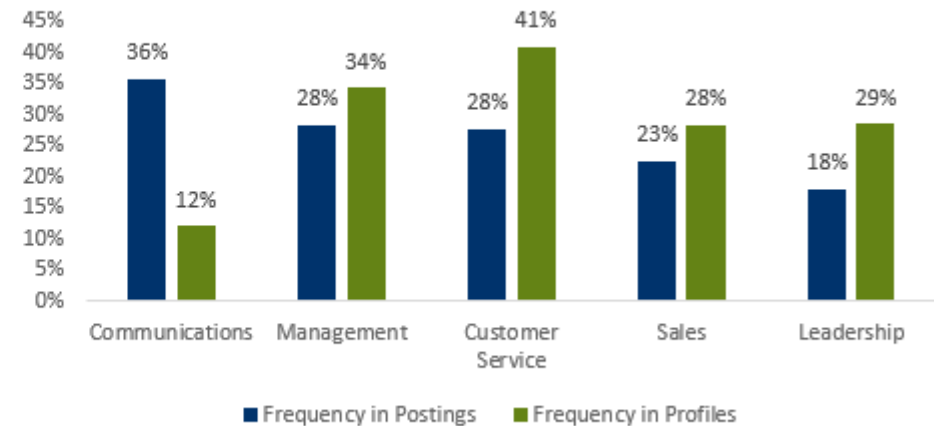
The skills of job seekers in this cluster are relatively well aligned with the skills being sought by employers. In terms of hard skills, accounting and auditing appear only slightly more frequently in job postings than they do in applicant profiles. There is a slightly larger gap between the number of postings that require SQL, agile software development, and selling techniques and the number of applicant profiles that have these skills, however the difference is not as pronounced as it is in some of the other clusters. On the soft skills side, with the exception of communications, job applicants possess the top skills listed in Corporate Office and R&D occupation job postings.

Hard Skills in Corporate Office and R&D Job Postings, Columbus MSA



Source: Emsi

Common Skills in Corporate Office and R&D Job Postings, Columbus MSA



Source: Emsi

HIGH TECH MANUFACTURING AND LOGISTICS



NATIONAL INDUSTRY OVERVIEW

The manufacturing and logistics cluster is broad, encompassing a variety of operators that are engaged in the transformation of raw inputs into new products using mechanical, physical or chemical processes. This also includes the assembly of component parts into new, complex goods. Businesses frequently locate these activities in the same community as corporate headquarters and R&D.

This industry is in the mature stage, with sector products widely accepted. Foreign competition remains the biggest threat to the sector, although reshoring as countries that previously competed on cost saw input prices such as labor rise, reducing their advantage. The COVID-19 public health crisis also exposed the vulnerability of critical supply chains for medical and pharmaceutical inputs to international disruptions. This has increased concern that future disruptions may come from geopolitical or natural disaster events, creating another incentive for manufacturers to review supply chains for weaknesses that are not within their control.

CLUSTER FACTS AND NEW ALBANY COMPETITIVE FACTORS

New Albany's manufacturing and logistics cluster spans a variety of industries, including those in the Personal Care and Beauty Campus and Corporate Office and R&D since manufacturing companies also have major management presence as well. It links with warehousing/logistics, as moving production inputs and finished goods requires infrastructure and, increasingly, technology.

For manufacturing, the shared or similar resources that make this a cluster are manufacturing processes and facilities, matching labor skills, and the potential for learning about both even when actual production and assembly is offshored as it is for much of Abercrombie's clothing. For the latter, the concentration of corporate headquarters and regional offices also makes this behave as a cluster rather than separate industry sectors.

The warehousing and logistics elements are integrated because New Albany's larger companies handle their own facilities and transport arrangements and don't generally use third-party providers. This makes the activity less visible statistically, but it is nevertheless highly important to corporate operations.

Products produced in New Albany include candles, shampoos, body washes, and soaps, and bottles and other packaging. During the public health crises associated with COVID-19, manufacturers demonstrated flexibility and adaptability by converting quickly to produce health necessities such as face shields, hand sanitizer, and more soaps and cleansers. In some cases they ramped up production lines and in others changed their lines to accommodate new products.

Cluster Facts

- ◆ Companies include **Abercrombie & Fitch, Hims/Hers, Alene Candles, Axiom Plastics, Magnanni.**
- ◆ 1,879,150 SF of space.
- ◆ \$61.2 million initial investment.
- ◆ 837 initial jobs.



Competitive Factor

- ◆ Central location for transportation
- ◆ International air cargo
- ◆ Electric, water infrastructure
- ◆ Capital investment incentives
- ◆ Large labor force
- ◆ Relevant training

New Albany Asset for this Sector

- ◆ Central to Ohio and within a 2-day drive of 2/3 of the U.S. population
- ◆ Rickenbacker International Airport
- ◆ Municipal fiber communications, capacity to build more water/sewer
- ◆ Real property tax, Green Building, Job Creation Tax Credits
- ◆ 1.3 million within 45 miles
- ◆ Ohio State's supply chain and logistics program

INDUSTRY OUTLOOK

Manufacturing

In recent years the manufacturing industry has been shaped by trade and technology. As lower-cost production has been driven by other countries, US manufacturers have responded through technological advancement. Although the value of exports has declined in recent years, the strength of the US dollar has ensured that international trade remains more important to the performance of the sector than it has historically. This has resulted in an additional layer of supply chain complexity for manufacturers. Those that are situated well to compete with international competition are expected to be successful in the coming years.

Additionally, as products become more integrated with connectivity and software, manufacturing processes will likely shift. Greater software focus in products will likely necessitate shifts in company structure, employment dynamics, and value chains.

Logistics

Logistics finds itself increasingly connected to technology and data management. In the coming years, transportation and logistics companies are expected to become even more technology oriented. From using machine learning and artificial intelligence techniques to improve routing to leveraging cloud technology for more flexible business models and scalability the potential for transformation and growth in this industry is substantial.

The shift toward technology is accompanied by an increasing focus on client-tailored solutions that require greater integration with a client's business and access to data on production, inventory, workforce, and other factors in order to optimize transportation. This puts pressure on third-party logistics operators (3PL) to innovate, to seek long-term client contracts with strong companies, and to find and maintain a workforce that excels in both technology and client relationship management.



GROWTH FACTORS

- ◆ Exports will be a key component of manufacturing revenue growth over the next five years. The trade-weighted index (TWI) which measures the strength of the US dollar against other major currencies is expected to rise, indicating that the relative cost of US goods increases for foreign consumers. This represents a potential opportunity for the industry.
- ◆ Existing automation and safety and sanitation protocols such as those clean rooms give manufacturers, an edge in adapting quickly to keep workers safe and productive
- ◆ Technological advancements will drive change in the structure of both manufacturing and transportation and logistics.
- ◆ For logistics, e-commerce consumer demands for fast delivery and package tracking have been increasing with shifts in retail to shopping online but seeking experiences and entertainment in person. 20.5% of revenue comes from retail and wholesale markets.

SENSITIVITIES

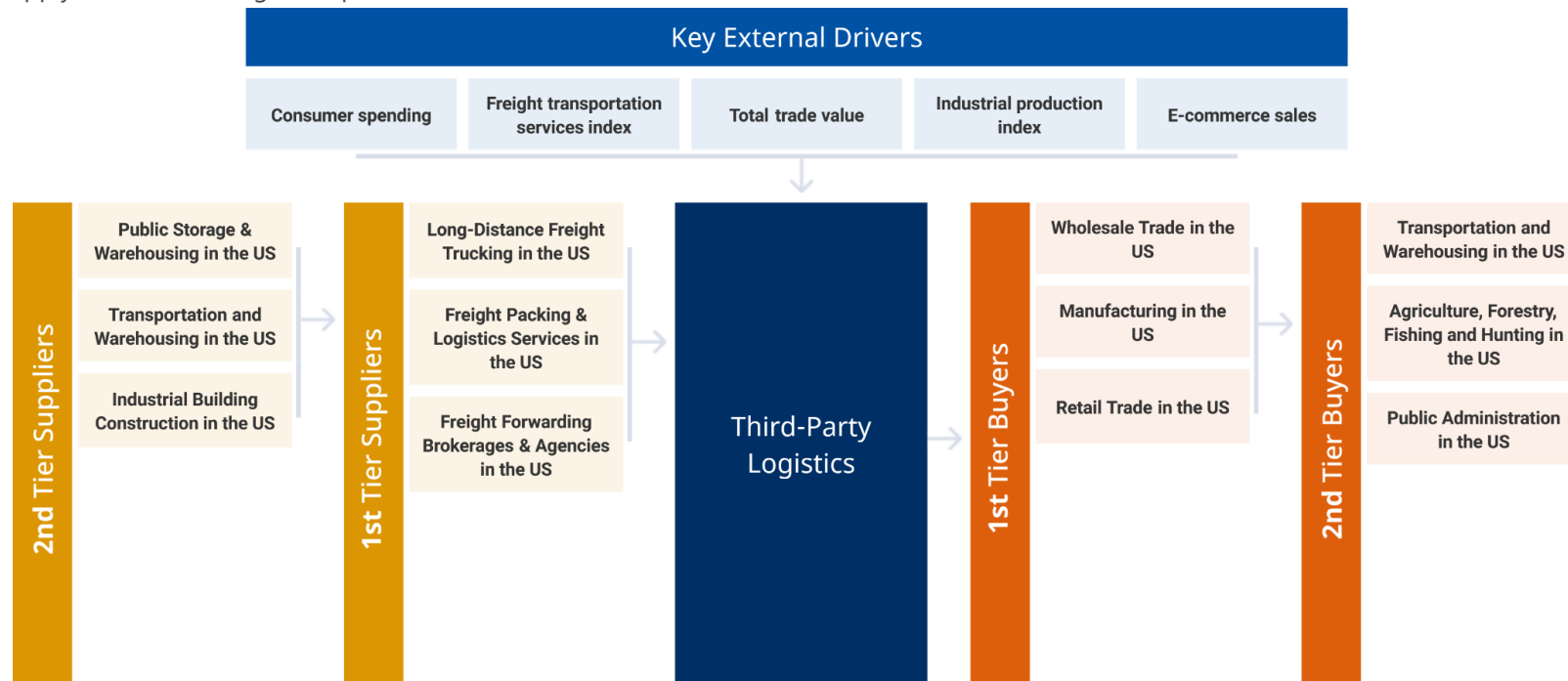
- ◆ Companies will cut manufacturing operations, including furloughs, layoffs, or plant closures due to lack of demand.
- ◆ Rising oil prices increase supply chain and product distribution costs, and manufacturers using petroleum-based materials such as plastics are also affected.
- ◆ Meeting growing environmental and worker health and safety requirements can be costly, and location and expansion decisions must also factor in community acceptance of the facility itself as well as the use of roads for truck transport.
- ◆ Multiple industries require highly skilled information technology workers, including several already in New Albany, but concerns about competition among local companies can be mitigated with proactive strategies and tactics.

LOOKING AHEAD - EMERGING SUBSECTOR IN LOGISTICS INFORMATION TECHNOLOGY

Modern-day logistics differs from warehousing and distribution, and intersects closely with information technology. Information-based logistics management, an emerging subsector nationwide, does not require co-located warehouse space or increase the traffic in a community. It *does* require a skilled workforce with data and information technology expertise, which New Albany has gathered for its Information Technology/Mission Critical companies. New Albany companies' experience in corporate management, high-tech manufacturing, and methods of managing the movement of products and supplies represent an existing core of expertise.

New Albany's warehousing and logistics is most often undertaken by the manufacturer, but it is not necessarily cost effective for smaller companies to use this model. 3PL offer integrated supply chain services such as finding resources for, organizing, and managing schedules for warehousing, forwarding, packing, and transportation arrangement and documentation. 3PL providers enable a company to focus on its core business while still having its supply chain and end product handled efficiently. The graphic below shows the drivers of success in this industry, revealing the industry sectors it touches most closely. Not surprisingly, E-commerce sales are a major driver.

Similarly, supply chain management is intersecting with technology to reduce inefficiencies, identify risks and weaknesses, assess outcomes, and apply information to guide operational decisions.



Source for graphic: IbisWorld *Third-Party Logistics Industry Report*, February 2020



WORKFORCE ANALYSIS

High tech manufacturing and logistics cluster jobs are a mix of those that require higher education degrees and those that do not. Of the top occupations²⁷ in the cluster, roles such as management analysts, market research analysts, project management specialists and software developers require at least a Bachelor's degree. Other occupations, such as customer service representatives and sales representatives require only a high school diploma or equivalent credential.

Of the occupations in the cluster that require higher education, project management specialists and business operations specialists have the biggest deficit of regional degree completions to job openings. There are 1,404 annual job openings for these occupations, but only 85 related degree completions within the Columbus MSA. Of the regional educational institutions, Ohio State University and Franklin University had the most degree completions relevant to jobs within this cluster in 2019.²⁸

Top High Tech Manufacturing Occupations Openings vs. Completions, 2019, Columbus MSA

SOC	Description	2019 Jobs in Cluster	Annual Openings	Regional Completions	Openings Surplus or Deficit*	Education Requirements	Remote Work Ability
43-4051	Customer Service Representatives	104	4,409	0	(4,409)	High School	No
43-9061	Office Clerks, General	61	3,321	0	(3,321)	High School	Partial
13-1198	Project Management Specialists and Business Operations Specialists, All Other	100	1,404	85	(1,319)	Bachelor's	Yes
15-1256	Software Developers and Software Quality Assurance Analysts and Testers	73	1,353	637	(716)	Bachelor's	Yes
41-3091	Sales Representatives of Services, Except Advertising, Insurance, Financial Services, and Travel	97	1,351	91	(1,260)	High School	Partial
13-2011	Accountants and Auditors	66	1,305	712	(593)	Bachelor's	Yes
11-1021	General and Operations Managers	67	1,290	3,120	1,830	Bachelor's	Partial
13-1161	Market Research Analysts and Marketing Specialists	138	941	596	(345)	Bachelor's	Yes
13-1111	Management Analysts	348	909	2,026	1,117	Bachelor's	Yes
13-1071	Human Resources Specialists	48	860	287	(573)	Bachelor's	Partial
15-1211	Computer Systems Analysts	46	697	1,155	458	Bachelor's	Yes
Total		1,148	17,838	8,709	(139)		

Source: Emsi, Chmura

*Note: Total surplus or deficit excludes occupations that require only a high school diploma, as these occupations do not require higher education degree completions.

²⁷ Top occupations include occupations in the cluster that had more than 40 jobs in the Columbus MSA in 2019.

²⁸ Emsi.



Within the MSA, the City of Columbus had the most job postings in the cluster in 2019. With 1,087 jobs postings in 2019, New Albany had the fifth most jobs postings for the top occupations in the advanced manufacturing and logistics cluster. The median posting duration of 34 days for roles in New Albany is on the higher end of cities in the MSA.

**Advanced Manufacturing and Logistics Job
Postings by City, 2019**

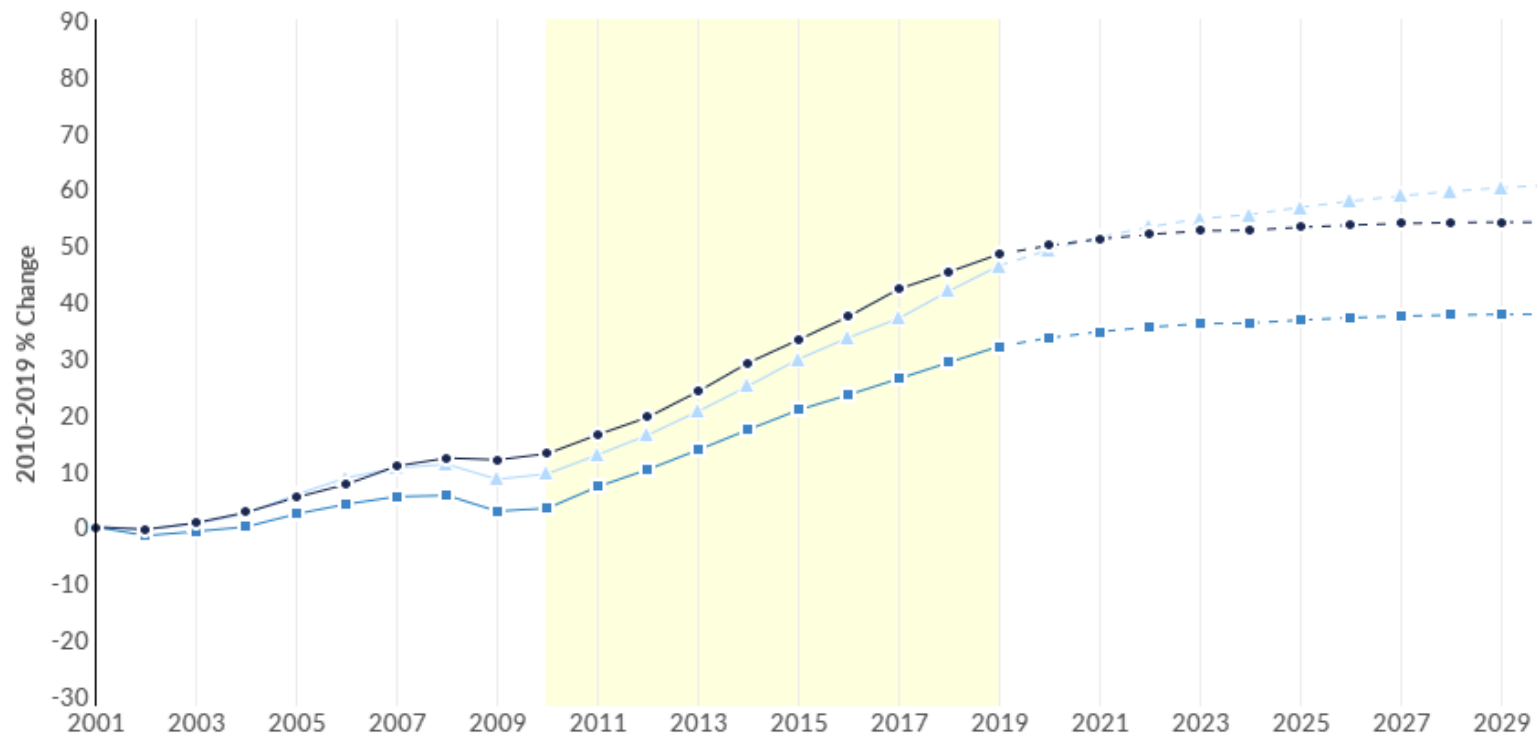
City	Postings	Median Posting Duration
Columbus, OH	39,368	32 days
Dublin, OH	6,145	38 days
Westerville, OH	2,121	32 days
Hilliard, OH	1,281	35 days
New Albany, OH	1,087	34 days
Worthington, OH	1,056	25 days
Reynoldsburg, OH	1,036	32 days
Grove City, OH	1,027	30 days
Delaware, OH	729	23 days
Marysville, OH	703	31 days

Source: Emsi

The number of jobs within this cluster has grown at a more rapid pace in the MSA than it has in the state. Since 2010, the number of jobs in the advanced manufacturing and logistics top occupations has increased by 31% in the MSA compared to 28% in the state. Growth in both geographies is projected to flatten in the coming years.



Change in High Tech Manufacturing and Logistics Cluster Occupations



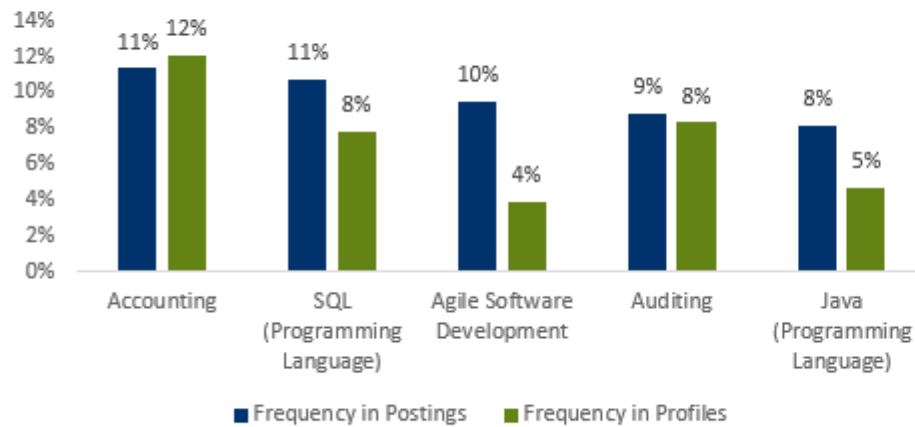
Region	2010 Jobs	2019 Jobs	Change	% Change	Median Hourly Earnings
● Columbus, OH	108,863	142,983	34,120	31%	\$27.11
■ Ohio	472,270	603,649	131,379	28%	\$25.06
▲ United States	12,887,212	17,236,219	4,349,007	34%	\$27.51

Source: Emsi



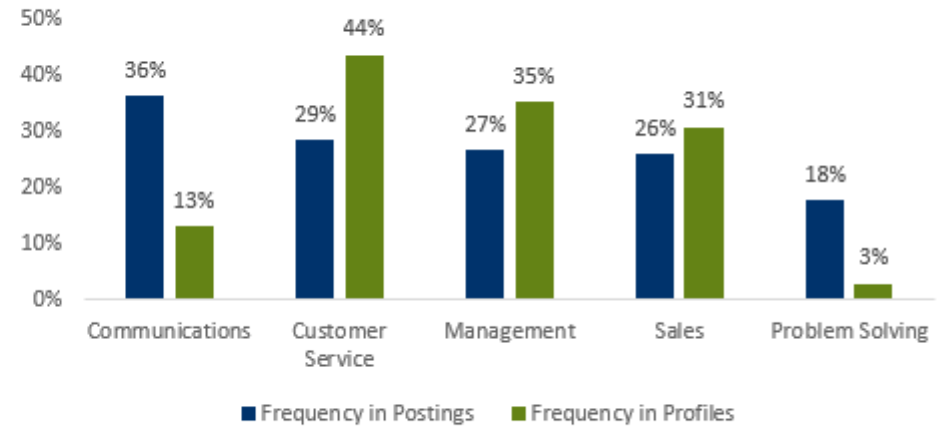
Among job applicants, the biggest skill deficits are in agile software development (hard skill) and communications (common skill). 10% of job postings for top occupations in this cluster require agile software development skills while only 4% of applicants to these occupations possess this skill. Similarly, 36% of these occupations list communications as a required skill while only 13% of job seekers list this in their profile.

Hard Skills in High Tech Manufacturing and Logistics Job Postings, Columbus MSA



Source: Emsi

Common Skills in High Tech Manufacturing and Logistics Job Postings, Columbus MSA



Source: Emsi

INTERNATIONAL PERSONAL CARE AND BEAUTY CAMPUS



NATIONAL INDUSTRY OVERVIEW

Manufacturing of personal care and beauty products as an industry is in the mature stage of its life cycle. Product segments are well defined, but the number of industry companies is growing. Consumer preferences are driving innovation and demand for new product lines.

As noted above on page 70 in the Corporate Office and R&D cluster, it is important to note that consumer product company revenue depends on the end market and grows or declines during different economic environments. This is important enough to the Beauty Campus to repeat here. Personal care includes hygiene essentials as well as luxury body wash. As part of this study, a representative of KDC One, which supplies Mast Global's Bath & Body Works brand, reported that COVID-19 induced demand for sanitation already equaled that expected for holiday shopping season, the busiest time for production and sales.

CLUSTER FACTS AND NEW ALBANY COMPETITIVE FACTORS

New Albany and the Columbus region are home to a highly-integrated supply chain hub for this industry, comprised of manufacturing, distribution, and retail talent. Functions include developing beauty and personal care products, manufacturing packaging for these products, and distributing the finished product. Businesses in the region collaborate with each other for ease of movement through the supply chain.

A section of New Albany's Business Park, designated as the International Beauty Campus, houses most of these companies along with a few other businesses. This industry sector has adopted the most cluster activities such as interaction among innovators and vertical integration of suppliers with finished product assembly and shipping. According to One Columbus, "The New Albany International Beauty Campus is an on-shoring solution that maximizes efficiencies and minimizes expenditures. The campus is innovating the personal care and beauty manufacturing process- with products traveling just 1.9 miles from concept to distribution." As noted above on page 77, manufacturers in the beauty campus demonstrated the ability to pivot quickly to ramp up production and new products in response to sudden, unexpected demand.

Competitive factors are shared with Corporate Office and R&D and High-Tech Manufacturing and Logistics. A selection is presented below.

Cluster Facts

- ◆ Companies include **Accel**, **KDC/One**, and **Alene Candles**.
- ◆ 2,871,000 SF of space.
- ◆ \$263.7 million initial investment.
- ◆ 3,177 initial jobs.

*Competitive Factor*

- ◆ Central location for transportation
- ◆ International air cargo
- ◆ Capital investment incentives
- ◆ Large labor force
- ◆ Available space to customize
- ◆ Agile, experienced executives

New Albany Asset for this Sector

- ◆ Central to Ohio and within a 2-day drive of 2/3 of the U.S. population
- ◆ Rickenbacker International Airport
- ◆ Real property tax, Green Building, Job Creation Tax Credits
- ◆ 1.3 million within 45 miles
- ◆ Vacant land in Business Park
- ◆ Proximity to Columbus, 20-minute drive away

INDUSTRY OUTLOOK**GROWTH FACTORS**

- ◆ Historical (5-year) trends in consumer confidence and rising disposable incomes supported the industry over the last few years.
- ◆ Diversification such as an increasing consumer preference for organic ingredients and an awareness of innovative products has promoted new research and development.
- ◆ Do-it-yourself and self-care trends can catalyze product innovation, as can a new trend to use beauty care as a recreational activity instead of shopping for goods.

SENSITIVITIES

- ◆ Just in time inventory and offshore production can make the supply chain vulnerable to external events.
- ◆ Increasing input costs have contributed to declining profit for industry operators.
- ◆ Current and projected trends point to declining consumer confidence and decreasing per capita disposable income. Since most industry goods are considered discretionary, individuals are less likely to purchase when confidence is low and when they have less ability to spend on luxury non-essentials. This is part of the sector's economic life cycle. When consumer spending rises, discretionary purchases increase, and the ability to respond with new products can capture more of the growth.
- ◆ Competition within the industry is high. New players continue to enter the industry to take advantage of consumer demand for niche and luxury products. Additionally, the industry has become more globalized in recent years and operators compete with low-cost imports from China and Mexico as well as high-end products from France and Italy.
- ◆ Direct to consumer and e-commerce has not been the largest sales channel for personal care and beauty products

Looking Ahead

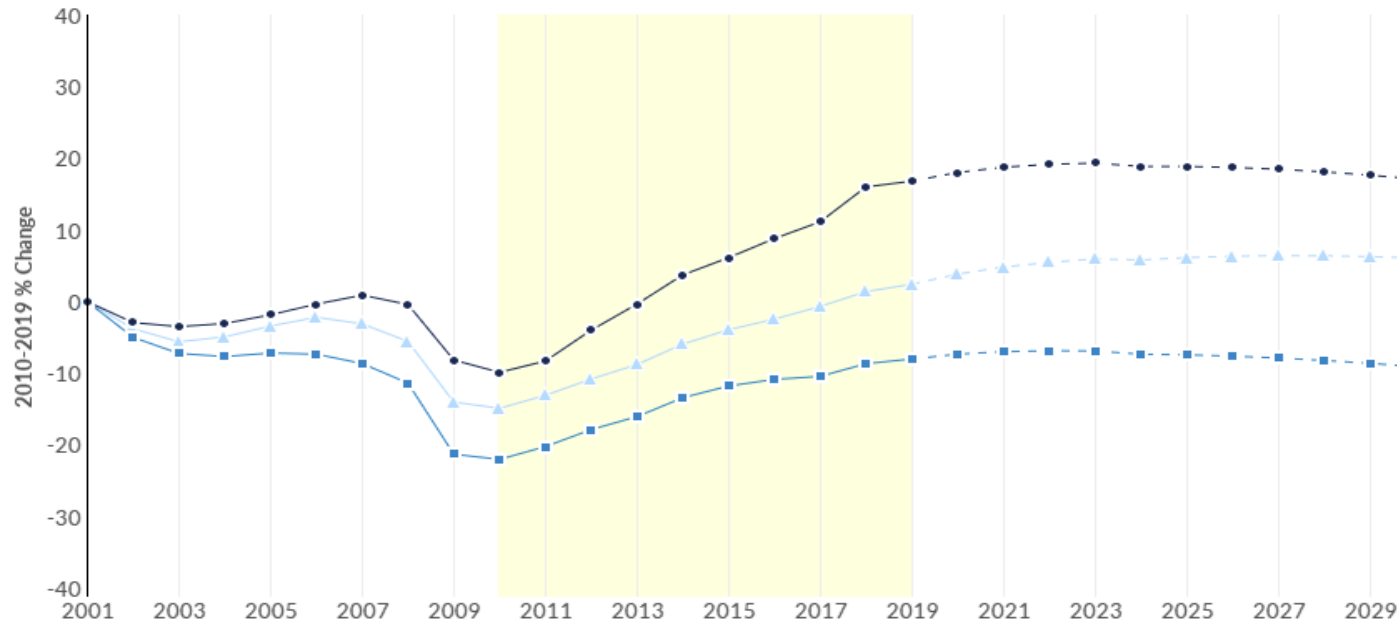
The efficient product development enabled by the Beauty Campus should continue to make it an attractive location for companies as they respond to changes in consumer demand.



WORKFORCE ANALYSIS

The international beauty campus cluster is growing much more rapidly in the Columbus MSA than in the state and the nation. Since 2010, the number of jobs in occupations related to this cluster increased by 30% in the region, compared to 18% in the state and 20% in the nation.

Change in International Beauty Campus Cluster Occupations



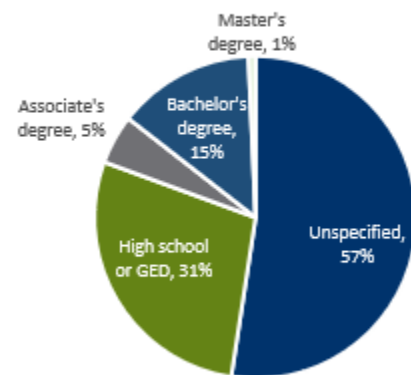
Region	2010 Jobs	2019 Jobs	Change	% Change	Median Hourly Earnings
● Columbus, OH	93,738	121,493	27,755	30%	\$16.78
■ Ohio	512,441	604,496	92,055	18%	\$16.91
▲ United States	11,010,617	13,250,553	2,239,936	20%	\$16.65

Source: Emsi



Top occupations²⁹ in this cluster include laborers and material movers, packers and packagers, and production workers. Of the job postings for occupations in this cluster, only 16% require a Bachelor's or a Master's degree. 31% of job postings require only a high school diploma or GED. Therefore, it makes sense that the number of annual job openings for these occupations is much higher than the number of educational completions within the region.

International Beauty Occupation Job Requirements Listed in Job Postings, Columbus MSA



Source: Emsi

Top Beauty Campus Occupations Openings vs. Completions, 2019, Columbus MSA

SOC	Description	2019 Jobs in Cluster	Annual Openings	Regional Completions	Openings Surplus or Deficit*	Education Requirements	Remote Work Ability
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	219	4,847	0	(4,847)	High School	No
43-4051	Customer Service Representatives	241	4,409	0	(4,409)	High School	No
51-2098	Miscellaneous Assemblers and Fabricators	244	1,715	0	(1,715)	High School	No
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	214	1,120	85	(1,035)	High School	Partial
53-7051	Industrial Truck and Tractor Operators	119	1,062	0	(1,062)	High School	No
53-7064	Packers and Packagers, Hand	158	1,023	0	(1,023)	High School	No
43-5071	Shipping, Receiving, and Inventory Clerks	212	936	0	(936)	High School	No
51-9061	Inspectors, Testers, Sorters, Samplers, and Weighers	155	605	1	(604)	High School	No
51-1011	First-Line Supervisors of Production and Operating Workers	237	469	210	(259)	High School	No
51-9198	Helpers--Production Workers	125	370	0	(370)	High School	No
27-1024	Graphic Designers	112	228	312	84	Bachelor's	Yes
51-5112	Printing Press Operators	760	191	121	(70)	High School	No
51-4072	Molding, Coremaking, and Casting Machine Setters, Operators, and Tenders, Metal and Plastic	174	147	0	(147)	High School	No
51-9196	Paper Goods Machine Setters, Operators, and Tenders	611	106	0	(106)	High School	No
51-4021	Extruding and Drawing Machine Setters, Operators, and Tenders, Metal and Plastic	102	103	0	(103)	High School	No
51-5113	Print Binding and Finishing Workers	224	71	0	(71)	High School	No
Total		3,907	17,403	729	84		

Source: Emsi, Chmura

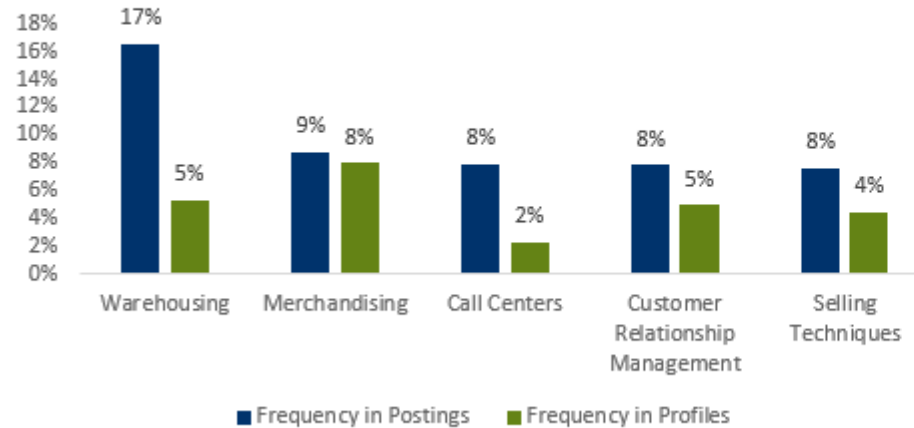
*Note: Total surplus or deficit excludes occupations that require only a high school diploma, as these occupations do not require higher education degree completions.

The top hard skills listed in beauty cluster occupation job postings appear more frequently in job postings than in job applicant profiles. Warehousing for example is listed in 17% of postings but only 5% of profiles. Soft skills are more closely aligned between job postings and applicant profiles.

²⁹ Top occupations include occupations in the cluster that had more than 100 jobs in the Columbus MSA in 2019.

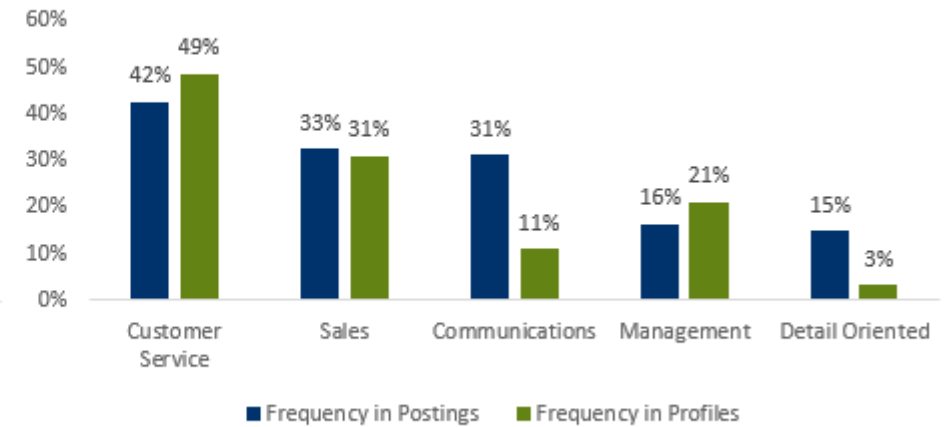


Hard Skills in International Beauty Job Postings, Columbus MSA



Source: Emsi

Common Skills in International Beauty Job Postings, Columbus MSA



Source: Emsi

EMERGING CLUSTER: HEALTHCARE SERVICES DELIVERY



NATIONAL INDUSTRY OVERVIEW

Hospitals and medical facilities play an important role in a community's quality of life and business landscape, and access to good medical care is a competitive factor in attracting and retaining both businesses and residents. Industry operators provide surgical and nonsurgical diagnostic and medical treatment to inpatients and outpatients, including pathology, clinical laboratory, diagnostic X-ray, and operating room services.

Within the broad healthcare industry, telehealth is becoming increasingly popular. It uses digital technology to deliver health-related services and information by connecting multiple users in different locations. These services primarily occur between patient and healthcare provider and include the transmission of diagnoses, exchanging health education, monitoring medical conditions and providing health advice. Doctor to doctor consultations are also facilitated. Telecommunication methods include the use of electrical devices, such as phones, web cameras, videoconference systems and the internet.

At the federal level, increasing the use of telehealth has been incentivized for several years. For example, the 2010 Patient Protection and Affordable Care Act permits physicians to use telehealth to determine the need for home healthcare and in-home medical equipment, and directs the provision of telehealth services to medically underserved areas.

NEW ALBANY ACTIVITY AND COMPETITIVE FACTORS

Every major metro area has a health services cluster, simply to serve the community. New Albany is relatively small in terms of residents to have a growing presence of its own, outside of Columbus. The Business Park plays a role in that, as does the quality of life in the city that appeals to highly skilled medical practitioners and administrators as it does to other professionals.

In particular, the healthcare labor force is bolstered by Columbus State Community College's health information management program and The Ohio State University's data analytics and biomedical informatics programs as well as its College of Medicine. Additionally, the labor market's concentration of IT workers in healthcare positions this cluster to easily adapt to telehealth and other new technologies.

A differentiating factor for New Albany is its municipal fiber communication network and the reliable, cost-competitive electricity provided by AEP. Patient care continues to rely more on technology for diagnostic and therapeutic equipment, and for maintaining and sharing records as patients visit different providers. This factor has laid the groundwork for the emerging opportunity in telehealth, described below.

Cluster Facts

- ◆ Companies include the **Mount Carmel Surgical Hospital** and the **Central Ohio Surgical Institute**.
- ◆ 369,000 SF of space.
- ◆ \$71.5 million initial investment.
- ◆ 833 initial jobs.



Competitive Factor

- ◆ Trained doctors, nurses, and other direct care providers
- ◆ IT professionals and innovators
- ◆ Capital investment incentives
- ◆ Electric and communication infrastructure

New Albany Asset for this Sector

- ◆ Ohio State College of Medicine, Columbus State Community College
- ◆ Ohio State University's data analytics and biomedical informatics programs
- ◆ Real property tax, Green Building, Job Creation Tax Credits
- ◆ AEP electric, municipal fiber network

INDUSTRY OUTLOOK

Demand for services provided by this industry has grown over the past five years, as healthcare reform legislation broadened insurance coverage and lower unemployment resulted in higher disposable income. This industry is in the growth stage, as technology expands the array of services offered and is increasing capital expenditures.

GROWTH FACTORS

- ◆ Demand for healthcare continues to increase as federal funding for Medicare and Medicaid continues to rise.
- ◆ The number of adults aged 65 and over is expected to increase. Demand for healthcare will rise as a result, as this group tends to need more medical care.
- ◆ Electronic health records (EHR) will become standard practice as a way to increase efficiency in hospitals.
- ◆ Greater demand for medical services and a shortage of doctors will drive demand for telehealth services.
- ◆ Advances in medical technology (ex. wearable devices, digital scans) have created new opportunities for telemedicine.

SENSITIVITIES

- ◆ Labor is the biggest risk. To remain competitive, hospitals seek skilled professionals which in turn puts pressure on labor costs. Additionally, nurse and physician shortages have made it hard to recruit qualified personnel, further increasing labor costs.
- ◆ The number of people with private health insurance is expected to decrease in 2020, leading to less frequent use of healthcare services
- ◆ EHR pose a hacking risk. As a result, hospitals will need to invest more heavily in IT security software and cybersecurity.
- ◆ Supply disruptions caused by externalities such as domestic public health crises; suppliers located internationally to reduce costs are also sensitive to global geopolitical events and national disasters.

EMERGING OPPORTUNITY IN TELEHEALTH

Before COVID-19, telehealth services were already being adopted by the healthcare industry, as states began allowing the practice of medicine to cross borders. New technological advances and research validating the efficacy of telehealth have strongly driven growth and adoption of these tools in healthcare.

Patient-centric rather than facility centric approaches to service delivery identified telehealth as an effective tool to meet some of the needs of an aging population that will need more medical care, despite a shortage of primary care doctors, limited availability of specialists in many regions, and increasing healthcare costs. Telehealth also sometimes often considered first as a method of delivery to underserved populations, or to all populations with greater efficiency.

The provider-centric perspective is equally important for telehealth. For example, practitioners locating to New Albany as accompanying partners could use the platform to remain productive before, or instead of, finding a facility-based position locally. Dislocations of staff because of workforce restructuring may also be mitigated.

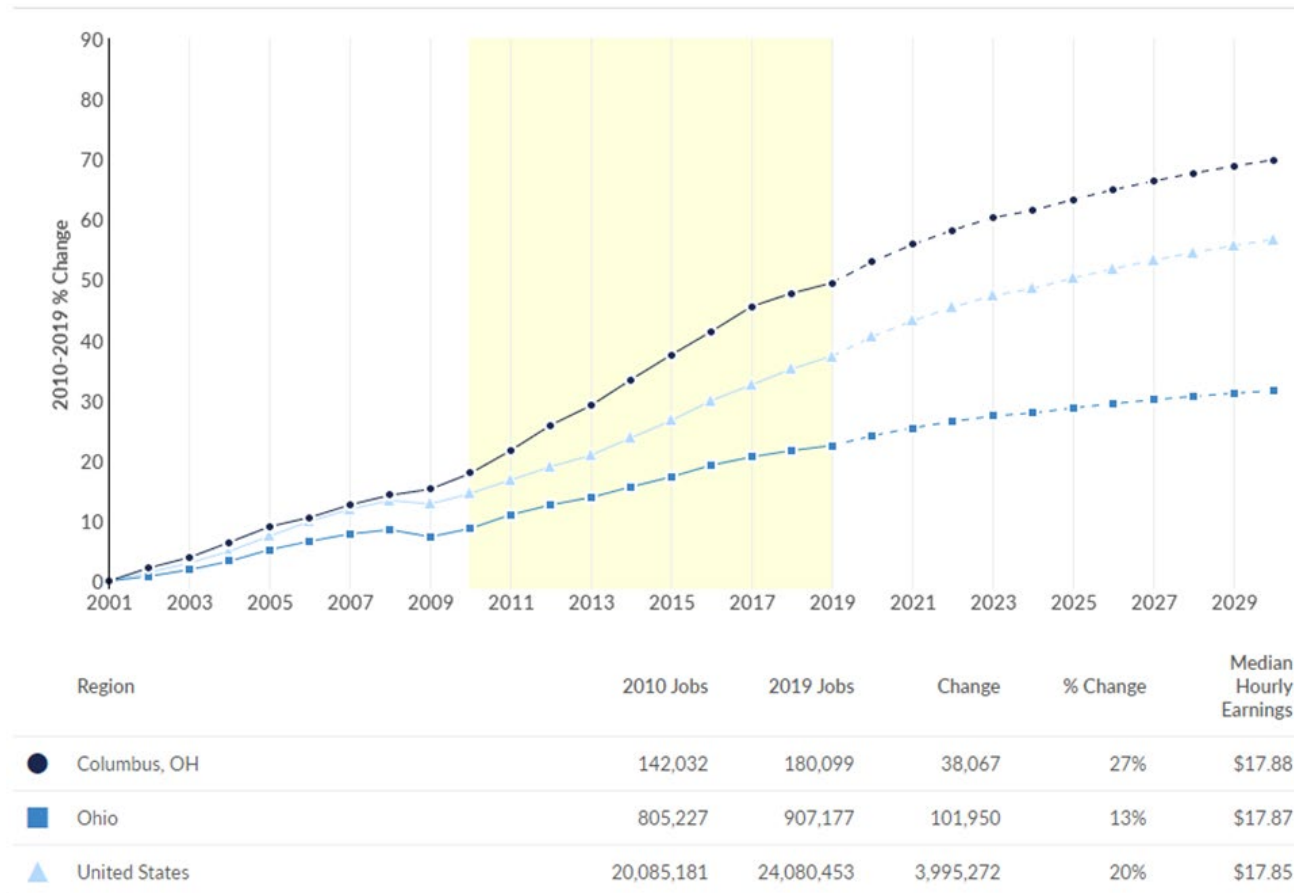
Telehealth has demonstrated capacity to fill unexpected gaps in traditional care. As part of the COVID-19 pandemic response, public health agencies have encouraged people to use telehealth services wherever possible, and hospitals and other healthcare providers are finding ways to utilize telehealth technology. Though this was occurring before the virus outbreak, COVID-19 has increased the pace of adoption of telehealth services and technologies. As with remote work, the experiment accelerated, early successes.



WORKFORCE ANALYSIS

Within the region, the top occupations in this cluster include Customer Service Representatives, Home Health and Personal Care Aides, Office Clerks, Registered Nurses, and Nursing Assistants. The number of healthcare/medical occupations in the Columbus MSA is on the rise and growing at a faster pace than in the state and nation.

Change in Healthcare/Medical Cluster Occupations



Source: Emsi

In 2019, there were 1,101 job openings posted for roles in this cluster's top occupations. Among the other top cities in the MSA where companies are hiring for similar roles, New Albany's median posting duration of 36 days was the lengthiest and indicates that it may be more difficult to attract

talent to these roles in New Albany than in other nearby cities. The median posting duration among other cities ranges from 21 days in Worthington to 29 days in Columbus and 34 days in Dublin.

As the number of jobs in this cluster increases, it is important to understand if the regional workforce is equipped to support this growth. Annually, there are over 22,700 job openings in the cluster's top occupations.³⁰ This is compared to regional degree completions relevant to these occupations of only approximately 8,000. However, of the occupations that require education beyond a high school diploma, there is a surplus of 1,546 completions to job openings. With the lengthy job posting data highlighted above and the strong cluster job growth in the region, job seekers have their choice of position and have the option to choose jobs outside of New Albany. Job seekers make decisions based on a wide range of factors, including transportation, proximity to housing, childcare, wages, or any other number of reasons. Identifying what is most important to job seekers and working with employers to mitigate any issues within their control will help support the New Albany Healthcare/Medical cluster.

Healthcare/Medical Job Postings by City, 2019

City	Postings	Median Posting Duration
Columbus, OH	34,616	29 days
Dublin, OH	3,641	34 days
Westerville, OH	2,712	33 days
Lancaster, OH	1,977	24 days
Grove City, OH	1,827	32 days
Newark, OH	1,715	29 days
Hilliard, OH	1,575	32 days
Delaware, OH	1,386	23 days
Marysville, OH	1,163	26 days
Reynoldsburg, OH	1,118	29 days
Worthington, OH	1,106	21 days
New Albany, OH	1,101	36 days

Source: Emsi

³⁰ Top occupations include occupations in the cluster that had more than 1,000 jobs in the Columbus MSA in 2019.

Top Healthcare Occupations Openings vs. Completions, 2019, Columbus MSA

SOC	Description	2019 Jobs in Cluster	Annual Openings	Regional Completions	Openings Surplus or Deficit*	Education Requirements	Remote Work Ability
43-4051	Customer Service Representatives	1,657	4,409	0	(4,409)	High School	No
31-1128	Home Health and Personal Care Aides	10,755	4,073	121	(3,952)	High School	No
43-9061	Office Clerks, General	2,137	3,321	0	(3,321)	High School	Partial
29-1141	Registered Nurses	20,593	1,869	2,516	647	Bachelor's	No
31-1131	Nursing Assistants	7,112	1,207	859	(348)	Certificate	No
43-1011	First-Line Supervisors of Office and Administrative Support Wc	1,484	1,180	1	(1,179)	High School	Partial
37-2012	Maids and Housekeeping Cleaners	1,195	1,139	0	(1,139)	High School	No
43-4171	Receptionists and Information Clerks	3,393	1,086	0	(1,086)	High School	Partial
43-6013	Medical Secretaries and Administrative Assistants	5,669	818	18	(800)	High School	Partial
29-2061	Licensed Practical and Licensed Vocational Nurses	5,164	603	917	314	Certificate	No
31-9092	Medical Assistants	4,104	593	616	23	Certificate	No
43-3021	Billing and Posting Clerks	1,646	502	85	(417)	High School	Partial
31-9091	Dental Assistants	2,338	327	86	(241)	Certificate	No
11-9111	Medical and Health Services Managers	2,177	304	483	179	Bachelor's	Partial
29-2098	Medical Dosimetrists, Medical Records Specialists, and Health Technologists and Technicians, All Other	1,836	258	546	288	Certificate	Partial
21-1022	Healthcare Social Workers	1,080	194	687	493	Master's	No
29-1228	Physicians, All Other; and Ophthalmologists, Except Pediatric	2,455	179	224	45	Doctoral	No
29-2018	Clinical Laboratory Technologists and Technicians	1,922	174	177	3	Bachelor's	No
29-1292	Dental Hygienists	1,554	150	97	(53)	Associate's	No
29-1171	Nurse Practitioners	1,281	136	266	130	Master's	Partial
29-2034	Radiologic Technologists and Technicians	1,428	113	181	68	Associate's	No
29-1123	Physical Therapists	1,102	90	89	(1)	Doctoral	No
Total		82,082	22,724	7,969	1,546		

Source: Emsi, Chmura

*Note: Total surplus or deficit excludes occupations that require only a high school diploma, as these occupations do not require higher education degree completions.

Regional institutions that are producing the most graduates to fill these roles include Ohio State University, Columbus State Community College, Hondros College of Nursing, and Central Ohio Technical College.

Top Institutions for Healthcare Relevant Completions, 2019

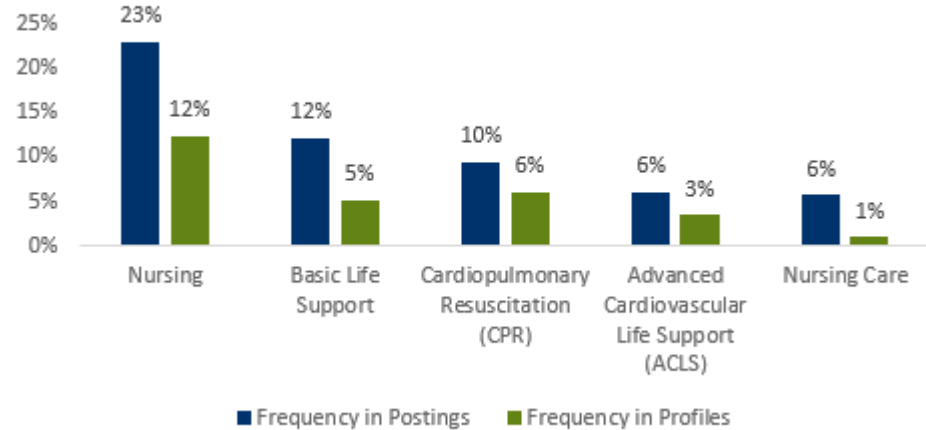
Institution	Completions
Ohio State University	1,978
Columbus State Community College	1,179
Hondros College of Nursing	957
Central Ohio Technical College	402

Source: Emsi

*Completions include both certificates and degrees.

From a skills perspective, there is a difference between the hard skills that employers seek and those that are possessed by job seekers. Of the top five hard skills sought by employers in this cluster, the frequency that these skills appear in job postings exceeds the frequency with which they appear in job candidate profiles. For example, 23% of postings list nursing skills as a requirement, but only 12% of job seeker profiles list these skills. On the soft skills side, employers are faced with a sufficient number of candidates who possess skills such as customer service, management, sales, and leadership.

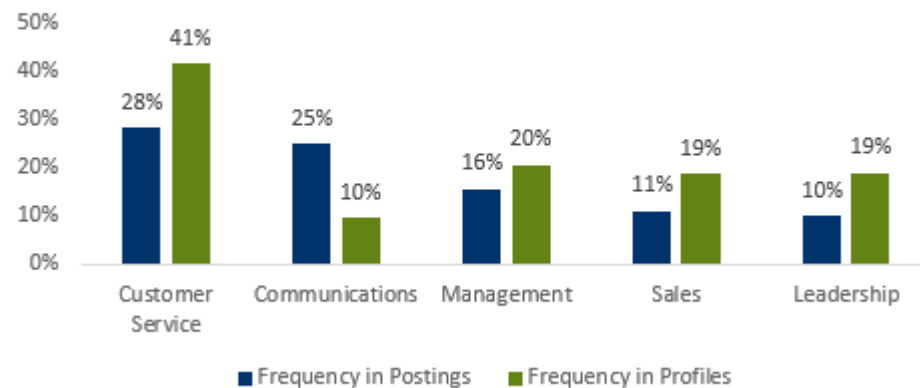
Hard Skills in Healthcare/Medical Job Postings, Columbus MSA



Source: Emsi

The mismatch in hard skills required and possessed by job seekers indicates that the region may have difficulty in keeping pace with the growing demand for talent in this industry. To ease workforce pressures, a focus should be placed on partnering with educational institutions to further develop relevant healthcare degree and certificate programs and market these programs to attract new students and future workers.

Common Skills in Healthcare/Medical Job Postings, Columbus MSA



Source: Emsi

SOURCES

GENERAL

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CHAPTER 5: ACTION MATRIX

INTRODUCTION

The City of New Albany Economic Development Plan Update has been developed to help the city pursue opportunities and mitigate challenges identified through the research and data collection process. Current successful practices form strong foundation for new endeavors and are therefore also highlighted as essential activities and expanded where advisable.

The Economic Development Plan and Action Matrix strives to reflect the five overarching principals of:

- ◆ Apply proactive goal setting, activity and outcome planning, partnerships, and organizational techniques to compete for businesses and **maximize the effectiveness of New Albany's economic development team.**
- ◆ **Enhance New Albany's competitiveness** as a location both for residents and for a wider array of business sizes and industries, including encouraging Main Street and small business that contribute to the community's quality of life.
- ◆ Actively **promote small business creation, growth, and retention** through stronger partnerships in the region's innovation ecosystem.
- ◆ Maintain competitiveness for existing industry sectors and remain selective in competing for new companies.
- ◆ **Identify new industry cluster opportunities** and continue to be a competitive location for businesses in the targeted sectors.
- ◆ These initiatives are intended to act as a work plan for the City of New Albany and partner organizations, therefore task status should be reviewed regularly for progress-to-completion or a need to change course. While these are important goals and objectives right now, the ever-changing economy, as well as fluctuating state and national priorities, are likely to dictate adjustments to the plan.

COVID Response: Take Immediate Action to Address COVID Related Impacts

Rationale: The City of New Albany Economic Development Plan Update has been written during a period of immense economic disruption and upheaval as the COVID-19 pandemic continues to wreak havoc around the world. The economic and public health landscape are changing on a daily basis and the full impact of the pandemic is yet to be known. The majority of the New Albany Economic Development Plan is future forward and assumes some level of normalcy will return, however there are critical steps that need to be taken immediately in order to support existing businesses and build resiliency within the economy.

Take steps to address the needs of existing businesses in New Albany to Build Resiliency

- i. *Establish a six month intensive BR&E program* focused on regular communication with major employers and major office users in New Albany. Continue to connect on a regular basis with executives to understand their plan for the near and short term, identify any issues they may be struggling with, and provide support as able. Provide frequent communications to all businesses with updates on resources and role the City of New Albany and partner organizations are assuming during recovery. Build findings into CRM and use as part of ongoing BR&E program.
- ii. *Maintain an inventory of resources available* to businesses during this time and connect businesses to providers of training and assistance. Navigating state and federal resources will be key to deploying funds to businesses. Businesses are preoccupied with maintaining operations, and therefore lack the time to search for resources. The city can assist by communicating what resources are available to businesses, and following up to learn which have been most useful.
- iii. *Develop technical assistance for businesses in a post-COVID reality.* Preparing guides, technical assistance, and/or other resources to help businesses with additional safety protocol procedures, customer management, or digital presence will be key to ensuring that existing businesses can adapt to the after effects of the pandemic. Intelligence from ongoing communication with businesses throughout the crisis will help develop the initial list of business needs.

Priority: High

Roles for City and Partners: City to lead.

Timeline: Immediate and Ongoing

Outcomes: Businesses retained and supported through COVID crisis.

Strategy 1: Create a Decision Framework for the City’s Economic Development Activities.

Rationale: Being able to retain current flexibility and the ability to pivot during changing economies and for unique opportunities will build resilience and strength for the city. With a framework, individual activities and decisions are understood through desired *outcomes* and priorities can be set, successes and gaps understood, and decisions made about when to act directly and when to use a partner or hire a specialist.

Initiative 1.1: Identify the Best Role for Economic Development across Different Service Areas.

1.1.A	Conduct a self-analysis with staff working independently and then meeting as a group.	<ul style="list-style-type: none"> i. List goals for economic development activities. For example, increase jobs, grow commercial tax base, retain existing businesses, participation by small businesses in economic development programs, and others. ii. List existing activities and match them against the goals identified in a matrix form, noting which activities promote multiple goals, and which goals are supported by multiple activities. iii. Note staff skills, qualifications, and capacity needed and resources used. iv. List existing partners. v. Identify resources used and typical and desired outcomes of each activity. vi. Measure the balance of resources and outcomes on a simple scale or a quadrant matrix with low to high resources and low to high outcome or impact. vii. Identify imbalances such as activities that don’t deliver outcomes in keeping with the resources used, or activities that have a strong impact with low/moderate effort. Consider what the outcome might be if the resources were reduced or increased. viii. Identify gaps suggested by the list, and activities that should be undertaken that aren’t. ix. Revisit and update at least annually, and on an interim basis when a new activity is added.
Priority: High Roles for City and Partners: City to lead. A consultant may be considered to development and implement.		Timeline: Near Term Outcomes: Increased effectiveness for all tasks, clear priorities for the use of resources.

1.1.B	Establish a process for managing and evaluating relationships with partner organizations.	<ul style="list-style-type: none"> i. Create a list of existing organizations the city regularly engages with for advice or assistance and their tasks and capabilities. Add them to the analysis of goals and activities begun in 1.1.A, above. View these partners as a potential “external team.” ii. Add to this list individuals and organizations who are not currently partners but have a mission or activities that suggest they could be in the future. These are potential new external team members. iii. For activities the city chooses not to undertake directly, match needs and outcomes with partner capabilities. Recruit partners and become comfortable delegating. Establish an internal script: “We do this because... and we don’t do this because... but we will find a partner.” Focus on the desired outcome and identify the best leader. iv. Invite a representative from each existing partner organization to review the finished economic development plan and identify areas where they can assist, lead, or support. Ask for concrete tactics, set deadlines, and follow up. v. Meet with local and regional partners at least annually to facilitate interaction with each other, increase collaboration with the city, analyze results, and share challenges and successes. Short brainstorming breakout sessions may be used to increase engagement and encourage sharing of ideas across specialties.
Priority: High		Timeline: Near Term
Roles for City and Partners: City to lead.		Outcomes: Improved ability to share and delegate tasks, and increased capacity at city to focus on highest priorities.
Initiative 1.2: Identify Gaps in Financial Incentives and Establish Performance Metrics.		
1.2.A	Identify gaps in financial assistance by comparing goals for the city and for businesses. This study did not identify current gaps in financial incentives. The city should prepare to identify and address potential future gaps.	<ul style="list-style-type: none"> i. Create a list of desired outcomes for each current incentive, such as minimum tax revenue, job growth, job retention, capital investment, or adaptive reuse. ii. List businesses using incentives by size and sector. Determine whether a targeted type or sector is not participating, such as small but growing Main Street businesses. Use BR&E to learn whether this is because they are unaware of incentives or need a different form of support from what is offered. iii. Evaluate the use of each incentive in practice against the city’s desired outcomes. Consider whether it (a) is performing as planned and should continue as is (b) doesn’t fit the original intent but is still valuable for other goals, (c) can be adjusted for better alignment, or (d) should be phased out. iv. Conduct a short survey at least one year after the award and ask each business how well the incentives performed for them by supporting their business plan. Ask whether they would use the same tool again or if an adjustment or different program would work better. v. Establish a process for determining whether and how to address a possible gap with a new or adjusted incentive. Criteria should include (a) measurable positive and potential negative outcomes for the city; (b) resources needed such as staff and funding; (c) availability of expertise at the city or through partners; and (d) how a similar gap was successfully addressed by another community.
Priority: Medium		Timeline: Review by end of 2021, update annually
Roles for City and Partners: City to lead.		Outcomes: Improved ability to meet business needs and balance with community needs.

1.2.B	Establish metrics and regularly evaluate incentives quantitatively.	<p>Measuring the outcome of an incentive enables the city to determine what is succeeding and what may need adjustment so the portfolio of incentives continues to serve the needs of the community and businesses. Sharing metrics with community leaders and residents builds confidence in the city's actions and shows benefits such as new jobs.</p> <ol style="list-style-type: none"> Select success metrics for incentives overall: new and retained jobs, wage increases, capital investment, increased commercial tax base, and new income tax revenue generated. Measure cumulatively and on an annual basis. Capital investment and tax revenue can be calculated per household or per capita as well. Where possible, include backward-looking information to identify trends. For each widely-used incentive, implement two or more metrics. For tax abatements, track capital investment, net new property and income tax revenue, and new jobs by business and in aggregate. Ask the company for the data and update annually. Design a dashboard or short report for results and trends to use internally and to and share with key stakeholders such as elected leaders, CIC, others. Make it visually interesting and update at least annually. Begin to incorporate economic and fiscal impact modeling into decision process associated with any large financial assistance provided. Use this report to calculate the return on investment for the impacted jurisdictions, inform the decision, and assure the public of the reasonableness of incentive given.
Priority: Medium Roles for City and Partners: City to lead.		Timeline: Near term, update annually Outcomes: Improved ability to communicate what role incentives have in community outcome; community support maintained.
1.2.C	Continue to gather business intelligence about how incentives are used and perceived.	<ol style="list-style-type: none"> Incorporate questions about incentives into BR&E activities. Listen for gaps in knowledge about what's available, particularly among small and Main Street businesses. Be sure to communicate what is available to Main Street and small businesses during BR&E visits, general communication, and in the press and encourage participation. Develop partners and resources for Main Street and small businesses that may not traditionally have access to larger incentive programs or professional business services. Consider partners and local mentors to provide training and ongoing advice around marketing, human resources, accounting, and more that can enhance Main Street and small businesses' ability to remain viable and expand. Listen for business challenges that could be mitigated with direct incentives not currently offered, or not offered to that business size or sector. For example, if a small business wishes to expand its capacity but is not making a capital investment in a new building or renovation, there may be a short term need for funding assistance before additional revenue is realized. Identify partners for activities where direct city action is not the most effective choice. When connecting a business to another resource such as a Small Business Administration loan, follow up on outcomes.
Priority: Medium and Ongoing Roles for City and Partners: City to lead.		Timeline: With Initiative 3.1 on BR&E Outcomes: Existing well-tailored incentives maintained and ability to pivot as business needs change increased.

Initiative 1.3: Assess the City's Goals for the Innovate New Albany Incubator and Other Innovation Activities.

1.3.A	Formalize the city's goals in providing support for Innovate New Albany.	<ul style="list-style-type: none"> i. Internally, list what the city hopes the incubator and ecosystem will achieve and note the importance of each. For example, new business formation, current business expansion, new capital investment or jobs, maintaining the city's regional and national profile. ii. List which incubator and ecosystem activities directly promote these goals and note what reporting currently exists to track progress. iii. Gather data on incubator outcomes such as businesses graduated from the space, businesses retained in the city or the region, business failures. iv. For each partner, clearly define and communicate the city's role and expectations. Maintain regular conversations on this topic and periodically evaluate whether the city's role should remain the same, increase, or be adjusted. <p>Strategy 4, below, provides additional innovation and entrepreneurship activities.</p>
Priority: High Roles for City and Partners: City to lead.		Timeline: Near term Outcomes: Clear role for city, justification of resource use.

Strategy 2: Maintain New Albany's Leadership as a Competitive Location for Existing and New Businesses.

Rationale: New Albany has successfully attracted and fostered major businesses in several industry clusters. For industry growth and continued diversification, the next steps are to select additional medium-term targets and review the potential advantages of disaggregating large existing clusters. Remaining a leader in the region and state for enabling businesses to thrive requires maintaining access to a competitive workforce, growing the small business sector, and pursuing collaboration.

Initiative 2.1: Promote Continued Expansion and Retention of a Competitive Workforce.

2.1.A	Establish paths for continuous information exchange on worker skills and training.	<ul style="list-style-type: none"> i. List of who in the region is managing workforce related issues and resources and ensure New Albany staff, website, and collateral is up to date and consistent. Work collaboratively to create informative websites, materials, and "road shows" to gather and disseminate information to industry and workers. ii. Incorporate workforce into discussions with employers and seek specific problems or solutions. Transform thinking from "I just can't find skilled workers" to "Certified welders stay for 2 years and then get other offers elsewhere." iii. Conduct a workforce preparedness analysis to assess the match between training opportunities, hard and soft skills taught, apprenticeships and on-the-job training, internships, and employer needs in existing clusters and emerging cluster opportunities. Keep updated and identify gaps and resources most in demand. Note: this can be delegated to a partner organization or performed by a consultant. iv. Conduct a survey of HR professionals of issues they face in attracting employees, length of job posting, reasons applicants state for not applying, and other information that might suggest solutions. v. Ask partners to assist with a national review of innovative or successful programs that address workforce needs for New Albany's industry clusters, existing and emerging.
Priority: High Roles for City and Partners: City to identify partners, share/delegate.		Timeline: Near to Mid Term Outcomes: Continued business confidence in workforce availability.
2.1.B	Encourage discussion of skills vs. credentials.	<ul style="list-style-type: none"> i. Stay up to date on research, and initiate conversations with the economic development community and businesses. Encourage expansion of concepts into schools, youth leaders and community groups that influence worker choices. <ul style="list-style-type: none"> ◆ Changing standards and expectations ◆ Changing role of education ◆ Cost of credentials as a barrier to work ◆ Differing needs of mid-career workers and those rejoining the workforce after an absence
Priority: Medium Roles for City and Partners: City to connect with local, regional partners who can lead.		Timeline: Long Term, begin information gathering short term Outcomes: Workforce is prepared for jobs with demanded skills; reduced cost and time barriers to training and re-skilling.

2.1.C	Address housing challenges and continue to secure transportation resources, directly or with partners.	<ul style="list-style-type: none"> i. Solicit a regional housing needs assessment that includes workers, families, and professionals. Ohio Housing Finance Agency annual needs assessments are a good resource for complementary information on housing costs and burdened populations. ii. Identify gaps between New Albany's worker housing needs and cost, availability, and proximity. Identify and reach out to regional housing service providers and bring them into forums and events. iii. Include questions and discussions with businesses about transportation related issues for their workers to identify any improvements to be made.
Priority: Medium Roles for City and Partners: City to delegate, monitor.		Timeline: Long term Outcomes: More workers are residents and contribute locally.
2.1.D	Integrate childcare into all worker retention and needs assessments.	<ul style="list-style-type: none"> i. Include workforce childcare needs among topics to talk to all businesses about during BR&E. ii. Segment childcare needs by child age and worker schedule. Identify gaps from the point of view of the worker such as inability to get care for shift work, before school, during long term school closures. iii. Identify alternate locations such as vacant office space that can be repurposed for older age groups. Proximity to business activity can promote student learning about work and entrepreneurship. iv. Explore funding for childcare worker training and certification.
Priority: Medium Roles for City and Partners: City to initiate, delegate to a partner.		Timeline: Begin with BR&E activities in Initiative 3.2 Outcomes: Expanded workforce, reduced employee turnover.
Initiative 2.2: Bring Small Businesses into the Conversation.		
2.2.A	Monitor and track small businesses in New Albany just as is done with larger businesses.	<ul style="list-style-type: none"> i. Establish unique tags in CRM to allow for tracking of information about sector, number of employees, value, estimated annual revenues, ownership structure, location and size of facility. ii. Regularly survey the small business group to learn about their issues, specific support they need, or how they can be encouraged to stay and expand in New Albany. iii. Using the survey results, establish a focused small business program providing or enabling access to financial, technical, networking, group marketing, and other assistance.
Priority: High Roles for City and Partners: City to lead.		Timeline: Short term, ongoing Outcomes: Small business growth and stability, economic resiliency.

2.2.B	Convene group of small business owners for discussion, collaboration, and networking.	<ul style="list-style-type: none"> i. Facilitate, but don't manage, a twice per year forum of small business owners to discuss workforce, childcare, supply chains, expansion issues, and other topics that impact small businesses differently from larger ones. ii. Follow up on issues identified, help bring together the necessary partners to address, and work on finding solutions to support small businesses. iii. Include language and metrics about small businesses in annual reporting content to demonstrate role that small businesses have in creating high quality of place in New Albany.
Priority: Medium Roles for City and Partners: City to initiate and delegate to partner.		Timeline: Mid Term Outcomes: Small business growth and stability, economic resiliency.
Initiative 2.3: Prepare for Continued Growth and Emerging Opportunities in Existing Industry Clusters and Potential New Industries.		
2.3.A	Continue to encourage growth in existing clusters and encourage new clusters to emerge.	<ul style="list-style-type: none"> i. Maintain the city's commitment to support and expand the key competitive assets identified for each industry in the Cluster Analysis and summarized in the Key Findings of the research overview for this report, including needed infrastructure. ii. Talk to current service providers of telecommunications infrastructure about extending fiber to residences and consider having a study completed by a specialized broadband consultant to determine feasibility. iii. Continue to discuss supply chain needs with existing businesses and ask about current or expected gaps that could be met by businesses attracted to New Albany (or the Columbus region) or grown locally. iv. Keep communicating with site selectors and obtain intelligence by industry sector. v. Monitor growth in R&D, logistics, and telehealth as emerging subsectors, as discussed in the Cluster Analysis. Request insight and data from existing companies with these activities, such as job and expenditure breakdowns, perspectives on growth, and resource gaps. vi. Monitor contract manufacturing within personal care/ Beauty Campus as a manufacturing subsector, such as plastics molding. Identify areas of expertise and adaptability, such as the conversion of manufacturing capacity to respond to increased demand for health necessities.
Priority: Medium to long-term Roles for City and Partners: City to lead.		Timeline: Ongoing Outcomes: Business growth, new companies.

2.3.B	Monitor actual local activity, not national trends, about the use of office space.	<ul style="list-style-type: none"> i. Observe local trends and changes in the use of office space and consider what types of communities and business are affected and which are not, and share specific information to counteract national predictions of disruptive change. For example, suburban office space is being reoccupied in the summer and fall of 2020 at a much more rapid pace than urban areas, but vacancy in large cities such as New York set the tone for national reporting. ii. Conduct an analysis of office space needs within the city's targeted industries once pandemic related impacts have flattened out to understand future needs, challenges, and opportunities. iii. Integrate business intelligence from BR&E in New Albany and information gathered for the region by OneColumbus. Solicit positive views as well as concerns. iv. Look for local and regional entrepreneurs who are solving problems such as repurposing excess space, redesigning for safety or multi-user formats, and prepare resources that can be shared. <p>Note: These activities can be started with a discussion session that includes businesses using office space and with commercial real estate professionals, with the city, a partner, or a consultant facilitating.</p>
Priority: High Roles for City and Partners: City to lead.		Timeline: Ongoing Outcomes: Understand actual potential for change to businesses.
2.3.C	Establish a framework and plan to evaluate potential new clusters.	<p>The Cluster Analysis section of this report identified three industries that perform well in the Columbus region but do not have a strong presence in New Albany: pharmaceutical manufacturing, finance and insurance, and professional and scientific services.</p> <ul style="list-style-type: none"> i. Conduct or commission a target industry cluster analysis to gain a deeper understanding of each sector's needs and the activities the city and partners can undertake to become more competitive regionally. ii. Continue to discuss supply chain needs with existing businesses and ask about current or expected gaps that could be met by a new businesses attracted to New Albany (or the Columbus region) or grown locally. iii. Keep communicating with site selectors and where possible obtain intelligence by industry sector. <p>See also Initiative 3.2, "Continue to be Selective in Attracting Businesses to New Albany."</p>
Priority: Medium Roles for City and Partners: City lead, with OneColumbus, consultants as active partners.		Timeline: Fall 2020 decide who will conduct analysis, have it completed by end of 2021 Outcomes: City can actively pursue desired industry sectors.

Strategy 3: Upgrade to a Smart, Data Driven BR&E Program and a Proactive Attraction Program.

Rationale: Business retention and expansion efforts play a crucial role in sustaining existing companies as well as generating leads for new projects and gathering business intelligence to inform attraction efforts. New Albany is attentive to its existing businesses, but the process and intelligence gathering has not been fully planned or formalized. The next step is to create a system that continues good practices, identifies service gaps, and reaches more companies. Building off the success of recent attraction and expansion efforts, New Albany now has the ability to be much more selective and proactive when it comes to attracting new businesses and investment. New Albany is recognized as a premier place to do business and should use this position to direct growth in a way that will have the greatest return on investment and most positive impact.

Begin this effort immediately to address impacts of COVID-19 on major employers and property owners.

Initiative 3.1: Establish a More Formalized Business Retention & Expansion Program.

3.1.A	Maintain strong relationships with all the businesses through formal and informal conversations.	<ul style="list-style-type: none"> i. Be the face of all business visitation efforts to demonstrate to businesses that economic development staff are the go-to team. Continue to participate with partner organizations, but take the lead in communication and follow up. ii. Maintain and create personal relationships between the development team and businesses as a result of ordinary community life, such as visiting local businesses and recreation space. iii. Identify a designated staff point person for relationships for the near term, and use tools such as a CRM and regular formal and informal conversations to share information with the entire development team. As resources permit, add at least one other person to share this function. iv. Announce via a marketing campaign that the City of New Albany is going to be working hard to improve the local BR&E and that it will be more data driven. This will let the larger public know about the work being done on behalf of existing companies as well as give some notice to businesses that the city might be surveying, asking more specific questions, and taking a less casual approach. v. Continue to be the go-to for all things New Albany for businesses. Continue to build the trust through casual conversations, social get-togethers, and informal networking. Use the Salesforce CRM to track who is engaging in these activities and how, and use that intelligence to plan for future outreach.
Priority: High Roles for City and Partners: City to lead.		Timeline: Ongoing Outcomes: Improved business intelligence, service to companies.
3.1.B	Pursue a data-driven approach to BR&E.	<ul style="list-style-type: none"> i. Use the Salesforce training modules (Trailhead) to gain better skills and understanding of the tool. ii. Within the Salesforce CRM, build an information architecture for the BR&E program, to collect data beyond expansion and on growth trends, to include workforce, supply chain, consumers/customers, finance and funding, business environment, etc. iii. Upload results of COVID-19 Survey to CRM to start building baseline data. iv. Develop a strategy for outreach to businesses. Launch the strategy with a digital survey of all businesses to populate the information architecture, as well as in-person business visits that allow for deeper connections and

		<p>conversations. To increase response rates, implement a calling campaign to reach more businesses and collect additional intelligence.</p> <ul style="list-style-type: none"> v. Bring a tablet to business visits to fill in the fields during the meeting directly into the CRM. Anytime anyone on staff interacts with a business, it should be recorded in the CRM in real time. vi. Conduct regular surveying of businesses through Salesforce apps to gain insights about issues, track input, keep records updated, identify critical concerns, and potential opportunities. vii. Analyze business intelligence continuously, over time. Learn from the information and employ it to adapt policies, programs, and marketing for attraction.
<p>Priority: High</p> <p>Roles for City and Partners: City to lead.</p>		<p>Timeline: Ongoing</p> <p>Outcomes: Improved business intelligence, service to companies.</p>
3.1.C	Conduct regular reporting for internal and external audiences.	<ul style="list-style-type: none"> i. Establish an annual report that outlines the work completed in the previous year around BR&E. Graphically present the results of the program: number of connections made, number of jobs retained, number of businesses, retained, and investment. Supplement the data with short-stories that show how the information gathered was used to support the business community. Include annual report in future BR&E outreach efforts to demonstrate value. ii. Throughout the year collect additional content about networking efforts, consortiums, qualitative/anecdotal information from industry, etc. Use this as both an internal (within New Albany) marketing tool as well as for business attraction efforts.
<p>Priority: High</p> <p>Roles for City and Partners: City to lead.</p>		<p>Timeline: Ongoing</p> <p>Outcomes: Improved business intelligence, service to companies.</p>
3.1.D	Conduct a review of the current list of businesses in the community and ensure a diverse selection (size and industry) is receiving regular communication from the office.	<ul style="list-style-type: none"> i. Continue to meet and visit the large and large-medium sized businesses on a regular and more formalized schedule. Prioritize businesses in the growth stage. ii. Connect with small-medium sized businesses through targeted emails that have information they will need, regular surveying with follow-up conducted, or participation in efforts by the Chamber and other organizations that regularly connect with these companies.
<p>Priority: High</p> <p>Roles for City and Partners: City to lead.</p>		<p>Timeline: Ongoing</p> <p>Outcomes: Improved business intelligence, service to companies.</p>

Initiative 3.2: Continue to be Selective in Attracting Businesses to New Albany.

3.2.A	Identify a core set of businesses, or business types, that are desirable and conduct attraction proactively.	<ul style="list-style-type: none"> i. Using the target cluster analysis, identify the high paying, high skilled, high tech industries that align with community goals and existing strengths and focus attraction efforts on those. ii. Create a wish list of companies and begin targeted pursuit. Communicate this vision for attraction to city and regional leaders so that they can assist and pursue as well. iii. Maintain a list of all necessary infrastructure (including telecommunications) needs that would arise from this type of development and take steps to complete. iv. Be proactive in going after the companies that fit this vision, including attending conferences, scheduling meetings with site selectors that work in this sector, and updating all necessary marketing material to speak to the sector directly. Build from recent tech company successes in New Albany to make the case for why other similar companies should choose New Albany through quotes, including in promotional material, and even requesting assistance with networking.
Priority: Medium		Timeline: Mid-Term
Roles for City and Partners: City to lead.		Outcomes: Increased private investment, tax base, and average earnings per worker.
3.2.B	Review and refine the city's attraction campaign.	<ul style="list-style-type: none"> i. Continue to evaluate the goals and outcomes of the current attraction efforts being pursued by the city, OneColumbus, State of Ohio, and other organizations doing attraction on behalf of New Albany. See where those efforts have been successful and where they do not align with New Albany's goals. ii. Continue to communicate directly with OneColumbus and the state about what their priorities are, what types of trips, conferences, and events they are attending, and how New Albany fits into their efforts. Participate fully in the attraction efforts that align with New Albany's selected goals to get the name, and face of economic development leadership as well as information about the city's assets in front of decision makers. iii. Focus on strategic attraction tactics such as meeting with site selectors that are most involved in the types of industries being sought, attending specific conferences around the country that will provide face-time with the right people, and continued partnership with the regional and state organizations.
Priority: Medium		Timeline: Mid Term
Roles for City and Partners: City to lead with OneColumbus.		Outcomes: Increased visibility and more efficient attraction efforts.

3.2.C	Refine marketing material and staff development efforts.	<ul style="list-style-type: none"> i. Conduct a full audit of the city's website and marketing collateral to make sure it speaks to the audience of the selected focus industry. Keep it updated. ii. Pursue staff development and training programs that will increase the knowledge and understanding of the targeted industries, trends, terms/language, and needs. Use information from these trainings to design targeted marketing collateral that aligns with each industry's core factors when making location decisions. Nationally recognized certifications such as Certified Economic Developer (CEcD) build networks as well as knowledge. iii. Utilize website tracking and real-time chat to identify businesses that are visiting the website and may be interested in locating in the city. Use this to build the CRM, create warm leads for attraction, and better understand how businesses are using the New Albany website to gain insights.
Priority: Medium Roles for City and Partners: City to lead.		Timeline: Mid Term (make some of the easy changes to website immediately) Outcomes: Increased visibility and earlier engagement with prospects.

Strategy 4: Integrate Innovation and Entrepreneurship with Existing Businesses and Resources.

Rationale: The City of New Albany and the Columbus region show strengths in services offered around networking, market validation, and access to capital for high-growth technology companies. Gaps exist in financial literacy, investment knowledge, and overall support for small businesses. The existing physical incubator and the deep innovation ecosystem that is available in New Albany is a competitive advantage when submitting information to site selectors, Encouraging the innovation ecosystem to reach more participants, and embrace Main Street businesses and other small businesses in addition to technology startups will increase idea exchange and energy. It will promote the idea that innovation can come from many places. Integrating activities with existing business resources provides more support for business growth and retention within New Albany.

Initiative 4.1: Assess the Innovation Ecosystem.

4.1.A	Conduct a comprehensive assessment of the Innovate New Albany incubator program and operations.	<ul style="list-style-type: none"> i. Establish a business plan that clearly shows the role of the City of New Albany and other partners and funders such as Rev1. This can be prepared for the city by a consultant. ii. Create a business model that is not dependent on revenue from real estate and that graduates businesses out of the incubator while still maintaining income needed for programming. For example, large companies in the community may be recruited to sponsor incubator space, which will also connect entrepreneurs to the business community. Raising the visibility of entrepreneurship within the business community, and providing mentoring opportunities are indicators of improved integration of new and established businesses. iii. Explore expanding curriculum and programming around business basics that would be beneficial to any business owner, such as financial literacy, operations, and marketing. Making the incubator accessible to non-traditional tech based businesses will create a more diverse environment for those involved and strengthen the overall network for better outcomes.
Priority: Medium Roles for City and Partners: City to initiate, delegate plan preparation.		Timeline: Mid Term Outcomes: City and partners understand role, priorities.

4.1.B	Create incubator metrics, milestones, and reporting.	<ul style="list-style-type: none"> i. Develop metrics and milestones and make sure all programs and services drive to achieve them. Establish a dashboard for reporting on results from the incubator to the city. Including metrics such as return on investment, jobs created, capital investment, and retention of companies in New Albany. ii. Include Rev1 and current incubator management as partners. iii. Review dashboard on a regular basis, adjust funding and programming as necessary to better meet goals and industry needs. iv. With assistance from Innovate New Albany leadership, collect information on leadership, location, and size of incubator graduates and add to the city's CRM.
Priority: Medium Roles for City and Partners: City to initiate, consider delegating.		Timeline: Mid Term Outcomes: City and community understanding of what incubator contributes, and city can adjust priorities and resources as needed.
4.1.C	Conduct an entrepreneurial ecosystem assessment.	<ul style="list-style-type: none"> i. Develop an understanding of the ecosystem gaps in the region and identify the unique role of New Albany. This should be done with partners, for example Rev1. ii. Build on past assessments and include information about how disruptions such as the 2009 financial crisis and recession, and the COVID-19 response, have specifically affected the ecosystem. Look for trends that encourage or discourage entrepreneurship that go beyond systemic shocks, such as demographic changes, new educational programs, and industry- or business-specific workforce dislocations. iii. Include in the assessment the supply/demand of the full spectrum of entrepreneurial needs, including co-working space, incubator space, an accelerator program, and low-rent/small scale office space. Consider the potential for a niche accelerator program to locate in New Albany that is focused on the region's core competencies and can use experts and institutions in the region to act as mentors, develop curriculum, and help push companies to the next stage of their expansion. iv. Identify gaps and using the outcomes of the self-evaluation in Initiative 1.1, select current or emerging gaps that New Albany can fill and that can be accomplished with the city's resources, or can be delegated to a partner.
Priority: Medium Roles for City and Partners: City to lead, Rev1 partner.		Timeline: Mid Term Outcomes: Increased entrepreneurial activity and retention of firms.

Initiative 4.2: Increase Recognition of Entrepreneurs and Innovation and Promote Retention in New Albany.

4.2.A	Broadcast success stories within the community.	<ul style="list-style-type: none"> i. Showcase successful entrepreneurs and innovators in various forms of media, communication (such as BR&E), and promotional materials. Include those involved with product development at the city's large companies in these showcases, as they are also good representations of innovation and entrepreneurship. ii. Encourage and facilitate recognition at community events, engagement with primary schools, and overall promoting entrepreneurship and innovation as a viable career path, at any age, and important to the economy.
Priority: Medium		Timeline: Mid Term
Roles for City and Partners: City to lead.		Outcomes: Better integration of innovators, community support.
4.2.B	Encourage Main Street as well as technology businesses to start and stay in New Albany.	<ul style="list-style-type: none"> i. Create physical and psychological support for non-technical innovation. Physical support includes encouraging use of the incubator and other resources for hospitality, services, retail businesses. Examples of psychological support are including non-tech successes in showcase events even if the company is small. ii. Make sure Main Street and small business owners don't feel left out of the economic development conversation by continuing to develop and promote programming and technical assistance to meet their needs. Include access to training, mentors, and regional resources that can help them remain in New Albany and expand. Be flexible about the level of formality and scheduling of webinars or events, polling the target audience about what times, or format and length of meeting or training, work within the demands of their day to day operations. iii. Establish milestones for success unique to small business. These can be specific to each business but should also demonstrate the impacts that small and Main Street businesses, in aggregate, have on the community. iv. Gather and plant entrepreneurial "seeds." In conversations with businesses, listen for service gaps or business needs. Find a place to plant the seed with the incubator or other resource or business.
Priority: Medium		Timeline: Mid Term
Roles for City and Partners: City to lead through business plan.		Outcomes: Village Center businesses supported, new activities and amenities increase quality of life.

Initiative 4.3: Add New Pathways to Entrepreneurship.			
4.3.A	Raise awareness about entrepreneurship as a career for youth through the education system.	<ul style="list-style-type: none"> i. Recruit a champion within the education system that can help eliminate the walls between education and business and bring the two together. ii. Meet with guidance counselors and curriculum developers to identify opportunities for age-appropriate presentations, conversations, activities to bring into the regular school year. iii. Support hosting an entrepreneurship and business plan club and competition. iv. Where space is available, encourage hosting actual small business activity at schools. 	
Priority: Medium		Timeline: Mid Term	
Roles for City and Partners: City to initiate, delegate.		Outcomes: Increased diversity of business startups and ownership, community appreciation of local innovation.	
4.3.B	Raise awareness about entrepreneurship as a second career for experienced residents.	<ul style="list-style-type: none"> i. Develop resources that would be appropriate for this segment and make them. Promote on website, in conversations, and regionally as New Albany as a great place to start a business. ii. Create a pool of mentors that can be dispatched to help newer entrepreneurs. Understand from the entrepreneurs what they would find helpful, and from the mentor what they would be able to provide. iii. Expand the pool of mentors by reaching out to junior, mid-level, and senior employees. Include skilled non-management workers as well. 	
Priority: Medium		Timeline: Mid – to Long Term	
Roles for City and Partners: City to initiate, delegate.		Outcomes: Increased diversity of business startups and ownership, community appreciation of local innovation.	

METHODOLOGY AND DATA SOURCES

METHODOLOGY

The strategies developed for this Economic Development Plan Update are grounded in research, both quantitative and qualitative. Through the analysis of demographic and economic data, along with interviews with a selection of New Albany's business leaders, an understanding of the existing conditions in the city was formed. The results of this research are outlined in the *Economic Baseline Analysis*, *Economic Drivers Inventory*, and *Industry Cluster Analysis* sections of this report. This information was used to inform the subsequent steps of the planning process.

DATA SOURCES

ECONOMIC MODELING SPECIALISTS INTERNATIONAL (EMSI)

To analyze the industrial makeup of a study area, industry data organized by the North American Industrial Classification System (NAICS) is assessed. Camoin 310 subscribes to Economic Modeling Specialists Intl. (Emsi), a proprietary data provider that aggregates economic data from approximately 90 sources. Emsi industry data, in our experience, is more complete than most or perhaps all local data sources (for more information on EMSI, please see www.economicmodeling.com). This is because local data sources typically miss significant employment counts by industry because data on sole proprietorships and contractual employment (i.e. 1099 contractor positions) is not included and because certain employment counts are suppressed from BLS/BEA figures for confidentiality reasons when too few establishments exist within a single NAICS code.

ESRI BUSINESS ANALYST ONLINE (BAO)

ESRI is the leading provider of location-driven market insights. It combines demographic, lifestyle, and spending data with map-based analytics to provide market intelligence for strategic decision-making. ESRI uses proprietary statistical models and data from the U.S. Census Bureau, the U.S. Postal Service, and various other sources to present current conditions and project future trends. Esri data are used by developers to maximize their portfolio, retailers to understand growth opportunities, and by economic developers to attract business that fit their community. For more information, visit www.esri.com.

PITCHBOOK

PitchBook is a leading provider of company and transaction data, including venture capital, private equity, and M&A transactions. As part of the Morningstar brand, PitchBook tracks every aspect of the public and private equity markets, and is trusted by financial investors and other professionals worldwide. For more information on PitchBook, please see <https://pitchbook.com/>.

STUDY REGIONS

The data analysis in this report was conducted to identify demographic, socioeconomic, and business and industry trends in the City of New Albany's economy. In addition to data specific to the City of New Albany, data was collected and analyzed for the Columbus, OH metropolitan statistical area (MSA) and Ohio where appropriate.





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