

Data Scan & Economic Structure

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

What's that mean?

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

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

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

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

For instance, youth aged 0 to 17 are the second largest percentage of population but had the highest population growth between 2000 and 2010 at nearly 41.95%. Our largest population and the bulk of our labor force are the age group of 18 to 64 had the least growth at 35.66%. Those who are most likely exiting the workforce now or in the next few years, people aged 65+, are the smallest percentage of the population, but had the second highest growth at 39.62%

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

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

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

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

Of our current workforce, nearly 19% are Baby Boomers, ages 45 to 64, and will be retiring throughout the next 20 years. The upcoming

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

workers, those under 18, make up a quarter of our population. Therefore, despite national worker shortages, our local labor force could be healthy if we pay attention to other demographic trends such as education and training.

- The City and county have some of the highest educational attainment rates in the state and country. The City and county also have a higher percentage of white collar (62% and 59% respectively) compared to the state and country (35% and 38% respectively). These demographics combined with the fact that 83.9% of our city's workforce commutes outside of the city for work everyday compared to an import of 78.6% of our city's needed labor, gives us an indication of how we should shape some of our economic development efforts. This becomes even more evident when looking at the labor force industry and occupation data. With so many of our manufacturing employees coming from a distance of 30 miles or greater and a total of 1.6 million workers in central Ohio, we have plenty of labor force to supply our current and future manufacturers.
- The top ten employers in the city employ 175 or more employees each. Three employ 100 or more and the rest are less than 100 employees. Most of these are small manufacturers employing 15 to 86, therefore, even our manufacturing base is composed of small businesses. The National Establishment Time Series (NETS Database) continues to support the fact that small businesses create the most jobs nationally.
- The Ohio Office of Workforce Development and JobsOhio expect the following industry sector job growth projections from 2010 to 2020:
 - Aerospace and Aviation: 0.7%
 - Advanced Manufacturing:-2.2%
 - Automotive: 4.3%
 - BioHealth: -3.9%

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

- Business Functions: 14.7%
- Energy: -3.6%
- Financial Services: 4.3%
- Food: 0.8%
- Information Technology and Services: 34.6%
- Logistics: 17.5%
- Polymers and Chemicals: -0.1%

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

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

| Industry | City of Delaware Labor Force by Sector working anywhere (onthemap.census.gov) | % and # of people that are employed in this industry sector IN the city (2011 County Business Patterns) | Difference in our labor force compared to the number of jobs available in the city of Delaware | Of finding work elsewhere ordered highest to lowest number of employees leaving |
|--|---|---|--|---|
| Forestry, fishing, hunting, and agriculture support | .31% / 55 | .02% / 3 | 52 finding work elsewhere | 10 |
| Mining, quarrying, and oil and gas extraction | .07% / 13 | .09% / 15 | About the same | |
| Utilities | .68% / 120 | .72% / 124 | About the same | |
| Construction | 3.23% / 567 | 2.33% / 403 | 164 finding work elsewhere | 7 |
| Manufacturing | 10.19% / 1,787 | 17.67% / 3050 | Importing 1263 employees | |
| Wholesale Trade | 5.44% / 954 | 1.65% / 285 | 669 finding work elsewhere | 3 |
| Retail Trade | 13.69% / 2,402 | 10.78% / 1861 | 541 finding work elsewhere | 4 |
| Transportation and warehousing | 4.57% / 802 | 11.61% / 2004 | Importing 1202 employees | |
| Information | 2.23% / 391 | .43% / 75 | 316 finding work elsewhere | 5 |
| Finance and Insurance | 6.04% / 1,059 | 1.55% / 268 | 791 finding work elsewhere | 2 |
| Real Estate and Rental Leasing | 1.27% / 222 | .64% / 111 | 111 finding work elsewhere | 8 |
| Professional, scientific, and technical services | 8.31% / 1,457 | 2.28% / 393 | 1064 finding work elsewhere | 1 |
| Management of companies and enterprises | 2.33% / 408 | 2.58% / 445 | Importing 37 employees | |
| Administrative and support and waste management and remediation services | 6.86 / 1,203 | 9.29% / 1604 | Importing 401 employees | |
| Educational services | 9.16% / 1,607 | 7.65% / 1327 | 280 finding work elsewhere | 6 |
| Health care and social assistance | 13.40% / 2,351 | 18.49% / 3192 | Importing 841 employees | |
| Arts, entertainment, and recreation | 1.37% / 240 | .77% / 133 | 107 finding work elsewhere | 9 |
| Accommodation and food services | 8.04% / 1,410 | 8.14% / 1405 | About the same | |
| Other services (except public administration) | 2.81% / 493 | 3.25% / 561 | Importing 68 employees | |

Jobs Counts by Counties Where Workers are Employed - Primary Jobs (City of Delaware Labor Force)

| | Count | Share |
|-----------------------|--------------|--------------|
| All counties | 18,447 | 100% |
| Franklin County, OH | 6,517 | 33.4% |
| Delaware County, OH | 5,243 | 28.4% |
| Cuyahoga County, OH | 938 | 5.1% |
| Hamilton County, OH | 782 | 4.2% |
| Union County, OH | 618 | 3.4% |
| Montgomery County, OH | 371 | 2.0% |
| Summit County, OH | 331 | 1.8% |
| Lucas County, OH | 246 | 1.3% |
| Butler County, OH | 236 | 1.3% |
| Marion County, OH | 225 | 1.2% |
| All Other Locations | 3,300 | 17.9% |

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

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

Summary of SWOT

The City of Delaware's Strengths, Weaknesses, and Opportunities have been summarized based on interviews and survey analysis. This information will contribute to our community capacity analysis.

↑ STRENGTHS

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

Summary of SWOT (continued)

↓ WEAKNESSES

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

Summary of SWOT (continued)

→ Opportunities

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

Summary of SWOT (continued)

← Threats

- Increased competition and aggressive incentives by other communities in the region, state and world.
- Potential loss of communication with external partners.
- Potential lack of funding for necessary infrastructure/thoroughfare improvements.
- Lack of internal support and understanding of incentives and that 100% of nothing is still nothing, but 50% of something is still something.
- Lack of internal understanding that perception is reality and that good communication and good customer service can do a lot to change perceptions.
- Lack of internal understanding that good processes are sometimes more important than goals.
- Changing political climate.
- Potential “poaching” by other communities.
- Civic complacency.
- Landowners unrealistic perception of land values.
- Potential for ignoring our changing labor force demographics and their resulting employment needs.
- Pending global labor crisis/shortage.
- Rising energy costs.
- Potential for continued lack of concentration on small business and entrepreneurial development.

Economic Development Team Mission Statement

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

Target Industries

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

Primary Industry Targets (Serve Immediate and Future City Labor Force Needs by Looking at Gaps on Page 6)

- **Advanced Entrepreneurial R&D and Manufacturers**—These tend to be smaller or new start-up manufacturers that are constantly innovating while using efficient and high tech means of producing products.
(examples include Skyclimber, Engineered Material Systems, Innopak, etc.)
- **Boutique Manufacturers**—“Boutique manufacturing is a method used for the custom production of certain products in limited quantities by hand or with a restricted level of automation. Products produced this way often include ceramics, furniture, amplifiers, yachts, boats, leather goods or watches and jewelry among others. In industrial countries, boutique manufacturing is being selected generally for high class goods in upper price levels and only for single products or small batches.” - *Wikipedia*
(examples include