

Strategic Growth and Community Development Plan for Pickaway County



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Presented by

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The Montrose Group, LLC



The Montrose Group, LLC

About the Montrose Group, LLC

The Montrose Group, LLC provides economic development planning, lobbying, marketing and public finance and incentive consulting services. The firm brings together some of the leading practitioners in economic development planning and strategy engaged in economic development planning at the state, local, and regional levels, and corporate site location. Together the team utilizes a Learn, Listen and Do approach to economic development planning that starts with fundamental economic development research to understand who a community or site is then listens to what the community wants the region or site to be and then develops a detailed action plan tied to local and outside funding sources centered on the business retention and attraction of high wage jobs and capital investment.

Nothing in this report should be considered legal advice as the Montrose Group LLC is not a law firm and does not provide legal advice. Competent legal counsel should be sought prior to relying on any strategy outlined in this report.

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Economic Development Analysis Introduction

This economic development analysis and recommendation report offers strategic insights and guidance to propel Pickaway County toward economic growth. It thoroughly examines demographics, industrial assets, industry clusters, employment trends, housing and more for the Pickaway County. Furthermore, the report presents a roadmap for implementation, emphasizing sustainability and identifying funding opportunities.

Pickaway County has experienced significant growth over the last decade and is poised for more in the future. Nearly \$3 billion of industrial development has been completed or imminently planned to result in millions of square feet of new facilities, thousands of acres of new industrial parks and thousands of new jobs. The success of local and regional economic development efforts is now driving significant new residential development across the county with thousands of new homes under development. Although this historic period of growth and new investment in Pickaway County has brought renewed economic vitality and stability, it has also become a cause for concern among local leaders and citizens. Emerging traffic congestion and safety issues and strains on local infrastructure capacities coupled with land use friction and concerns over loss of community culture and identity have underscored the need for the community as a whole to take a more planful approach to development. The Pickaway County Commissioners along with their public and private sector stakeholders wish to complete an economic and community development strategic planning process that will help to address these growing concerns through a more focused, balanced, and sustainable approach to economic development.

The development of the Pickaway County economic development analysis & recommendation report followed a three-phase approach facilitated by The Montrose Group, LLC: Learn, Listen, and Do. This process involved data collection, benchmarking analysis, stakeholder engagement, and long-term planning. Critical insights gleaned from detailed data analysis, discussions with other jurisdictions, and stakeholder engagement sessions form the bedrock of this comprehensive plan. The report aims to provide Pickaway County with a strategic framework to identify growth opportunities and adopt best practices for sustainable economic development.

Learn Phase: May - June 2024	Listen Phase: July - August 2024	Do Phase: September - February 2024
<ul style="list-style-type: none"> •Project Kickoff •Identify Business Leaders •Stakeholders Project Team Kickoff •Deliver Workforce Analysis •Deliver Demographic Analysis •Deliver BR&E and Incentive Analysis •Baseline Assessment of Existing Data & Plans •Coordinate Pickaway County End of First Quarter Review 	<ul style="list-style-type: none"> •Facilitate One-on-One Interviews with Stakeholders •Facilitate Focus Group Sessions with Stakeholders •Conduct Final One-on-One Interview and Focus Group Session •Coordinate Half-Time Pickaway County Project Team Meeting •Deliver Draft Summary of Listening Session •Begin Pickaway County Draft Action Plan 	<ul style="list-style-type: none"> •Deliver Draft of Pickaway County Economic Development Action Plan •Coordinate 2-Minute Drill Briefing with Pickaway County Project Team to Prepare for Plan Rollout •Deliver revised and final draft of Pickaway County Economic Development Action Plan •Public release event of Pickaway County Economic Development Action Plan

Learn. Montrose will conduct base line economic research on Pickaway County that provides a macroeconomic, industry cluster, demographic and workforce analysis that define the city’s economy, assesses various assets within the community, defines Pickaway’s position within central Ohio, and identifies future economic challenges and opportunities for Pickaway County.

Listen. Through a series of one-on-one interviews, focus group meetings with business and community leaders, and utilizing public surveys, the Montrose Team will gain a greater understanding of community needs, the current state of economic development efforts in Pickaway County, targeted business sectors that the community would like to attract (retail, residential, industrial, distribution), how these leaders view the future of the Pickaway County. The listen sessions will also help determine areas of focus for not just the “what” Pickaway County focuses on for an economic development program but “how” they should implement that program. Based upon the research in the Learn Phase, Montrose will develop a brief presentation to guide discussions with these audiences and lead the discussions in a SWOT-style format.

Do. The *Learn* and *Listen* steps of the Montrose approach are all designed to build action steps for the Pickaway County to define and implement a transformational economic development program. The action plan aspect of the report will be based not just upon the prior research and business and community input but also on best practices and benchmarking of communities located in similar regions in the United States.

Executive Summary

Pickaway County, Ohio is located within the central Ohio region sitting south of the City of Columbus. The county has served as a rural, agricultural community for a majority of its history. Although, the emergence of the central Ohio region as a growing economic market within the United States has shifted the focus for Pickaway County and the residents that live there. While Pickaway County still maintains a rural culture, the county has experienced a significant amount of commercial and residential growth in recent years. This growth can also be attributed to the development of Rickenbacker International Airport and State Route 23 which is turning the northern portion of Pickaway County into a major transportation and logistics corridor. Rickenbacker International Airport was the 35th busiest cargo airport in the United States in 2022ⁱ.

Population Comparison					
<i>Area of Focus</i>	<i>2010 Population</i>	<i>2020 Population</i>	<i>2024 Population</i>	<i>2029 Population</i>	<i>Percent Change (2010- 2024)</i>
<i>South Bloomfield</i>	1,744	2,143	2,519	2,626	44.4%
<i>Ashville</i>	4,133	4,529	4,586	5,147	11.0%
<i>New Holland</i>	849	804	785	781	-7.5%
<i>Darbyville</i>	192	186	192	194	0.0%
<i>Commercial Point</i>	1,852	3,099	3,684	4,030	98.9%
<i>Circleville</i>	13,623	13,927	13,917	13,878	2.2%
<i>Tarlton</i>	282	254	256	262	-9.2%
<i>Williamsport</i>	1,058	970	962	954	-9.1%
<i>Pickaway County</i>	55,698	58,539	60,391	62,022	8.4%
<i>Ohio</i>	11,536,504	11,799,448	11,849,286	11,850,386	2.7%

Source: U.S. Census Bureau, ESRI Demographics

Pickaway County as a whole has experienced significant population growth since 2010. The state of Ohio's population has increased by 2.7% since 2010, while the population in Pickaway County has increased by 8.4% from 2010 to 2024. The municipalities within Pickaway County have had varying levels of population growth with some experiencing significant population growth and others experiencing population from 2010 to 2024. The population of Commercial Point was 1,852 in 2010 and by 2024 the population has almost doubled to the current 2024 estimate of 3,684. This represents a population increase of 1,832 or a 98.9% increase. The population of South Bloomfield increased by approximately 775 residents or an increase of 44.4% from 2010 to 2024. The municipality with the third largest population increase is the village of Ashville. The population of Ashville increased by 453 residents or an increase of 11.0% from 2010 to 2024. These three municipalities grew by a combined 3,060 residents from 2010 to 2024. This represents 65.2% of Pickaway County's entire population growth from 2010 to 2024 in just these three municipalities alone. There are three municipalities that lost population over the 2010 to 2024 time period. The

Village of New Holland experienced an estimated population loss of 64 residents or a 7.5% decrease. The population in the Village of Williamsport decreased by an estimated 96 residents or a 9.1% decrease. Finally, the Village of Tarlton lost an estimated 26 residents or a 9.2% decrease. There is a clear contrast within Pickaway County on where growth is occurring. The northern portion of Pickaway County which borders Franklin County contains the three municipalities with the largest population growth since 2010. Meanwhile the three municipalities that have lost population are located in southern portions of Pickaway County.

Housing Unit Comparison						
<i>Area of Focus</i>	<i>2000 Housing Units</i>	<i>2010 Housing Units</i>	<i>2020 Housing Units</i>	<i>2024 Housing Units</i>	<i>2029 Housing Units</i>	<i>Percent Change (2010-2024)</i>
<i>South Bloomfield</i>	493	687	831	984	1,038	43.2%
<i>Ashville</i>	1,403	1,751	1,891	1,959	2,248	11.9%
<i>New Holland</i>	360	377	370	375	375	-0.5%
<i>Darbyville</i>	70	81	82	84	85	3.7%
<i>Commercial Point</i>	381	649	971	1,153	1,262	77.7%
<i>Circleville</i>	5,841	6,028	6,130	6,228	6,279	3.3%
<i>Tarlton</i>	120	115	110	110	112	-4.3%
<i>Williamsport</i>	372	389	377	381	382	-2.1%
<i>Pickaway County</i>	18,596	21,275	22,372	23,328	24,195	9.6%
<i>Ohio</i>	4,783,051	5,127,508	5,242,524	5,294,461	5,336,702	3.3%

Source: U.S. Census Bureau, ESRI Demographics

As Pickaway County experiences growth housing plays a crucial role in shaping the area's transition. Housing not only accommodates the increasing population but also is a fundamental driver of economic activity in a growing region. The demand for housing increases as more people move into Pickaway County seeking better job opportunities and a higher quality of life. Similar to the population growth, the majority of housing developments have occurred in the northern portion of the County. The total number of housing units in the Village of Commercial Point has increased by 77.7% or 504 units from 2010 to 2024. The Village of South Bloomfield has increased its total housing units by 43.2% or 297 units. The Village of Ashville has increased its total housing units by 11.9% or 208 units since 2010. Other municipalities like the City of Circleville and the Village of Darbyville saw housing unit increases of 3.3% and 3.7%, respectively. Meanwhile, the Village of Williamsport has decreased by 2.1%, the Village of Tarlton decreased by 4.3% and the Village of New Holland has decreased by 0.5%.

Pickaway County Workforce		
<i>Industry Sector</i>	<i>2010 Percent</i>	<i>2023 Percent</i>
Agriculture, forestry, fishing and hunting, and mining	2.7%	1.9%
Construction	8.2%	11.4%
Manufacturing	13.4%	10.2%
Wholesale trade	4.0%	3.4%
Retail trade	12.6%	11.6%
Transportation and warehousing, and utilities	8.0%	8.5%
Information	1.2%	0.6%
Finance and insurance, and real estate and rental and leasing	5.8%	5.5%
Professional, scientific, and management, and administrative and waste management services	7.1%	8.7%
Educational services, health care and social assistance	19.3%	21.7%
Arts, entertainment, recreation, and accommodation and food services	7.5%	5.6%
Other services, except public administration	5.0%	3.3%
Public administration	5.3%	7.5%

Source: U.S. Census Bureau

The chart above details the industry sectors that Pickaway County residents are employed in. The industry sector with the largest share of Pickaway County residents is educational services, health care and social assistance with 21.7% of the total Pickaway County workforce. The second largest industry sector is retail trade with 11.6% of the total Pickaway County workforce. The third largest industry sector is construction with 11.4% of the total Pickaway County workforce.

SWOT Analysis

Strengths	Weakness
<ul style="list-style-type: none"> Pickaway County is a growing community. Pickaway County residents are more educated in 2024 compared to 2010. Pickaway County has succeeded in bringing transformative projects to the Columbus region. Strong rural character within the region. Pickaway County is home to the strongest industrial park in the Central Ohio region. 	<ul style="list-style-type: none"> Median household income growth since 2000 is low compared to the Columbus region. Very high rates of poverty within Pickaway County and Circleville. New Holland, Tarlton and Williamsport are experiencing population decline. No local workforce center within Pickaway County. Unaffordability of housing within Pickaway County is increasing. Very low supply of alternative housing like affordable, rental, and senior housing.
Opportunities	Threats
<ul style="list-style-type: none"> Pickaway County will continue to receive significant interest from residential and industrial developers. The continued development of the U.S. 23 corridor will bring more development opportunities. Ashville, South Bloomfield, and Circleville are experiencing high population growth. Pickaway County needs to capitalize on major developments like Anduril. 	<ul style="list-style-type: none"> Growing local opposition to growth and development. Local school districts are reaching capacity. Traffic along U.S. 23 is significant. Energy capacity throughout Pickaway County is severely strained. Urban sprawl will strain infrastructure and public resources. Growth and development will change the rural character of the county.

Action Plan Tactics

“Do” steps in the Montrose economic development strategic planning report include the creation of an Economic Development Action Plan that outlines specific goals, strategies, and tactics that Pickaway County should follow to achieve additional economic prosperity outlined in short-term, near-term, and long-term goals tied to specific funding sources. Typical “Do” action steps focus on the creation of industry targets, workforce development strategies, site development strategies, economic development organizational models, and business retention and expansion programs. The Pickaway County Economic Development Action Plan focuses on how Pickaway County implements its economic development strategy, retention, and attraction of a new generation of workers and a diverse industry base to continue the economic success of Pickaway County through the adoption of a goal, numerically based outcomes, broad strategies, and specific tactics. Comprehensive economic development plan objectives are numeric measures of success that need to be used annually to determine the success or failure of the plan. These objectives need to align not just with the goal of the plan but also with the strategies and tactics. Metrics are essential to measuring the success of an economic development strategic plan. Reviewing simple measures of success in a silo such as unemployment rate, poverty, and personal income without comparing a region’s economy to others creates a weak measure of success. Successful economic development is not redeveloping a community “eyesore” but creating additional community wealth. The recommended Pickaway County Goals, Strategies, Objectives, and Tactics for the Montrose Group’s Pickaway County Economic Development Strategic Plan are in the graphic and discussion below.

Pickaway County Strategic Plan Goal

- Create smart growth while preserving the core ideals of Pickaway County.

Pickaway County Strategic Plan Objectives

Reduce residential sprawl within the county by prioritizing infill development within Pickaway County's smaller municipalities.
Develop two new industrial development areas outside of Rickenbacker by 2030.

Pickaway County Strategic Plan Strategies

- Prepare for continued growth and pressure being placed on Pickaway County.
- Focus on increasing the quality of life for Pickaway County residents.

Pickaway County Strategic Action Plan Tactics

- Build on the successes of the TID through additional stakeholder engagement.
- Focus economic development resources on areas that will be home to the future growth of Pickaway County.
- Expand and refocus the Pickaway County Planning and Development department
- Continue to Support Agriculture, Greenspace and Parks throughout Pickaway County.
- Establish a targeted workforce development initiative around the defense industry and partner with a community college to expand educational access in Pickaway County.

Pickaway County Strategic Plan Goal. The goal of the Pickaway County Economic Development Strategic Plan should not be to encourage growth anywhere or to embrace efforts to limit growth. Instead, Pickaway County should strive to increase the quality of life for Pickaway County and the residents that live there. Pickaway County should strive to be a community of choice where residents can live, work and play. This goal should not be focused on making Pickaway County a suburb of Columbus but rather on developing a community where the residents can not only live but go to dinner and work the next day.

Pickaway County Strategic Plan Objectives. The numerically based objectives for Pickaway County to achieve the strategic plan's goal of smart growth are reverse the negative population figures in Pickaway County's smaller municipalities by the 2030 U.S. Census and develop two new industrial sites outside of Rickenbacker by 2030. These two objectives will provide Pickaway County leadership with metrics that focus on the weakest portions of Pickaway County while simultaneously creating new opportunities in the strongest areas.

Pickaway County Strategic Plan Strategies. For Pickaway County to be a community of choice where residents live, work, and play, Pickaway County's Economic Development Strategic Plan needs strategies that help the community focus successfully managing the growth and development that is aimed at them. Pickaway County's strategies that measure the success of the Pickaway County Economic Development Strategic Plan should not be based upon housing and population growth that is coming one way or the other. Instead, Pickaway County's economic objectives should center on fixing the issues that arise due to this growth. These objectives will ensure Pickaway County focuses on increasing the quality of life of its residents. These strategies will help Pickaway County focus on economic development that will retain its small-town roots while driving an increase in the quality of life to the region.

Pickaway County Strategic Action Plan Tactics. To achieve the goal and strategies of the Pickaway County Economic Development Strategic Plan, Pickaway County should implement the following action steps:

1. Build on the successes of the TID through additional stakeholder engagement.
2. Focus economic development resources on areas that will be home to the future growth of Pickaway County.
3. Expand and refocus the Pickaway County Planning and Development department
4. Continue to Support Agriculture, Greenspace and Parks throughout Pickaway County.
5. Establish a targeted workforce development initiative around the defense industry and partner with a community college to expand educational access in Pickaway County.

Demographic Analysis

Pickaway County, Ohio is located within the central Ohio region sitting south of the City of Columbus. The county has served as a rural, agricultural community for a majority of its history. Although, the emergence of the central Ohio region as a growing economic market within the United States has shifted the focus for Pickaway County and the residents that live there. While Pickaway County still maintains a rural culture, the county has experienced a significant amount of commercial and residential growth in recent years. This growth can also be attributed to the development of Rickenbacker International Airport and State Route 23 which is turning the northern portion of Pickaway County into a major transportation and logistics corridor. Rickenbacker International Airport was the 35th busiest cargo airport in the United States in 2022ⁱⁱ.

Pickaway County Population by Age								
2020			2024			2029		
Age Bracket	Number	Percent	Age Bracket	Number	Percent	Age Bracket	Number	Percent
0 - 4	3,213	5.5%	0 - 4	3,287	5.1%	0 - 4	3,403	5.1%
5 - 9	3,650	6.3%	5 - 9	3,648	6.0%	5 - 9	3,397	6.0%
10 - 14	3,942	6.7%	10 - 14	3,910	6.5%	10 - 14	3,778	6.5%
15 - 19	3,839	6.5%	15 - 19	3,977	6.6%	15 - 19	3,839	6.6%
20 - 24	3,142	5.4%	20 - 24	3,479	5.8%	20 - 24	3,583	5.8%
25 - 34	7,371	12.6%	25 - 34	7,297	12.1%	25 - 34	7,626	12.3%
35 - 44	7,788	13.3%	35 - 44	8,108	13.4%	35 - 44	8,526	13.7%
45 - 54	7,870	13.5%	45 - 54	8,197	13.5%	45 - 54	7,894	12.7%
55 - 64	7,846	13.4%	55 - 64	7,961	13.1%	55 - 64	7,539	12.2%
65 - 74	5,785	9.9%	65 - 74	7,855	13.0%	65 - 74	6,858	11.1%
75 - 84	3,055	5.2%	75 - 84	7,807	13.0%	75 - 84	4,255	6.9%
85+	1,038	1.8%	85+	1,154	1.9%	85+	1,154	1.9%
Total	58,539		Total	60,391		Total	62,022	
<18	22.4%		<18	21.9%		<18	20.7%	
18+	77.6%		18+	78.1%		18+	79.3%	
Median Age	40.3		Median Age	40.6		Median Age	41.3	

Source: ESRI Demographics

The estimated population of Pickaway County in 2024 is 60,391 which is a 3.2% increase from the 2020 population estimate of 58,539. Pickaway County has a median age of 40.6 in 2024 which is older than a majority of other counties in the central Ohio region like Delaware, Licking, Union and Franklin County. In 2024 approximately 78.1% of the population of Pickaway County was above the age of 18 and 27.9% of the population is above the age of 65. The population in Pickaway County is projected to continue to increase in the future as more commercial and residential growth begins to locate within Pickaway County.

Population Comparison					
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Within the next five to ten years, it is highly likely that the populations of Ashville and Commercial Point will surpass 5,000 residents, at which point they would transition from villages to cities under Ohio law. This change is not just a change in title as it brings a significant number of new powers and responsibilities.

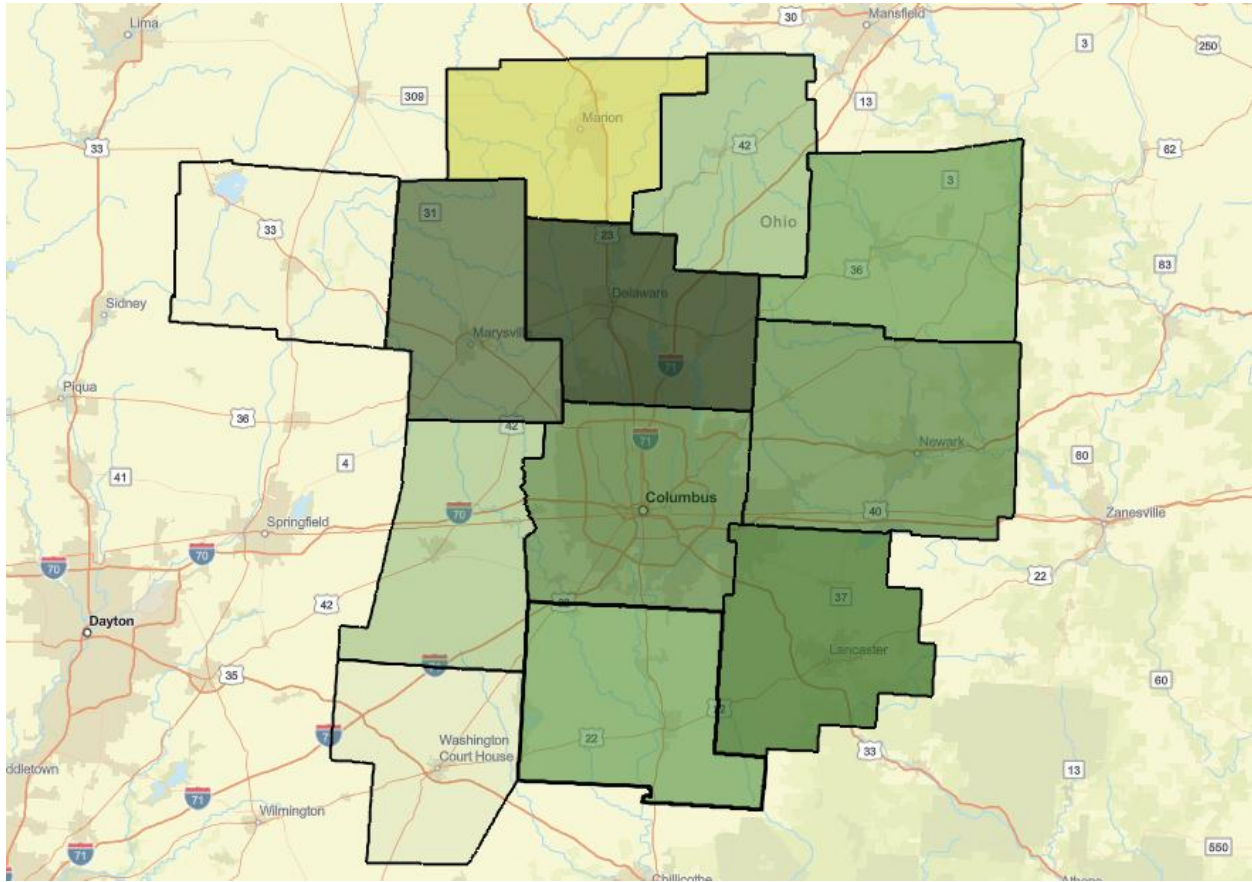
Category	Village	City
Population	Fewer than 5,000 residents	5,000 or more residents
Home Rule Authority	Full if chartered, but limited by capacity	Full; often broader in practice
Government Structure	Mayor-Council; generally simpler	More departments; option for charter government
Public Services	May contract services or operate small depts	Expected to provide full services (e.g., police, fire)
Court System	Cannot operate a municipal court	May establish a municipal court
Grant & Funding Access	Eligible for rural/small community grants	Greater access to urban & infrastructure grants
Regulatory Burden	Lower; fewer reporting mandates	Higher; must meet additional compliance
Tax Base & Revenue	Smaller base; fewer taxing options	Larger base; may support broader levies
Political Recognition	Limited regional/state influence	More visibility; influence in regional policy
Zoning & Planning	Often limited or contracted out	Can operate full planning & zoning boards

In Ohio, when a village transitions to city status the structure of the local government can change dramatically. Village councils are typically composed of six council members elected at large for four-year terms, unless adjusted by ordinance and voter approval. Administrative duties in a village are typically reserved for village clerks or fiscal officers. Meanwhile, cities can operate as either a mayor-council or council-manager system. Most cities in Ohio operate under the mayor-council structure where the mayor essentially acts as a chief executive officer, overseeing city departments and operations. While in a council-manager system the city council appoints a city manager to

manage administrative functions, tasks, and day to day operations, while the mayor may have a more ceremonial role. The City of Westerville operates as a council-manager system and serves as a great example of effective city leadership. The legislative authority of a city also has the ability to subdivide the city into wards. These wards are equal in number to the members of the legislative authority to be elected from wards. This process can take place within ninety days after the first day of October of the year following the decennial census year.

Protective services like police are typically aided by county governments. While Ashville, Commercial Point and South Bloomfield currently have active police departments and joint service agreements for fire protection, the burden for a higher level of service becomes active once transitioned into a City. The village of Commercial Point relies on Scioto Township for fire protection. The provision of these services for the local residents is already becoming a challenge for these municipalities as the rate of growth continues to increase. Representatives from the villages of Ashville, South Bloomfield and Harrison Township are currently seeking aid from Ohio's legislature on the construction of an additional fire station to supplement their current facilities. While these municipalities currently do a successful job in protecting the local residents it is important to note that cities are expected to provide higher quality services than villages.

Central Ohio Population Change



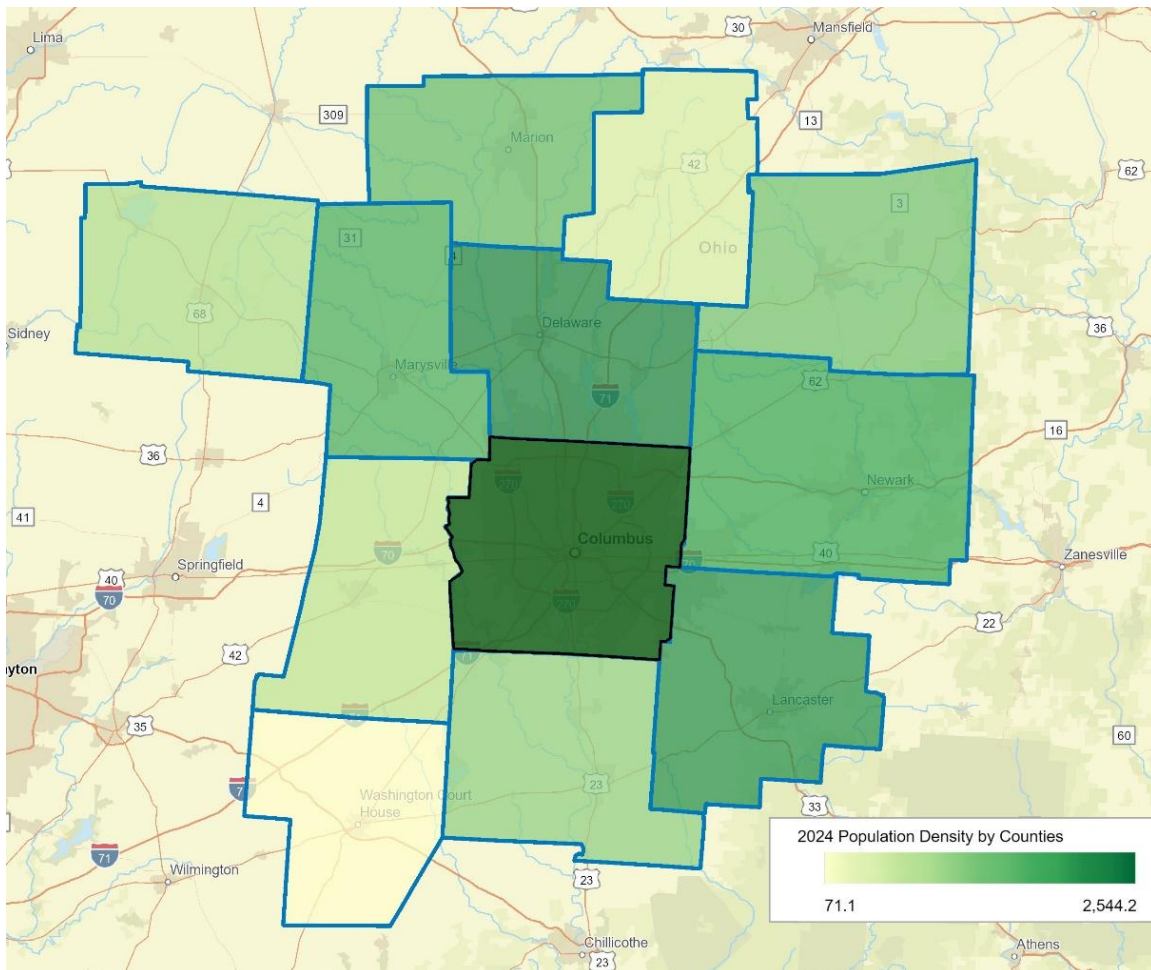
Source: ESRI Demographics

Central Ohio Population Change			
County	2000 - 2010 Population Change	2010 - 2024 Population Growth	Percent Change 2000 - 2024
Delaware County, OH	64,225	60,618	113.5%
Union County, OH	11,391	17,056	69.5%
Fairfield County, OH	23,397	19,020	34.6%
Franklin County, OH	94,438	191,179	26.7%
Licking County, OH	21,002	16,818	26.0%
Knox County, OH	6,418	3,075	17.4%
Pickaway County, OH	2,971	4,693	14.5%
Morrow County, OH	3,199	493	11.7%
Madison County, OH	3,501	329	9.6%
Fayette County, OH	597	-120	1.7%
Logan County, OH	-147	397	0.5%
Marion County, OH	284	-2,009	-2.6%

Source: U.S. Census Bureau, ESRI Demographics

The population of Pickaway County increased by 2,971 from the 2000 to 2010 decade. Pickaway County only had a greater population increase than three other central Ohio counties, Logan, Marion, and Fayette County, from 2000 to 2010. From 2010 to 2024 the population of Pickaway County increased by 4,693. Over this 14 year time period Pickaway County's population increased faster than six other central Ohio counties, Knox, Morrow, Logan, Madison, Fayette, and Marion County. Overall, from 2000 to 2024 Pickaway County's population increased by 14.5%. This 14.5% increase is higher than five other central Ohio counties, Morrow, Madison, Fayette, Logan, and Marion County.

Central Ohio Population Density

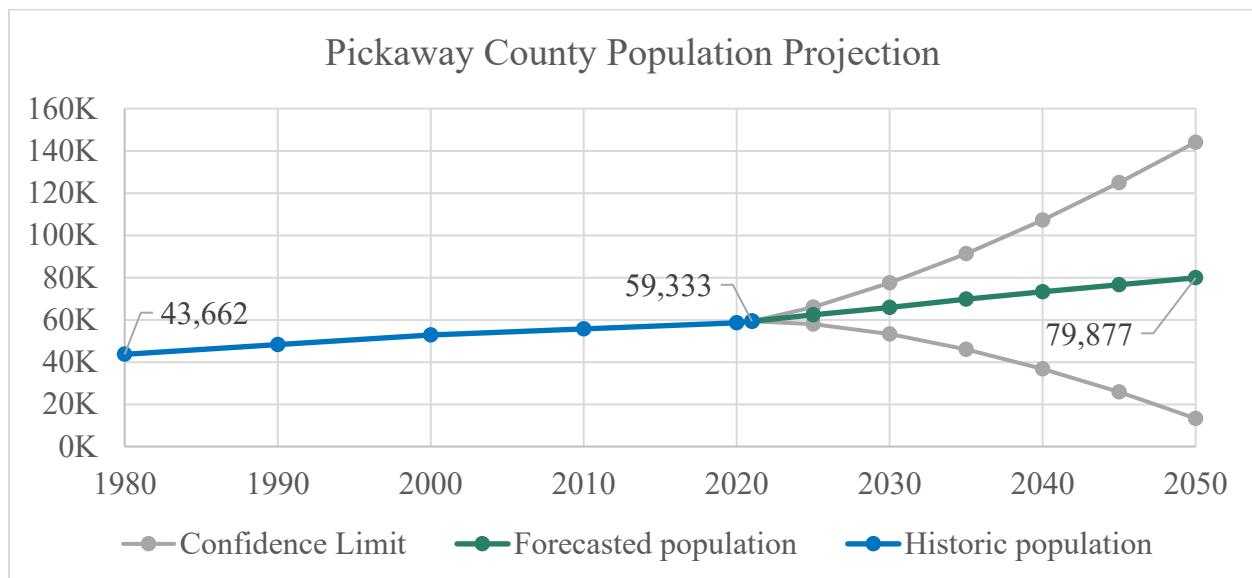


Source: ESRI Demographics

Central Ohio Population Density		
County	2010 Population Density	2024 Population Density
Franklin County, OH	2185.1	2544.2
Delaware County, OH	393.1	529.9
Fairfield County, OH	289.8	327.5
Licking County, OH	244	268.6
Union County, OH	121.1	160.7
Marion County, OH	164.7	159.7
Knox County, OH	115.9	121.8
Pickaway County, OH	111.1	120.5
Logan County, OH	100	100.9
Madison County, OH	93.3	94.0
Morrow County, OH	85.8	87.0
Fayette County, OH	71.4	71.1

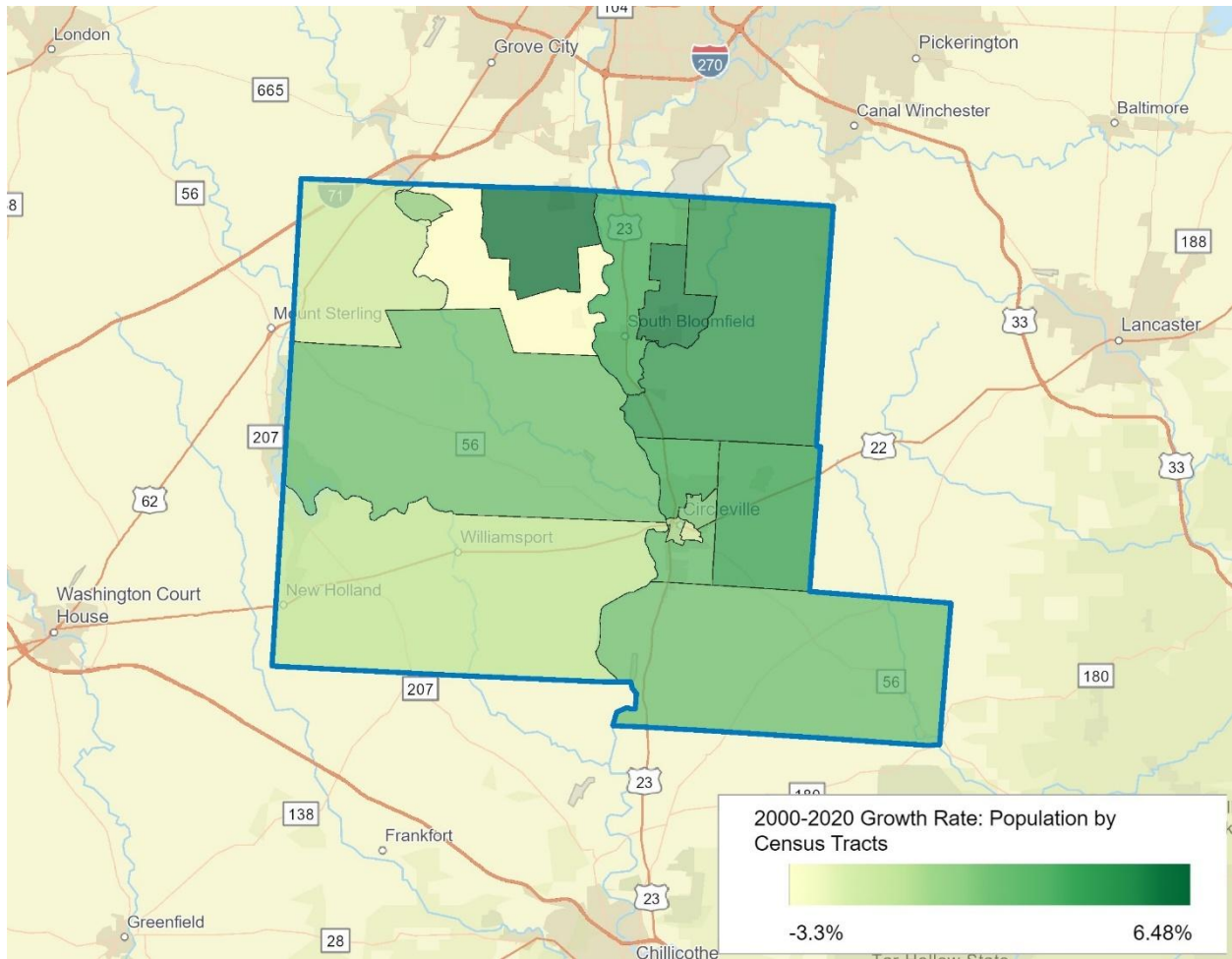
Source: ESRI Demographics

Population density for a county measures the number of people living per unit of area, in this case the unit is square miles. Higher population densities often indicate urban areas like cities with more developed infrastructure, housing, and amenities. While lower densities typically point to more rural or suburban areas with more open space and typically large amounts of agricultural or natural land. The population density of an area correlates to a number of demographic and economic factors like business growth, wage levels, housing types, socialization, infrastructure needs and more. Pickaway County ranks 8th out of the 12 central Ohio counties in terms of highest population density with a population density of 120.5 people per square mile. The population density of Pickaway County increased from 111.1 in 2010 to 120.5 in 2024. This increase of 9.4 represents the fifth highest increase out of the 12 central Ohio counties.



Source: Mid-Ohio Regional Planning Commission (MORPC)

Pickaway County Population Change 2000 – 2020



Source: ESRI Demographics

The top five census tracts that have increased and decreased in population from 2000 to 2020 are as follows:

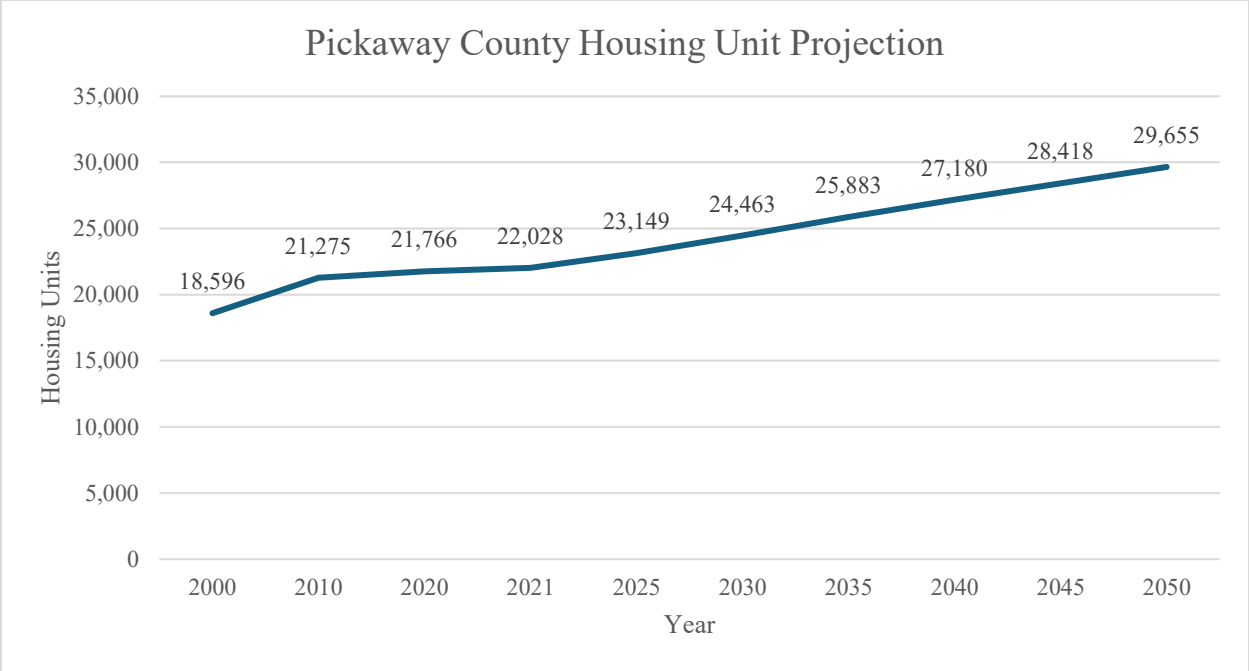
Pickaway County Census Tract Growth Rates			
Best Growth Rates		Worst Growth Rates	
Census Tract	Growth Rate	Census Tract	Growth Rate
391290214.03	6.5%	391290214.04	-3.3%
391290212.01	1.7%	391290202.00	-0.5%
391290211.01	0.9%	391290214.01	-0.4%
391290211.02	0.8%	391290216.00	-0.3%
391290212.02	0.7%	391290201.00	-0.3%

Source: ESRI Demographics

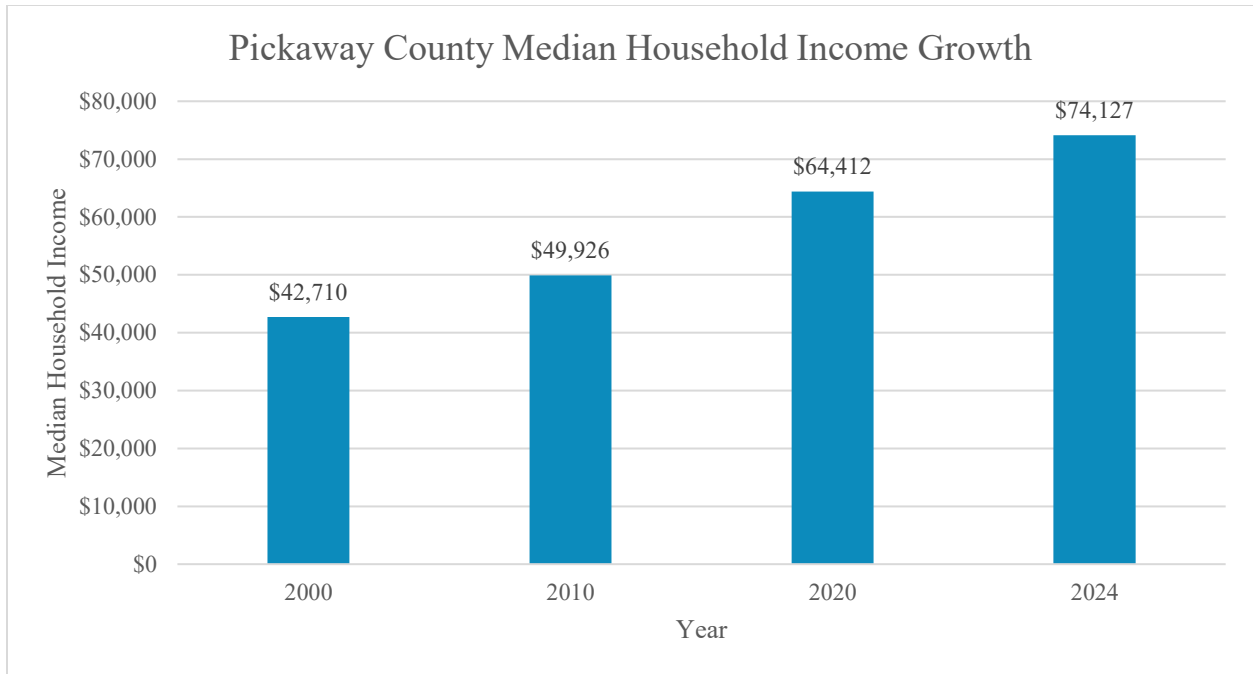
Housing Unit Comparison						
<i>Area of Focus</i>	<i>2000 Housing Units</i>	<i>2010 Housing Units</i>	<i>2020 Housing Units</i>	<i>2024 Housing Units</i>	<i>2029 Housing Units</i>	<i>Percent Change (2010-2024)</i>
<i>South Bloomfield</i>	493	687	831	984	1,038	43.2%
<i>Ashville</i>	1,403	1,751	1,891	1,959	2,248	11.9%
<i>New Holland</i>	360	377	370	375	375	-0.5%
<i>Darbyville</i>	70	81	82	84	85	3.7%
<i>Commercial Point</i>	381	649	971	1,153	1,262	77.7%
<i>Circleville</i>	5,841	6,028	6,130	6,228	6,279	3.3%
<i>Tarlton</i>	120	115	110	110	112	-4.3%
<i>Williamsport</i>	372	389	377	381	382	-2.1%
<i>Pickaway County</i>	18,596	21,275	22,372	23,328	24,195	9.6%
<i>Ohio</i>	4,783,051	5,127,508	5,242,524	5,294,461	5,336,702	3.3%

Source: U.S. Census Bureau, ESRI Demographics

As Pickaway County experiences growth housing plays a crucial role in shaping the area's transition. Housing not only accommodates the increasing population but also is a fundamental driver of economic activity in a growing region. The demand for housing increases as more people move into Pickaway County seeking better job opportunities and a higher quality of life. Similar to the population growth, the majority of housing developments have occurred in the northern portion of the County. The total number of housing units in the Village of Commercial Point has increased by 77.7% or 504 units from 2010 to 2024. The Village of South Bloomfield has increased its total housing units by 43.2% or 297 units. The Village of Ashville has increased its total housing units by 11.9% or 208 units since 2010. Other municipalities like the City of Circleville and the Village of Darbyville saw housing unit increases of 3.3% and 3.7%, respectively. Meanwhile, the Village of Williamsport has decreased by 2.1%, the Village of Tarlton decreased by 4.3% and the Village of New Holland has decreased by 0.5%.



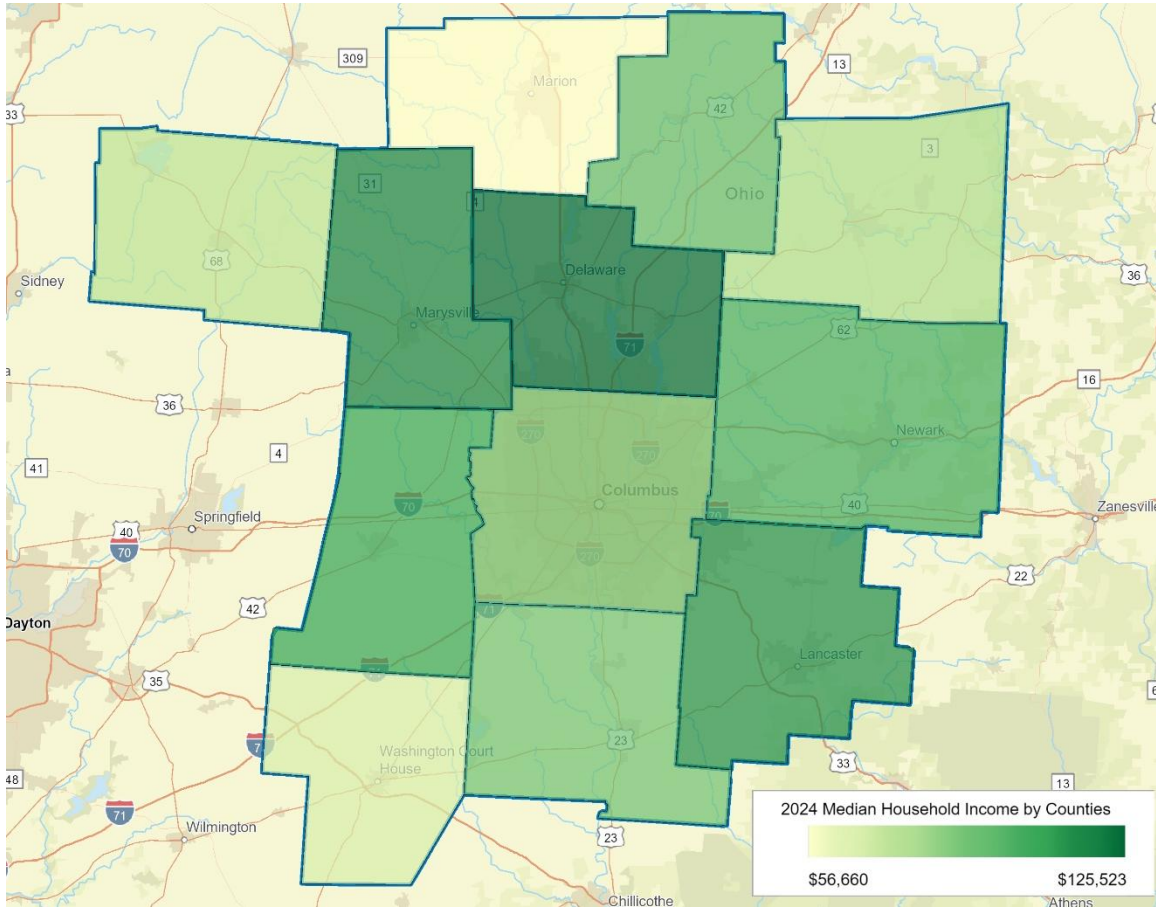
Source: Mid-Ohio Regional Planning Commission (MORPC)



Source: Federal Reserve of Economic Data (FRED), ESRI Demographics

The median household income in Pickaway County has increased over time to the current level of \$74,127 as of 2024 estimates. From 2000 to 2010 the median household income in Pickaway County increased from \$42,710 to \$49,926 or by 16.9%. From 2010 to 2020 the median household income increased to \$64,412 or by 29.0%. Current estimates indicate that the median household income increased by 15.1% from 2020 to 2024.

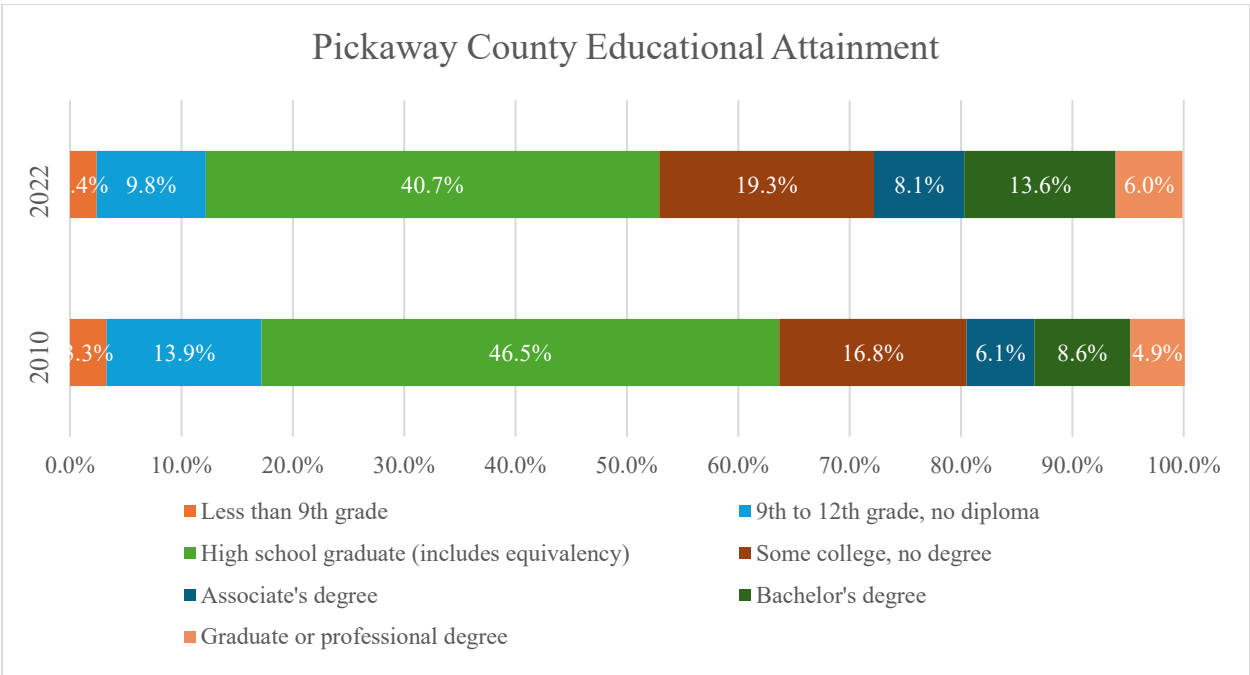
Central Ohio Median Household Income



Central Ohio Median Household Income Change			
County	Median Household Income Change 2000 - 2010	Median Household Income Change 2010 - 2024	Median Household Income Change 2000 - 2024
Union County, OH	20.4%	62.8%	96.1%
Madison County, OH	9.8%	74.2%	91.3%
Morrow County, OH	14.2%	59.4%	82.0%
Delaware County, OH	23.7%	46.6%	81.3%
Knox County, OH	19.5%	51.3%	80.8%
Fairfield County, OH	12.4%	57.4%	76.9%
Licking County, OH	12.8%	56.2%	76.2%
Pickaway County, OH	16.9%	48.5%	73.6%
Logan County, OH	4.3%	58.3%	65.2%
Franklin County, OH	4.8%	56.3%	63.9%
Fayette County, OH	7.4%	41.4%	51.9%
Marion County, OH	6.0%	37.0%	45.2%

Source: Federal Reserve of Economic Data, ESRI Demographics

Pickaway County ranks 8th out of the 12 central Ohio counties in terms of median household income change from 2000 to 2024 increasing by a total of 73.6%. Only Logan, Franklin, Fayette, and Marion County had lower overall household income growth than Pickaway County. The two counties with the highest median household income in the region, Delaware County and Union County have median household incomes that are significantly higher than the rest of the Columbus region and a large majority of the State of Ohio. Licking County is projected to see the largest percentage increase in median household incomes in the coming years due to the emergence of large scale developments like Intel that are headed to the county.



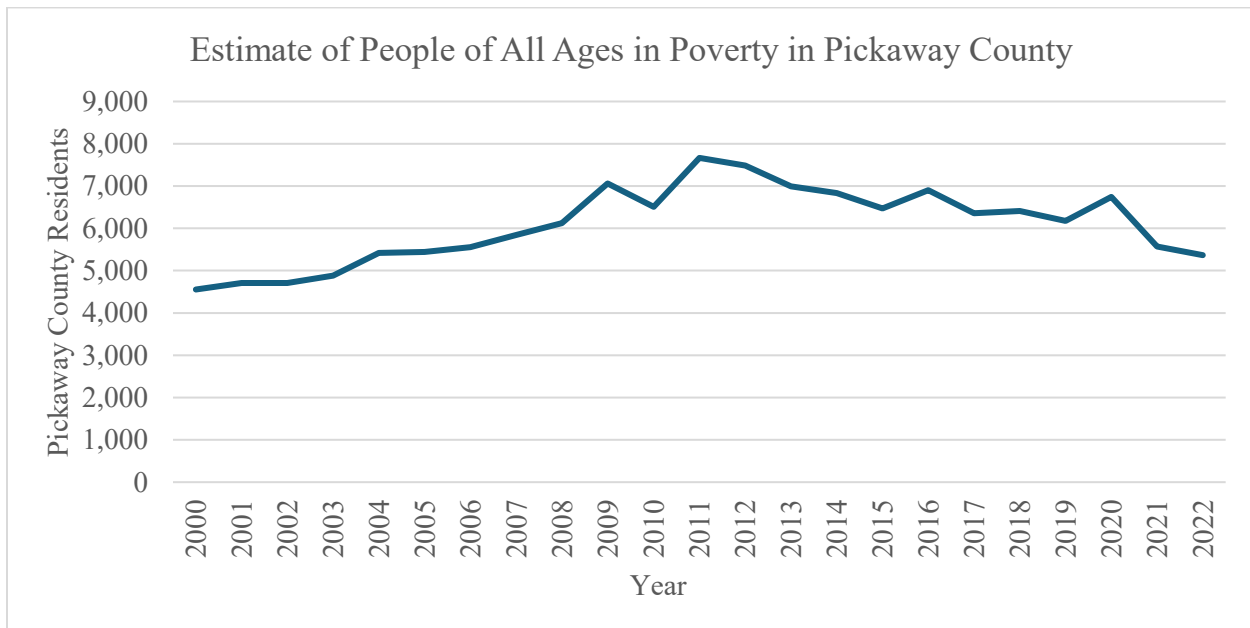
Source: U.S. Census Bureau

Communities with a highly educated population tend to outperform those with lower education levels on most demographic and macroeconomic measures. One of the most significant impacts of high educational attainment levels is on economic growth. Regions with a highly educated population lead to the development of specialized skills and knowledge, which are essential for industries such as technology, finance, healthcare, and engineering. Approximately 19.6% of Pickaway County residents are considered highly educated meaning they have achieved a bachelor’s degree or higher. This is a 6.1% increase from 2010 where only 13.5% of the residents within Pickaway County achieved a bachelor's degree or higher. This figure helps to explain the significant increase in areas mentioned previously like median household income growth and the attraction of residential and commercial development.

Median Earnings by Education Level	
<i>Education Level</i>	<i>Median Income</i>
Less than high school graduate	\$27,558
High school graduate (includes equivalency)	\$41,653
Some college or associate's degree	\$49,835
Bachelor's degree	\$61,915
Graduate or professional degree	\$84,955

Source: U.S. Census Bureau

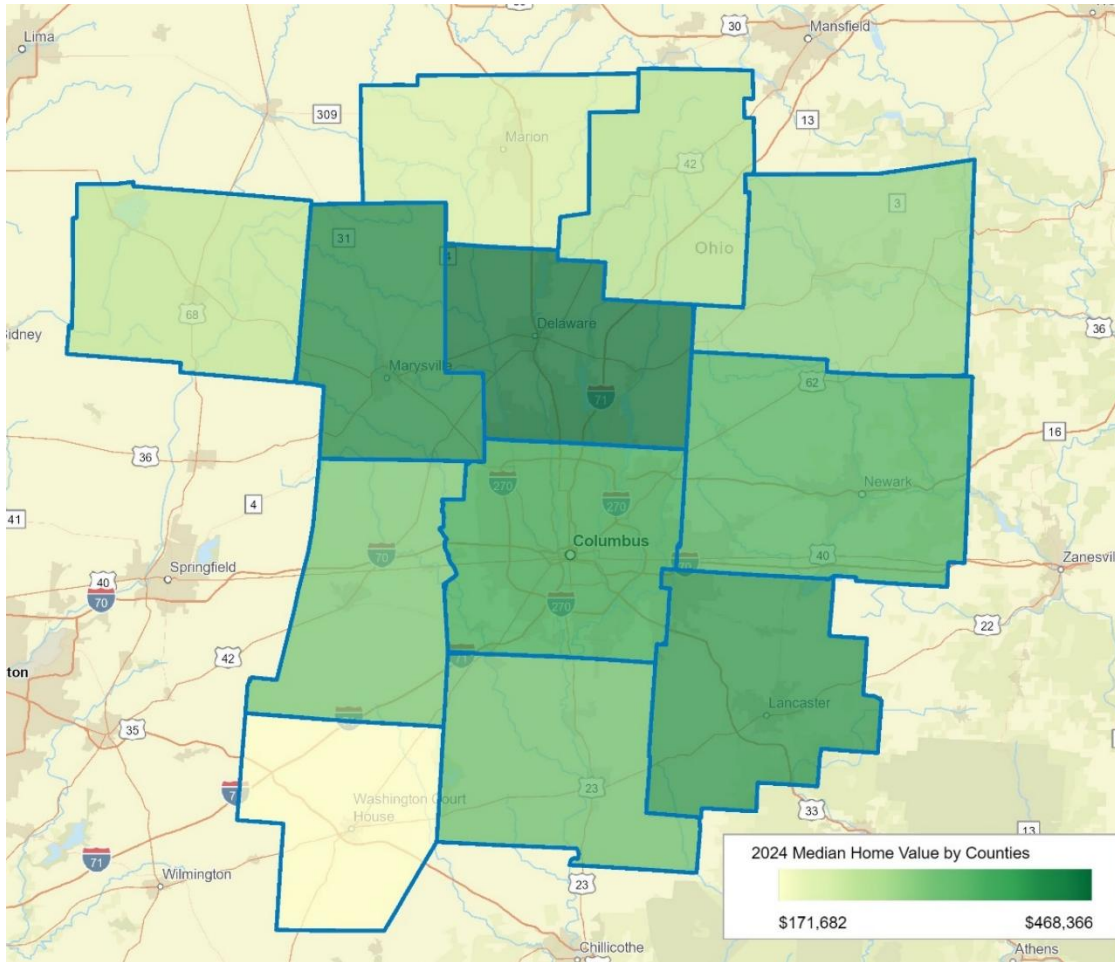
Highly educated residents command higher wages from the market compared to less educated residents. The median income for residents in Pickaway County that had less than a high school level of education was \$27,558. Residents that have achieved a high school graduate level of education have a median income of \$41,653 which is 51.1% higher than residents without a high school education. Pickaway County residents that have a bachelor's degree have a median income of \$61,915 which is 48.6% higher than residents with just a high school education. Finally, residents that have a graduate or professional degree earn a median income of \$84,955 which is 37.2% higher than residents with just a bachelor's degree.



Source: U.S. Census Bureau

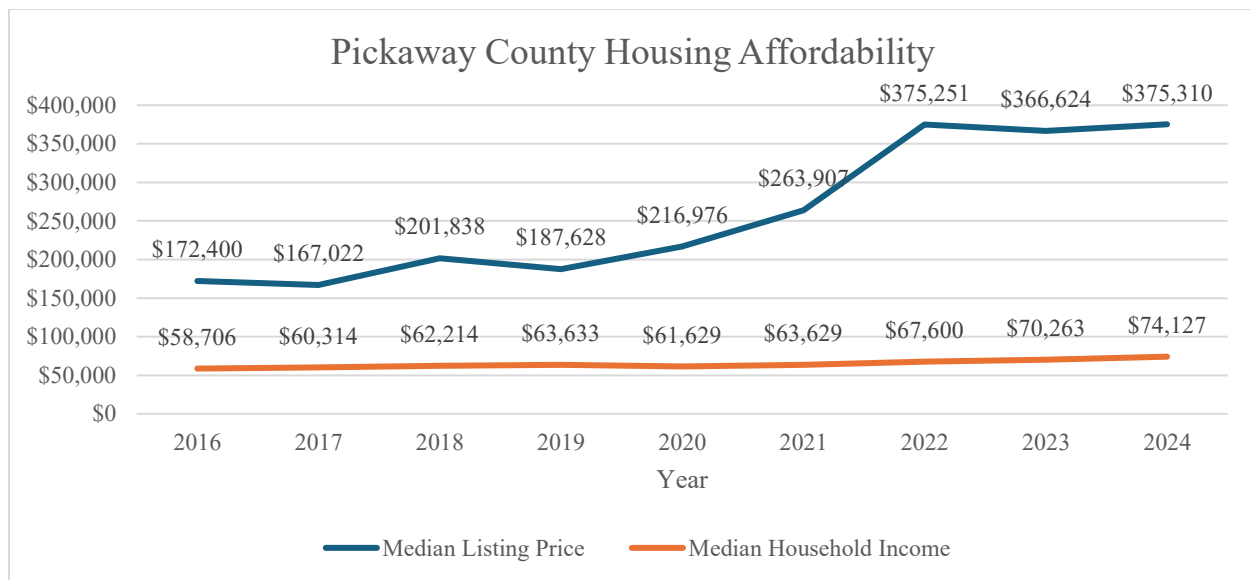
The number of people in poverty within Pickaway County reached a high of 7,666 in 2002. Since this time, the estimate of the people in poverty has steadily decreased to the current estimate of 5,369 in 2022.

Central Ohio Median Home Value



Central Ohio Median Home Value	
County	2024 Median Home Value
Delaware County, OH	\$468,366
Union County, OH	\$317,766
Fairfield County, OH	\$310,978
Franklin County, OH	\$302,345
Licking County, OH	\$297,081
Pickaway County, OH	\$255,832
Madison County, OH	\$232,600
Knox County, OH	\$222,862
Morrow County, OH	\$219,442
Logan County, OH	\$194,764
Marion County, OH	\$171,915
Fayette County, OH	\$171,682

Source: ESRI Demographics



Source: U.S. Census Bureau, Realtor.com

Pickaway County Housing Affordability			
Year	Median Listing Price	Median Household Income	Price to Income Ratio
2024	\$375,310	\$74,127	5.05
2023	\$366,624	\$70,263	5.13
2022	\$375,251	\$67,600	5.51
2021	\$263,907	\$63,629	4.08
2020	\$216,976	\$61,629	3.39
2019	\$187,628	\$63,633	2.95
2018	\$201,838	\$62,214	3.21
2017	\$167,022	\$60,314	2.81
2016	\$172,400	\$58,706	3.02
Percent Change (2016 - 2024)	117.7%	26.3%	67.3%
Percent Change (2020- 2024)	73.0%	20.3%	48.9%

Source: U.S. Census Bureau, Realtor.com

The median listing price for Pickaway County represents the middle price of all homes that were previously or are currently listed for sale. This means that half of the homes listed are priced above this amount, and half are priced below it. From 2016 – 2024 the median listing price of a home in Pickaway County increased by 117.7%, meanwhile the median household income only increased by 26.3% over this same period. The most significant increase in median listing price occurred from 2020 to 2022 when the median listing price increased from \$216,976 to \$375,251 or by 42%. Just during the time period of 2021 to 2022 the median listing price increased by \$111,343.

This rapid price increase has led to a significant increase in the unaffordability of homes within Pickaway County. The price to income ratio represents the difference between the median household income and median listing price. In 2017 the median listing price of a home in Pickaway County was 2.81 times the

median household income. In 2024 the median listing price was 5.05 times the median household income. It is important to note that this rapid increase in the unaffordability of homes is not specific to Pickaway County. This increase has occurred throughout a majority of the United States and especially in high growth areas like Pickaway County.

Pickaway County Affordability						
<i>Median Listing Price</i>	<i>Mortgage Cost</i>	<i>Principal and Interest (Monthly)</i>	<i>Property Taxes (Monthly)</i>	<i>Homeowners Insurance (Monthly)</i>	<i>Total Monthly Cost</i>	<i>Annual Household Income Required</i>
\$375,310	\$300,248	\$1,972	\$320	\$90	\$2,382	\$114,336

Source: Realtor.com

The annual household income required to afford a home at the median listing price of \$375,310 is \$114,336. This figure was derived by using the following assumptions: 20% down payment, 30-year fixed mortgage, 6.875% interest rate, no homeowner's association fee, \$90 monthly property tax fee, households spending 25% of their monthly gross income on housing costs. As a reminder, the median household income in Pickaway County in 2024 was \$74,127.

Industry Cluster Analysis

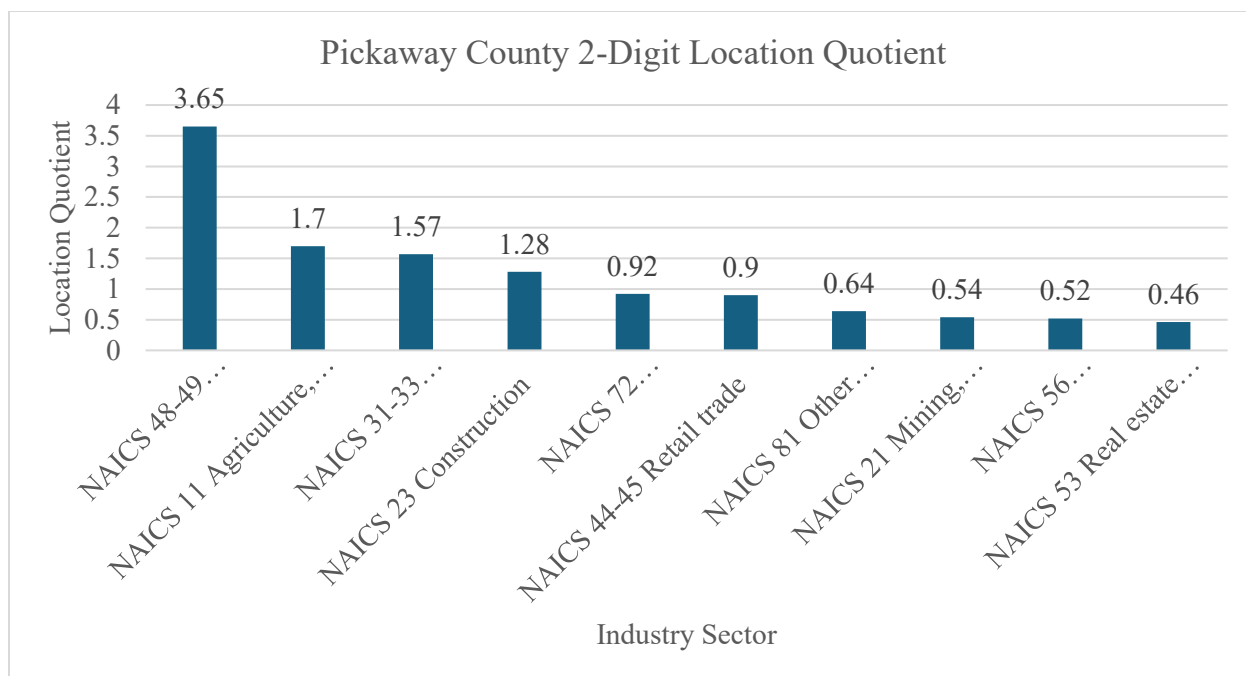
The Bureau of Labor Statistics (BLS) uses data called a location quotient in order to analyze the concentration of employment throughout the United States. A location quotient is a method of using federal industry cluster data to identify the economic concentration of a certain industry in a state, region, county, or metropolitan statistical area compared to a base economy, such as a state or nation.

- Location Quotient = 1: Indicates that the county has the same proportion of employment in the industry or occupation as the reference area.
- Location Quotient > 1: Indicates that the county has a higher concentration of employment in the industry sector or occupation compared to the reference area. It suggests a specialization in that industry or occupation.
- Location Quotient < 1: Indicates that the county has a lower concentration of employment in the industry or occupation compared to the reference area.

A high location quotient (>1) indicates that a particular industry or occupation is more prevalent in the area than in the reference region. This suggests specialization and comparative advantage in that specific sector. For example, Pickaway County, Ohio has a location quotient score of 9.98 in the NAICS 493 warehousing and storage industry sector. This suggests that warehousing and storage are a significant economic driver in that county, potentially influencing policy decisions and economic development strategies. Location quotients help identify industries or occupations where a region may have a competitive advantage. These competitive advantages are due to factors such as natural resources, a large supply of a skilled labor force, or supportive infrastructure. Understanding these advantages within an area can help to make decisions about transportation investments, workforce development, and economic development efforts. The formula below indicates how a location quotient score is calculated.ⁱⁱⁱ

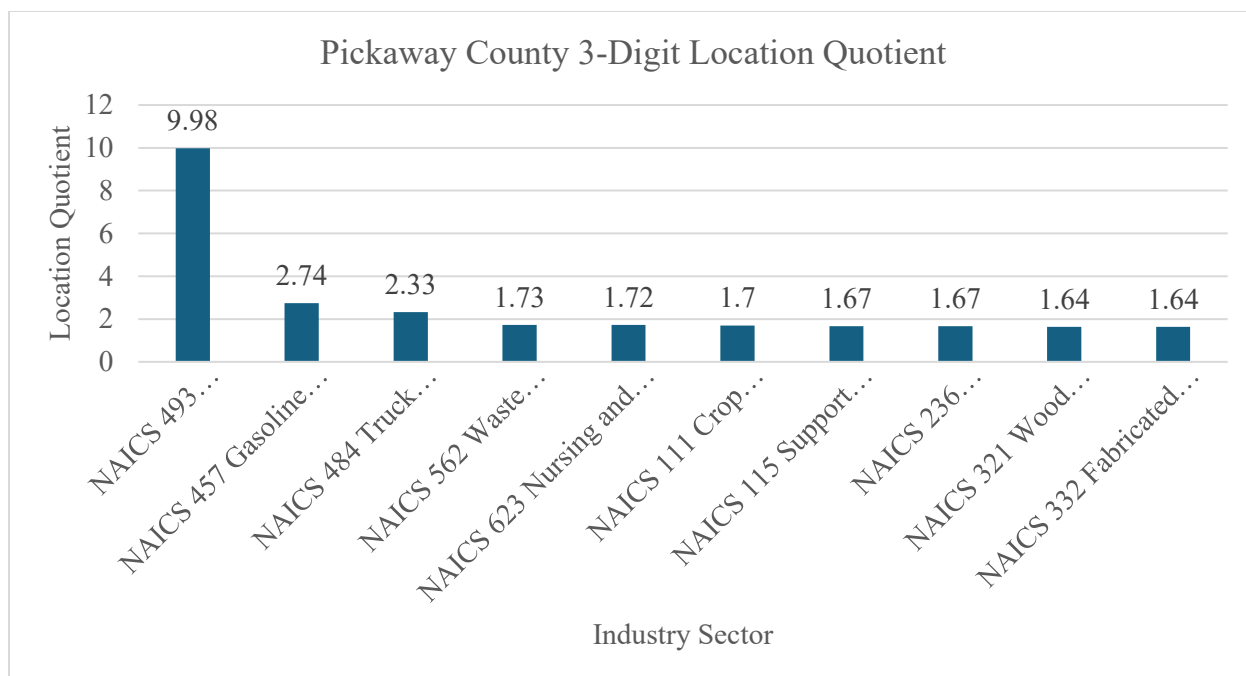
$$\text{Location Quotient} = \left(\frac{\text{County's Share of Industry / Occupation Employment}}{\text{Reference Areas Share of Industry / Occupation Employment}} \right)$$

The North American Industry Classification System (NAICS) is a system used to classify business establishments into specific industries based on their primary economic activity. Each industry is assigned a unique code, typically with a hierarchical structure that allows for a more detailed breakdown of economic sectors. The codes are numerical and range from 2 to 6 digits, with the first two digits representing the sector, the first three digits representing the subsector, and so on. The data for this analysis represents the annual averages of private businesses in the year 2023.



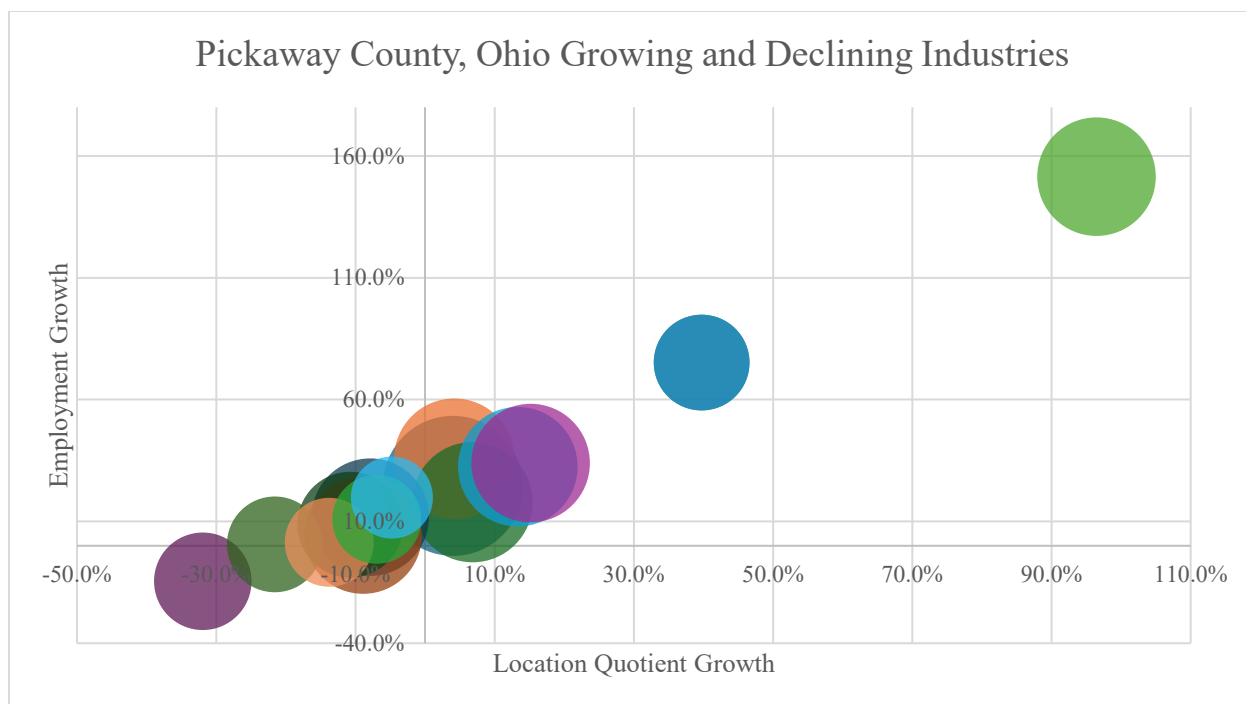
Source: Bureau of Labor Statistics

The industry sector with the highest location quotient is NAICS 48-49 transportation and warehousing with a location quotient of 3.65. The Transportation and Warehousing sector includes industries providing transportation of passengers and cargo, warehousing and storage for goods, scenic and sightseeing transportation, and support activities related to modes of transportation. Establishments in these industries use transportation equipment or transportation related facilities as a productive asset. The type of equipment depends on the mode of transportation. The modes of transportation are air, rail, water, road, and pipeline.^{iv} This industry sector had an annual average employment of 2,600 in 2023 which is a 559.9% increase compared to 2019 when the average annual employment was 394. The industry sector with the second highest location quotient is NAICS 11 agriculture, forestry, fishing and hunting with a location quotient of 1.7. The Agriculture, Forestry, Fishing and Hunting sector comprises establishments primarily engaged in growing crops, raising animals, harvesting timber, and harvesting fish and other animals from a farm, ranch, or their natural habitats. The establishments in this sector are often described as farms, ranches, dairies, greenhouses, nurseries, orchards, or hatcheries. A farm may consist of a single tract of land or a number of separate tracts which may be held under different tenures.^v The industry sector with the third highest location quotient is NAICS 31-33 manufacturing with a location quotient of 1.57. The manufacturing industry sector within Pickaway County has the second highest average annual employment at 2,237. This is a 13.0% increase from 2019 when the average annual employment was 1,980.



Source: Bureau of Labor Statistics

The 3-digit NAICS industry sectors break down the broader 2-digit industry sectors into more specific subsectors. Similar to the 2-digit industry sectors the highest location quotient in the 3-digit industry sectors is in NAICS 493 warehousing and storage with a score of 9.98. An industry sector with a location quotient of 9.98 indicates a significant locality of an industry sector within that specific area. The industry sector with the second highest location quotient score is NAICS 457 gasoline stations and fuel dealers with a location quotient of 2.74. The industry sector with the third highest location quotient is NAICS 484 truck transportation which has a location quotient score of 2.33.



Source: Bureau of Labor Statistics

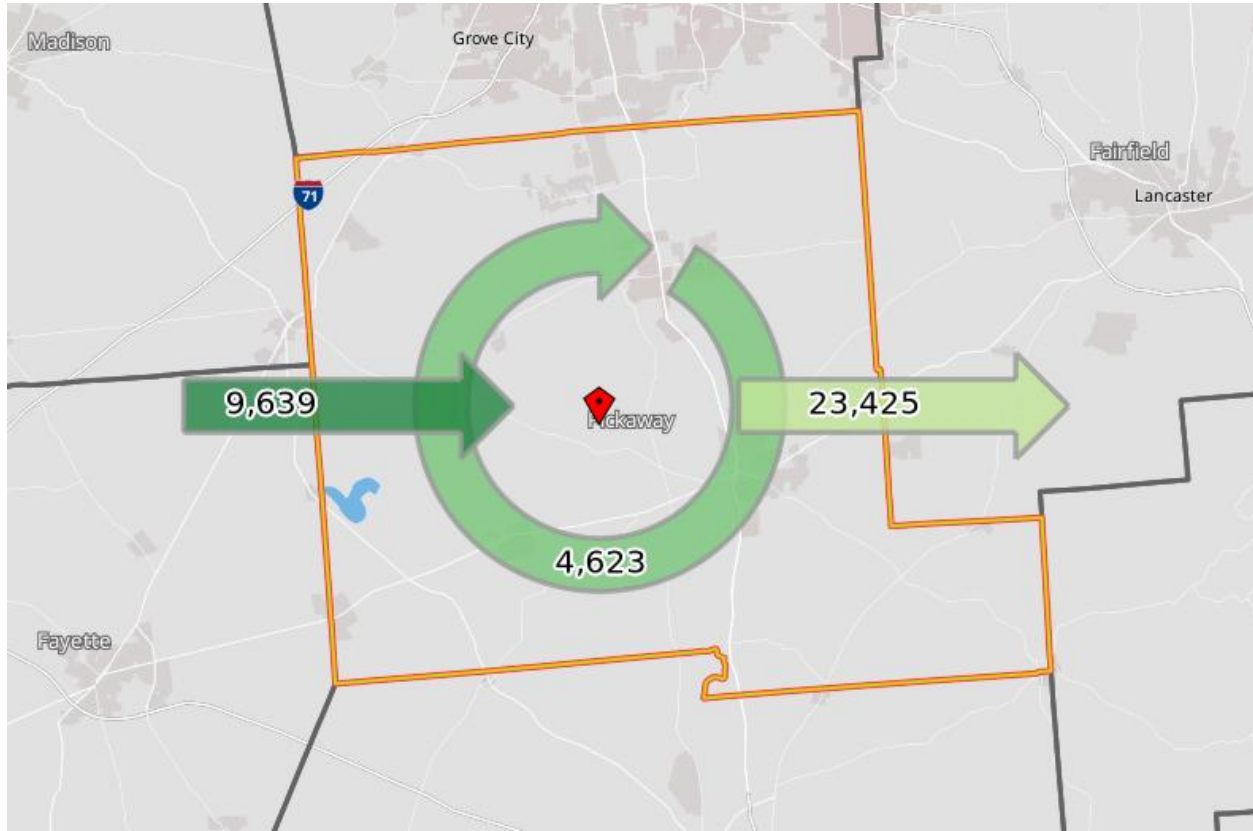
Pickaway County, Ohio Industry Sector Change			
Industry Sector	Location Quotient Change	Annual Average Employment Change	2023 Location Quotient
NAICS 484 Truck transportation	4.0%	24.6%	2.33
NAICS 562 Waste management and remediation services	4.2%	35.7%	1.73
NAICS 623 Nursing and residential care facilities	6.8%	17.9%	1.72
NAICS 111 Crop production	13.3%	32.5%	1.7
NAICS 115 Support activities for agriculture and forestry	15.2%	34.0%	1.67
NAICS 236 Construction of buildings	96.5%	151.5%	1.67
NAICS 321 Wood product manufacturing	-7.9%	11.8%	1.64
NAICS 332 Fabricated metal product manufacturing	-8.9%	4.4%	1.64
NAICS 237 Heavy and civil engineering construction	-10.7%	8.7%	1.33
NAICS 238 Specialty trade contractors	-31.9%	-14.6%	1.13
NAICS 423 Merchant wholesalers, durable goods	39.7%	75.2%	1.09
NAICS 444 Building material and garden equipment and supplies dealers	-21.6%	0.6%	1.09
NAICS 441 Motor vehicle and parts dealers	-13.8%	1.4%	0.94
NAICS 722 Food services and drinking places	-6.9%	10.9%	0.94
NAICS 811 Repair and maintenance	-4.8%	19.8%	0.8

Source: Bureau of Labor Statistics

The chart above details the industry sectors within Pickaway County that have undergone growth and decline in location quotient and average annual employment. The Y-axis displays the percentage change in average annual employment from 2019 to 2023. The X-axis displays the percentage change in location quotient from 2019 to 2023. The physical size of the bubble within the chart displays the current location quotient score for that industry sector in 2023. The bubble located in the top right corner of the chart is NAICS 236 construction of buildings. This industry sector may include new work, additions, alterations, or maintenance and repairs. The on-site assembly of precut, panelized, and prefabricated buildings and construction of temporary buildings are included in this subsector.^{vi} This industry sector experienced a location quotient increase of 96.5% and an annual average employment change of 151.5% from 2019 to 2023. The NAICS 423 merchant wholesalers, durable goods industry sector are establishments that are engaged in wholesaling products, such as motor vehicles, furniture, construction materials, machinery and equipment (including household-type appliances), metals and minerals (except petroleum), sporting goods, toys and hobby goods, recyclable materials, and parts.^{vii} This industry sector experienced a location quotient change of 39.7% and an annual average employment change of 75.2%.

Workforce Analysis

Inflow Outflow Map



Source: U.S. Census Bureau

Pickaway County Employment Inflow and Outflow		
Area	Number	Percentage
Employed in the Selection Area	14,262	100.0%
Employed in the Selection Area but Living Outside	9,639	67.6%
Employed and Living in the Selection Area	4,623	32.4%
Living in the Selection Area	28,048	100.0%
Living in the Selection Area but Employed Outside	23,425	83.5%
Living and Employed in the Selection Area	4,623	16.5%

Source: U.S. Census Bureau

The map above is a visual representation used to illustrate the movement of people, particularly focusing on migration patterns in and out of a specific geographic area, in this case Pickaway County. The inflow refers to the number of people moving into a specific area from other regions. While the outflow refers to the number of people moving out of a specific area to other regions for employment. The data for this analysis is 2022 U.S. Census Bureau data, the latest available at the time of this report. There are approximately 14,262 that are employed within Pickaway County. Of these 14,262 employed people, 9,639 live outside of Pickaway County and 4,623 people are

both living and employed within Pickaway County. There are 23,425 people who are living in Pickaway County but are employed outside of the county.

Inflow/Outflow Employment Characteristics				
<i>Job Characteristics</i>	<i>Inflow Job Characteristics</i>	<i>Percent</i>	<i>Outflow Job Characteristics</i>	<i>Percent</i>
Workers Aged 29 or younger	2,567	26.6%	5655	24.1%
Workers Aged 30 to 54	5,010	52.0%	12,759	54.5%
Workers Aged 55 or older	2062	21.4%	5011	21.4%
Workers Earning \$1,250 per month or less	1,705	17.7%	3771	16.1%
Workers Earning \$1,251 to \$3,333 per month	2,886	29.9%	5846	25.0%
Workers Earning More than \$3,333 per month	5,048	52.4%	13,808	58.9%
Workers in Goods Producing Industry Class	2,540	26.4%	3746	16.0%
Workers in Trade, Transportation, and Utilities Industry Class	2,882	29.9%	6098	26.0%
Workers in All Other Services Industry Class	4,217	43.7%	13,581	58.0%

Source: U.S. Census Bureau

Observing the characteristics of those who leave Pickaway County for employment tells us that 16.0% are leaving for a goods producing job, 26.0% are leaving for a trade, transportation, and utilities job, and the workers in all other services represent 58.9% of employed people living in Pickaway County. Observing the characteristics of those who enter Pickaway County for employment tells us that 26.4% are employed in a goods producing job, 29.9% of people are employed in trade, transportation, and utilities jobs, and 43.7% are employed in all other services sectors.

Pickaway County Resident Employment Location		
<i>Area</i>	<i>Number</i>	<i>Percentage</i>
Franklin County	13,827	49.3%
Pickaway County	4,623	16.5%
Ross County	1,173	4.2%
Fairfield County	935	3.3%
Delaware County	822	2.9%
Licking County	649	2.3%
Cuyahoga County	539	1.9%
Hamilton County	488	1.7%
Madison County	461	1.6%
Montgomery County	360	1.3%
All Other Locations	4,171	14.9%

Source: U.S. Census Bureau

The employed residents that are living in Pickaway County travel all over Ohio for employment. Franklin County is the most travelled location for employment with 13,827 employed Pickaway

County residents travelling there for employment. Pickaway County is the second most travelled to county with 4,623 Pickaway County residents staying within the county for work. Ross County is the third most travelled location with 1,173 residents traveling there for employment.

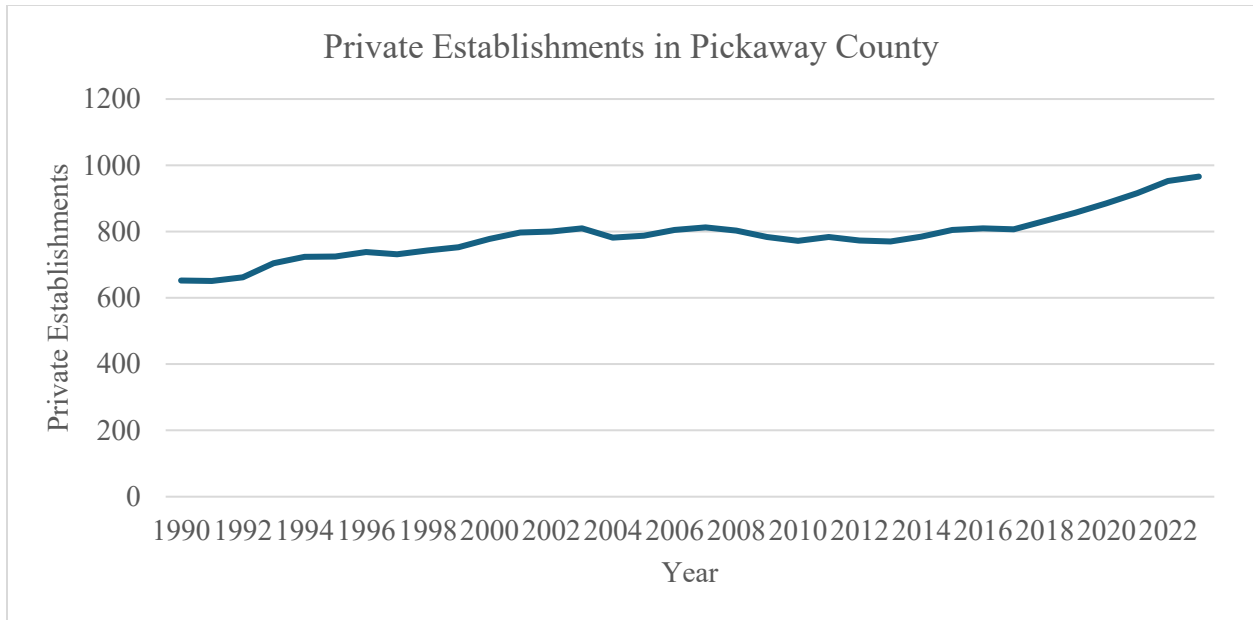
Civilian Labor Force Comparison		
Age Bracket	Pickaway County	Ohio
Civilian Population 16+	26,388	6,016,572
Population 16+ Employed	96.7%	95.8%
Population 16+ Unemployment rate	3.3%	4.2%
Population 16-24 Employed	14.0%	14.2%
Population 16-24 Unemployment rate	6.9%	8.5%
Population 25-54 Employed	64.5%	60.8%
Population 25-54 Unemployment rate	2.8%	3.6%
Population 55-64 Employed	16.6%	17.5%
Population 55-64 Unemployment rate	3.1%	3.3%
Population 65+ Employed	4.8%	7.5%
Population 65+ Unemployment rate	0.0%	3.0%

Source: U.S. Census Bureau, ESRI Demographics

Pickaway County Workforce		
<i>Industry Sector</i>	<i>2010 Percent</i>	<i>2023 Percent</i>
Agriculture, forestry, fishing and hunting, and mining	2.7%	1.9%
Construction	8.2%	11.4%
Manufacturing	13.4%	10.2%
Wholesale trade	4.0%	3.4%
Retail trade	12.6%	11.6%
Transportation and warehousing, and utilities	8.0%	8.5%
Information	1.2%	0.6%
Finance and insurance, and real estate and rental and leasing	5.8%	5.5%
Professional, scientific, and management, and administrative and waste management services	7.1%	8.7%
Educational services, health care and social assistance	19.3%	21.7%
Arts, entertainment, recreation, and accommodation and food services	7.5%	5.6%
Other services, except public administration	5.0%	3.3%
Public administration	5.3%	7.5%

Source: U.S. Census Bureau

The chart above details the industry sectors that Pickaway County residents are employed in. The industry sector with the largest share of Pickaway County residents is educational services, health care and social assistance with 21.7% of the total Pickaway County workforce. The second largest industry sector is retail trade with 11.6% of the total Pickaway County workforce. The third largest industry sector is construction with 11.4% of the total Pickaway County workforce.



Source: Federal Reserve of Economic Data (FRED)

An establishment is an economic unit, such as a factory, mine, store, or office that produces goods or services. It generally is at a single location and is engaged predominantly in one type of economic activity. Where a single location encompasses two or more distinct activities, these are treated as separate establishments, if separate payroll records are available, and the various activities are classified under different industry codes. ^{viii}

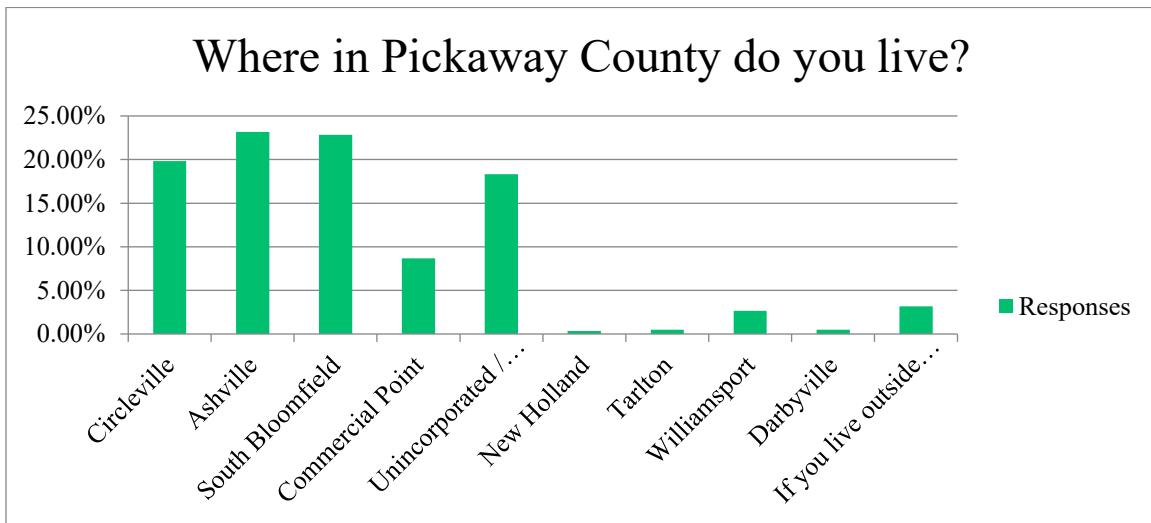
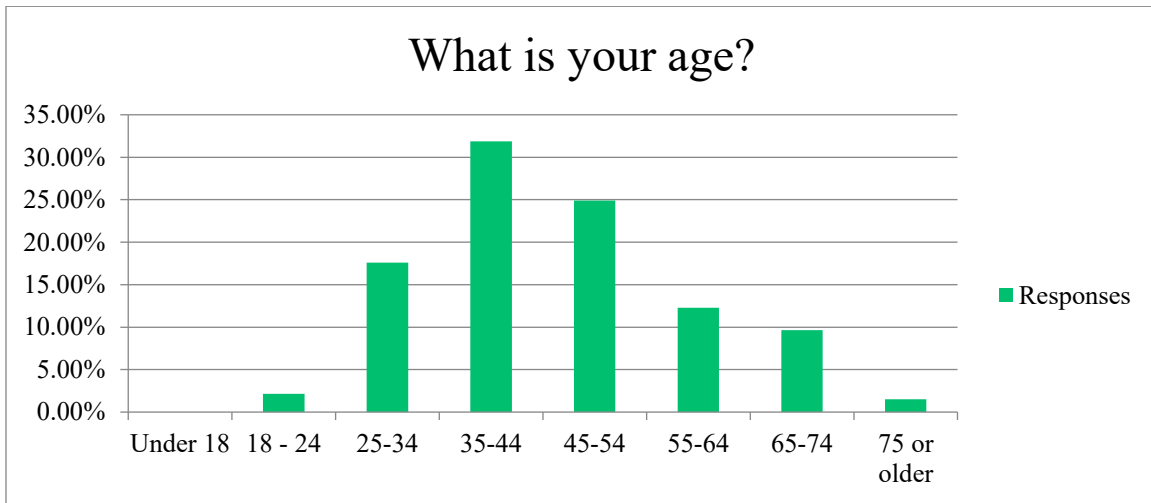
Listen Session Overview

The listen session portion of this study is the second phase of the Pickaway County Strategic Growth and Community Development Plan. Through a series of one-on-one interviews, focus group meetings with business and community leaders, and utilizing a public survey, the Montrose Group was able to gain a greater understanding of community needs and the current state of economic development efforts in Pickaway County. The listen session portion of the report helps in crafting realistic, practical solutions that are more likely to succeed. Community members often know their neighborhoods best, offering valuable local knowledge that is not expressed through data and maps. Engaging the public in these types of plans also aims to build transparency, showing that decision-makers are open to feedback and accountable to the people they serve. For this reason, the Montrose Group chooses to engage the public in two different ways. The first form of engagement was through focus group sessions with selected individuals from 5 different industry sectors: education (10 members), small government (five members), large government (seven members), other (16 members), business (three members). A number of topics were touched on within these stakeholder listen sessions including but not limited to:

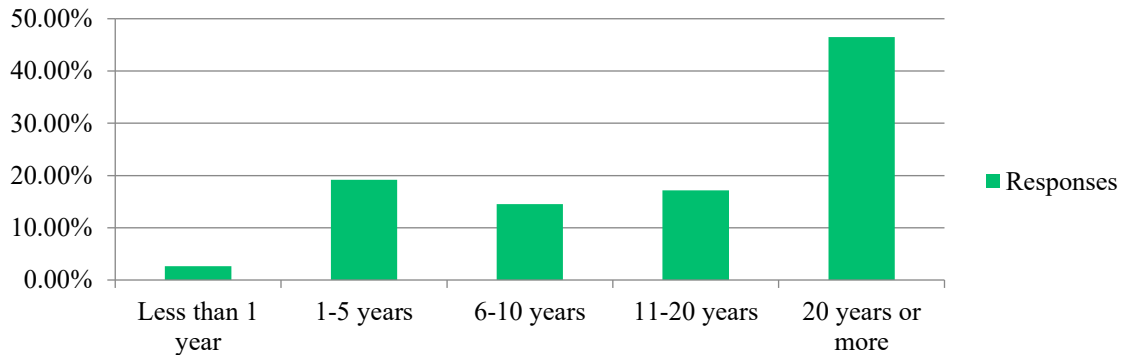
- The impact of farmland in Pickaway County.
- Collaborative planning and permitting efforts between rural and urban areas.
- Incentive policies throughout the County.
- Energy reliability and availability.
- The impact that the Pickaway Progress Partnership has on local development.
- Future growth and its impact in Pickaway County.
- Ways to create more robust planning infrastructure at the county level.
- A new strategy to provide affordable housing options and attract young families?
- The impact of multifamily housing on Pickaway County.
- Supporting infill and downtown redevelopment within Pickaway County municipalities.
- Current quality of life standards in Pickaway County and how to raise them.
- Creating development standards that improve aesthetics around the County.
- A concerted effort to deal with blighted properties.
- Expanding and building on the success of the Pickaway County park district.
- Walkability
- Simplify the interface between business and government.
- How workforce development and local businesses can be better aligned.
- Childcare options in Pickaway County.

Public Survey

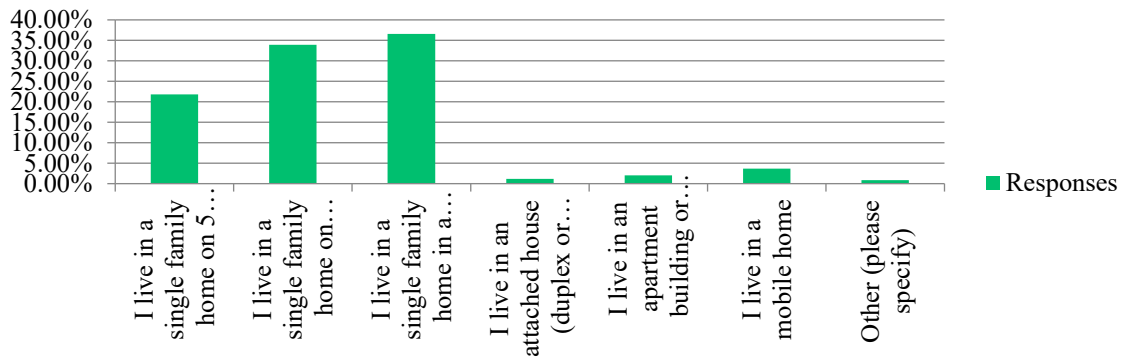
Initiating a public survey is essential for effective planning and public engagement as it provides a way to gather opinions and feedback from the broader community. As a part of this planning effort, the Strategic Growth and Community Development Plan survey was created. The survey was open to the public from 9/13/2024 until 10/27/2024 and gathered over 600 total respondents. The 15 question survey took an average time of four minutes and 42 seconds for respondents to complete. The survey polled residents on the topics of housing, public safety, tax incentives, agriculture, retail uses and more. The results of each question in the survey can be found below.



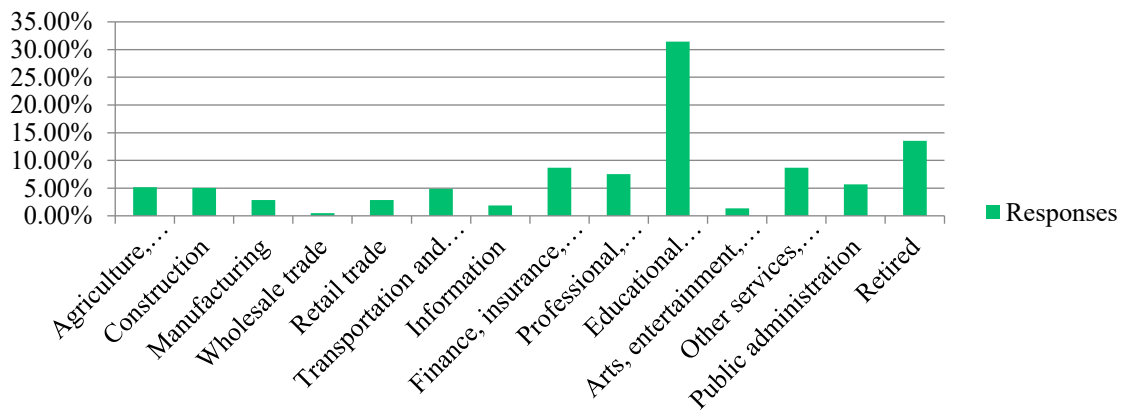
How long have you lived in Pickaway County?



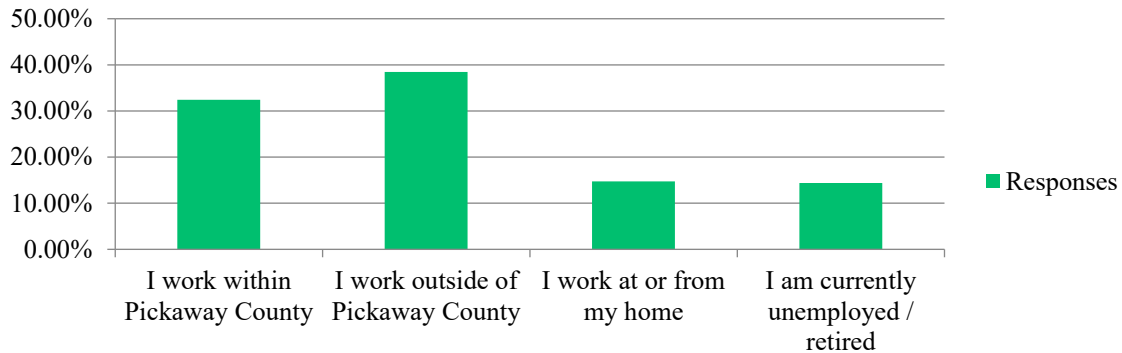
Which of the following describes where you live



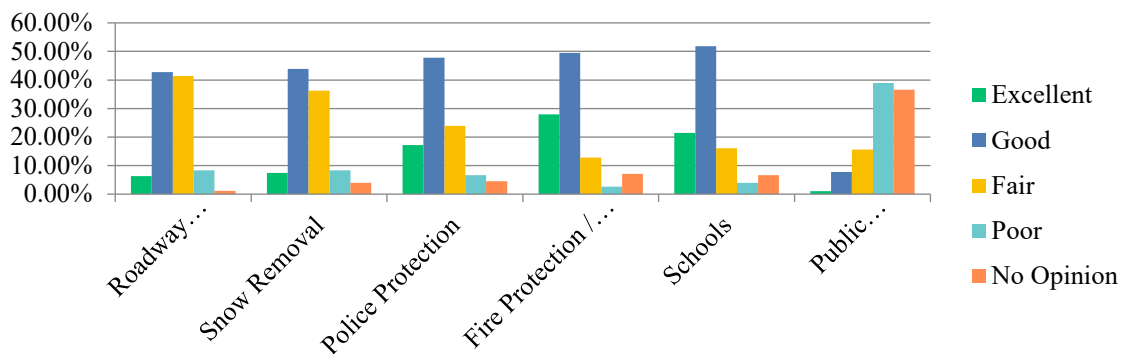
What industry sector do you work in?



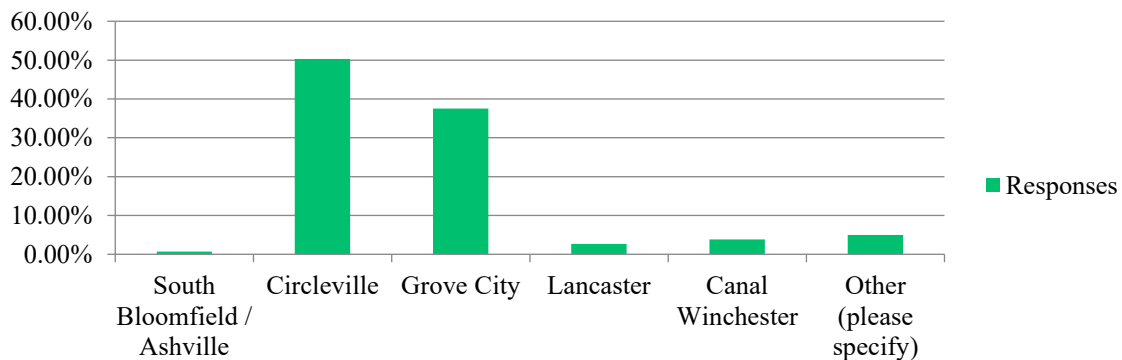
Please choose the answer that best describes where you drive to work.



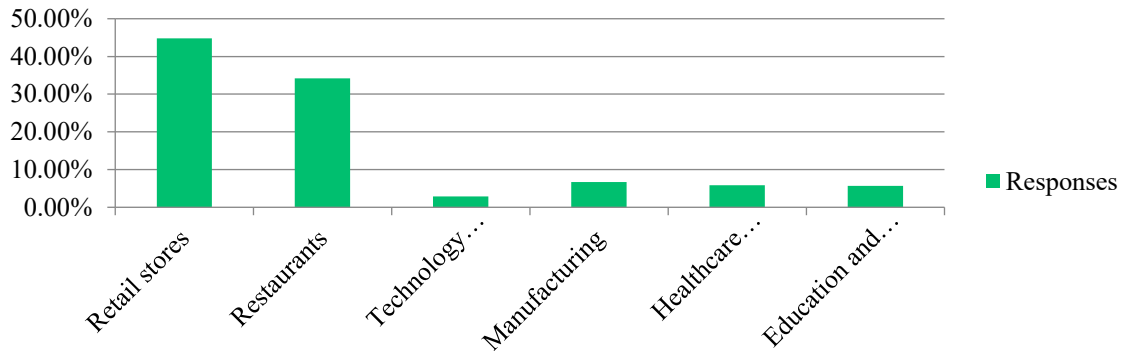
How would you rate the following services in Pickaway County?



Where do you currently shop for most of you primary needs, such as groceries / clothing? (please indicate the most frequented location)

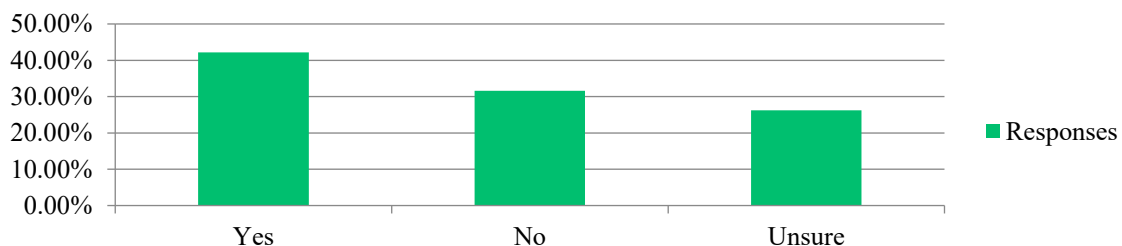


What businesses or services would you like to see more of in your community?

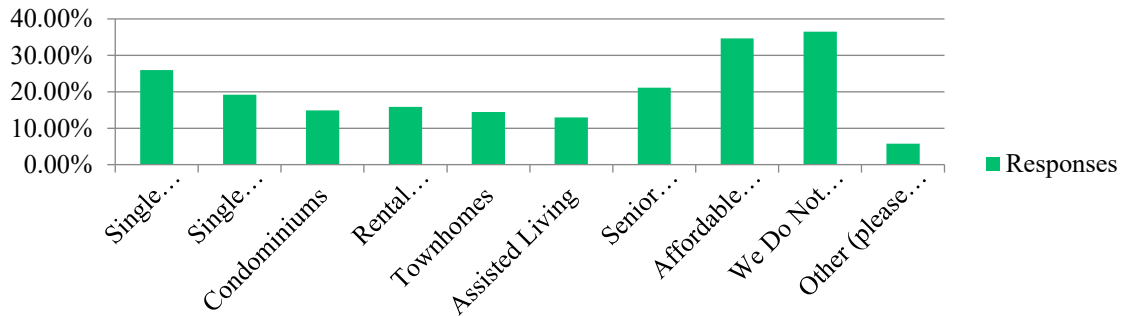


Please mark the statement that best describes your opinion on the balance between agriculture and development.		
Answer Choices	Responses	
I believe that all of the remaining agriculture in Pickaway County should be preserved, and no additional development should be allowed.	32.23%	194
I believe that most of the agriculture should be preserved but some development can be allowed in the right locations if it provides a benefit to the community.	51.33%	309
I believe that some agriculture should be preserved but the main focus should be on attracting good development that enhances the entire community.	12.79%	77
I have no strong opinions on the subject.	3.65%	22

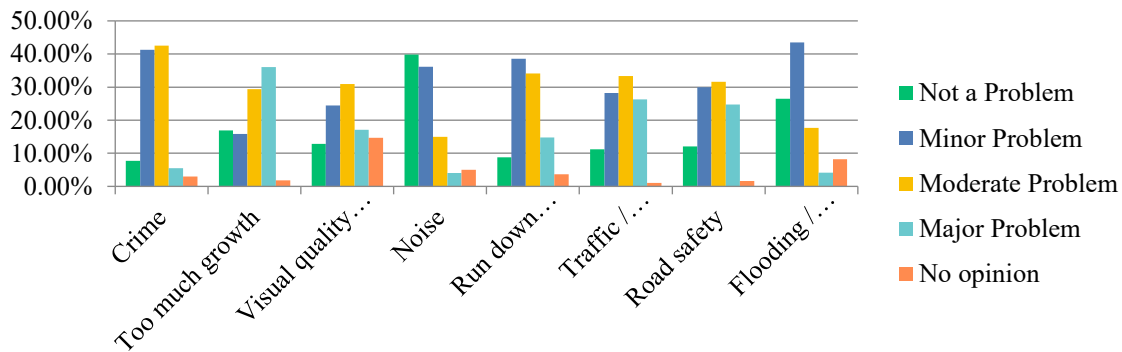
Would you support local initiatives aimed at improving economic development, such as new business parks, tech hubs, or tourism projects?



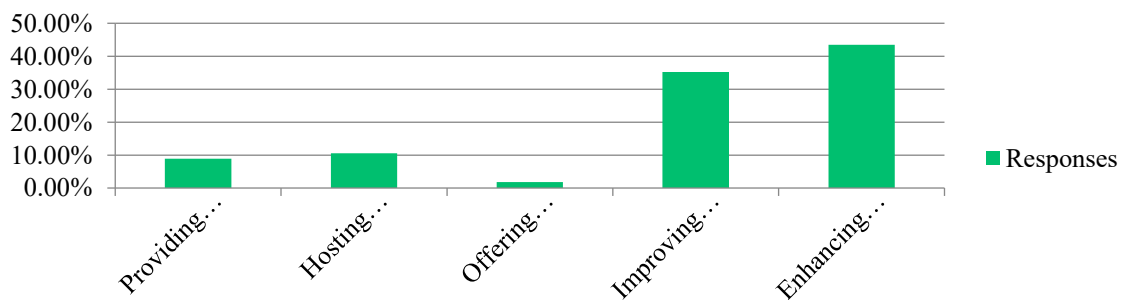
Which of the following housing types do you feel is most needed throughout Pickaway County? (please mark all that you feel apply)



To what degree, if at all, are the following items a problem in Pickaway County?



How can our local government and economic development agencies better support residents of Pickaway County?



SWOT Analysis

Strengths	Weakness
<ul style="list-style-type: none"> Pickaway County is a growing community. Pickaway County residents are more educated in 2024 compared to 2010. Pickaway County has succeeded in bringing transformative projects to the Columbus region. Strong rural character within the region. Pickaway County is home to the strongest industrial park in the Central Ohio region. 	<ul style="list-style-type: none"> Median household income growth since 2000 is low compared to the Columbus region. Very high rates of poverty within Pickaway County and Circleville. New Holland, Tarlton and Williamsport are experiencing population decline. No local workforce center within Pickaway County. Unaffordability of housing within Pickaway County is increasing. Very low supply of alternative housing like affordable, rental, and senior housing.
Opportunities	Threats
<ul style="list-style-type: none"> Pickaway County will continue to receive significant interest from residential and industrial developers. The continued development of the U.S. 23 corridor will bring more development opportunities. Ashville, South Bloomfield, and Circleville are experiencing high population growth. Pickaway County needs to capitalize on major developments like Anduril. 	<ul style="list-style-type: none"> Growing local opposition to growth and development. Local school districts are reaching capacity. Traffic along U.S. 23 is significant. Energy capacity throughout Pickaway County is severely strained. Urban sprawl will strain infrastructure and public resources. Growth and development will change the rural character of the county.

Action Plan Tactics

“Do” steps in the Montrose economic development strategic planning report include the creation of an Economic Development Action Plan that outlines specific goals, strategies, and tactics that Pickaway County should follow to achieve additional economic prosperity outlined in short-term, near-term, and long-term goals tied to specific funding sources. Typical “Do” action steps focus on the creation of industry targets, workforce development strategies, site development strategies, economic development organizational models, and business retention and expansion programs. The Pickaway County Economic Development Action Plan focuses on how Pickaway County implements its economic development strategy, retention, and attraction of a new generation of workers and a diverse industry base to continue the economic success of Pickaway County through the adoption of a goal, numerically based outcomes, broad strategies, and specific tactics. Comprehensive economic development plan objectives are numeric measures of success that need to be used annually to determine the success or failure of the plan. These objectives need to align not just with the goal of the plan but also with the strategies and tactics. Metrics are essential to measuring the success of an economic development strategic plan. Reviewing simple measures of success in a silo such as unemployment rate, poverty, and personal income without comparing a region’s economy to others creates a weak measure of success. Successful economic development is not redeveloping a community “eyesore” but creating additional community wealth. The recommended Pickaway County Goals, Strategies, Objectives, and Tactics for the Montrose Group’s Pickaway County Economic Development Strategic Plan are in the graphic and discussion below.

Pickaway County Strategic Plan Goal

- Create smart growth while preserving the core ideals of Pickaway County.

Pickaway County Strategic Plan Objectives

Reduce residential sprawl within the county by prioritizing infill development within Pickaway County's smaller municipalities.
Develop two new industrial development areas outside of Rickenbacker by 2030.

Pickaway County Strategic Plan Strategies

- Prepare for continued growth and pressure being placed on Pickaway County.
- Focus on increasing the quality of life for Pickaway County residents.

Pickaway County Strategic Action Plan Tactics

- Build on the successes of the TID through additional stakeholder engagement.
- Focus economic development resources on areas that will be home to the future growth of Pickaway County.
- Expand and refocus the Pickaway County Planning and Development department
- Continue to Support Agriculture, Greenspace and Parks throughout Pickaway County.
- Establish a targeted workforce development initiative around the defense industry and partner with a community college to expand educational access in Pickaway County.

Pickaway County Strategic Plan Goal. The goal of the Pickaway County Economic Development Strategic Plan should not be to encourage growth anywhere or to embrace efforts to limit growth. Instead, Pickaway County should strive to increase the quality of life for Pickaway County and the residents that live there. Pickaway County should strive to be a community of choice where residents can live, work and play. This goal should not be focused on making Pickaway County a suburb of Columbus but rather on developing a community where the residents can not only live but go to dinner and work the next day.

Pickaway County Strategic Plan Objectives. The numerically based objectives for Pickaway County to achieve the strategic plan's goal of smart growth are reverse the negative population figures in Pickaway County's smaller municipalities by the 2030 U.S. Census and develop two new industrial sites outside of Rickenbacker by 2030. These two objectives will provide Pickaway County leadership with metrics that focus on the weakest portions of Pickaway County while simultaneously creating new opportunities in the strongest areas.

Pickaway County Strategic Plan Strategies. For Pickaway County to be a community of choice where residents live, work, and play, Pickaway County's Economic Development Strategic Plan needs strategies that help the community focus successfully managing the growth and development that is aimed at them. Pickaway County's strategies that measure the success of the Pickaway County Economic Development Strategic Plan should not be based upon housing and population growth that is coming one way or the other. Instead, Pickaway County's economic objectives should center on fixing the issues that arise due to this growth. These objectives will ensure Pickaway County focuses on increasing the quality of life of its residents. These strategies will help Pickaway County focus on economic development that will retain its small-town roots while driving an increase in the quality of life to the region.

Pickaway County Strategic Action Plan Tactics. To achieve the goal and strategies of the Pickaway County Economic Development Strategic Plan, Pickaway County should implement the following action steps:

1. Build on the successes of the TID through additional stakeholder engagement.
2. Focus economic development resources on areas that will be home to the future growth of Pickaway County.
3. Expand and refocus the Pickaway County Planning and Development department
4. Continue to Support Agriculture, Greenspace and Parks throughout Pickaway County.
5. Establish a targeted workforce development initiative around the defense industry and partner with a community college to expand educational access in Pickaway County.

Action Plan Tactic #1: Build on the successes of the TID through additional stakeholder engagement.

The Pickaway County Transportation Improvement District (TID) was established in May of 2020 in accordance with Ohio Revised Code Section 5540.02. The Pickaway County TID has assisted local stakeholders on a variety of projects aimed at aiding and abetting transportation related issues in Pickaway County. In order to better understand transportation related challenges and align Pickaway County stakeholders on these challenges it is recommended that the Pickaway County TID create a sub-committee of key stakeholders called the 23 Alliance. This committee will work alongside the Pickaway County TID in order to do facilitate conversation on what the future goals of the Pickaway County TID should be. In order to create the 23 Alliance, the following steps should be taken:

1. Define the Purpose and Goals of the 23 Alliance

- a. Clearly outline the 23 Alliances' purpose by creating a mission statement. An example mission statement could be: The 23 Alliance aims to create a seamless corridor from Central Ohio through Pickaway County in order to facilitate economic growth and prosperity. Setting defined a mission statement, or clearly defined goals will help guide discussions and decision-making in the future.

2. Identify Key Stakeholders

- a. Local government representatives
 - i. Pickaway, Ross, and Franklin County Commissioners
 - ii. Representatives from Ashville, South Bloomfield, Commercial Point, and other high impact communities.
 - iii. Ohio Department of Transportation District 6 and 9 representatives.
- b. Transportation and urban planning experts
 - i. Pickaway, Ross, and Franklin County Engineers
- c. Public transit authorities
 - i. Representatives from COTA, PICCA Transit, or other transportation support agencies
- d. Law enforcement and emergency services
 - i. Representatives from Pickaway, Ross, and Franklin County.

3. Develop a Meeting Schedule and Agenda

- a. Regularly scheduled meetings should follow a structured agenda that covers ongoing projects along the 23 corridor, emerging transportation issues, and feedback from stakeholders. The meeting should be held on a quarterly basis similar to the current Pickaway County TID schedule.

4. Consider These Key Topics for Discussion

- a. Traffic Congestion
 - i. Specifically, how to mitigate future congestion due to the increase in residential development in Pickaway County.
- b. Funding and Grant Opportunities
 - i. The 23 corridor stretches throughout the entirety of Pickaway, Ross, and Franklin County. Although currently a majority of the improvements, work, and costs are bearing down on Pickaway County.

- ii. The 23 Alliance should discuss ways to pool funding and support towards the common goal of alleviating traffic issues and creating prosperity.
- c. Developing a bypass in Pickaway County
- d. Road Safety and Maintenance
- e. Public Transit Accessibility and Efficiency
 - i. Pickaway County has a severe lack of public transportation.

Action Plan Tactic #2: Focus economic development resources on areas that will be home to the future growth of Pickaway County.

The Rickenbacker Industrial Park and Rickenbacker International Airport are one of the most successful economic development corridors in not just Central Ohio but throughout the entire state. Recently, the announcement of Anduril selecting a site next to Rickenbacker Airport as the location of its first hyperscale manufacturing facility has raised the significance of this area. Anduril announced that they are planning to invest nearly \$1 billion of its own money into the development at Rickenbacker. The company plans to bring in more than 4,000 direct jobs over 10 years, which would be the largest single job creation project in the state of Ohio's history.

While this region has achieved enormous success, it remains essential for Pickaway County to continue developing key corridors and strategic areas away from Rickenbacker. Pickaway County should invest into developing other corridors like the following: Commercial Point, the Pickaway Township industrial area, sites west of Commercial Point, sites west of Circleville, 62/71 corridor and more. Pickaway County should take the following steps to inventory the future industrial sites of Pickaway County.

Continue to utilize and aid the Pickaway Progress Partnership (P3). A CIC is the most basic form of economic development corporation. A CIC is a not-for-profit corporation with a very public purpose. They are often required to file a financial report, are not limited to a specific geographic area and membership on the CIC board is not a "public office" can negotiate incentive deals in private. CICs are only effective if they are fully funded. To accomplish this goal, CICs are often permitted to borrow money through bonds or mortgage CIC owned property, purchase, sell or lease real and personal property, acquire assets, and serve as an agent for local government for grant administration. The composition of a CIC Board illustrates its public focus. In many communities, at least two fifths of the CIC Board must be locally elected or appointed government officials. CICs have the powers of most not for profit corporations but have a focus on development. They permit local governments to create a single organization—often working with other local government entities and the private sector—to focus on the development or redevelopment of a specific site.

CICs have broad power to assist local governments with economic development programs and services as delineated in Section 1724.02 of the Ohio Revised Code. Unique powers and authority of CICs include:

- Borrowing money for any purpose of the CIC
- Providing loans to individuals for businesses
- To buy, lease, sell real or personal property.
- To acquire the good will, business rights, real or personal property, and assets of an individual or business
- To charge fees to political subdivisions for services
- Entering into contracts with federal, state, and local governments
- Applying for and administering grants; and

The leadership in Pickaway County should continue to partner with the P3 to purchase land to consolidate into new industrial corridors. Pickaway County key stakeholders and the P3 should prepare sites for development by providing funding to property owners to make sites "pad ready". The prime role that P3 can play is to purchase land or secure options to purchase land with potential for industrial, technology or general business growth within the business & technology park. Additionally, a CIC like P3 can help to certify sites for developers to ensure the site has the appropriate utilities, infrastructure, zoning, and tax incentives are in place. Local governments typically use CICs to purchase land or options tied to economic development and fund site certification.

In order to attain new land and utilize the Pickaway Progress Partnership the leaders in Pickaway County should continue to enter into a cooperative economic development agreement (CEDA) with neighboring townships and municipal corporations. A CEDA is an economic development tool allowing one or more municipal corporations to provide assistance to each other. A detailed analysis of CEDA agreements can be found below.^{ix}

Community Economic Development Agreement (CEDA) - ORC 701.07	
Who may enter into Agreement?	1. Municipal Corporations
	2. Townships
	3. County
	4. Person or private entity (10 below)
	5. State or State Agency - upon approval of Governor and other parties to agreement
What can it contain?	1. The provision of Joint Services/Permanent Improvements in incorporated or unincorporated areas.
	2. The provision of services/improvements by municipality in unincorporated areas.
	3. The provision of services/improvements by township or county in municipality.
	4. The provision of service fees from township/county to municipality
	5. The provision of service fees from municipality to township/county
	6. The issuance of notes and bonds and other debt obligations by a municipal corporation, county, or township for public purposes authorized by or under a cooperative economic development agreement and provision for the allocation of the payment of the principal of, interest on, and other charges and costs of issuing and servicing the repayment of the debt purposes in the CEDA.
	7. The issuance of industrial development notes, bonds, and debt obligations by a municipal corporation to finance projects in territory located outside the municipal corporation but located within the territory covered by a cooperative economic development agreement and provision for the allocation of the payment of the principal of, interest on, and other charges and costs of issuing and servicing the repayment of the debt.
	8. The territory to be annexed to a municipal corporation when agreed to by the municipal corporation to which annexation is proposed and the township in which the territory to be annexed is located.
	9. Any periods of time during which no annexations will occur and any areas that will not be annexed during the period when agreed to by the municipal corporation and township affected by the annexation moratorium.

	10. Public service, facility or improvement agreements with landowners or developers
	11. The application of tax abatement statutes within the territory covered by the cooperative economic development agreement.
	12. Change township boundaries under ORC 503 to exclude annexed areas from old townships and provide services in the area.
	13. Municipality may earmark to its general fund, a portion of utility charges collected from outside municipality but in CEDA - if the CEDA does not cover annexation matters.
	14. Payments in lieu of taxes to a township from municipality.
	15. Any other matter regarding annexation territory or development.
Sharing of tax revenue	Any municipality may not share proceeds from tax levies, but such proceeds may be used to make payments authorized under the CEDA agreement to a township
Public Approval	A public hearing is required before entering into the CEDA agreement. The agreement must be open to public for 30 days prior to hearing.
Changes	A CEDA may be amended at any time in the same manner as initially authorized.

The Pickaway County Port Authority is a political and corporate body created pursuant to the authority of section 4582.01-4582.20 of the Ohio Revised Code with an authorized purpose of promoting “activities that enhance, foster, aid, provide, or promote transportation, economic development, housing, recreation, education, governmental operations, cultural, or research within the jurisdiction of the port authority.”^x Ohio Revised Code gives port authorities the power to own land, set fees, and levy taxes. They are usually self-sustaining and often operate railroads, airports, or shipping terminals. Port authorities are frequently established by local governments to promote or support economic development.

Powers of port authorities vary under section 4582 of the Ohio Revised Code which include:

- Acquire real and personal property
- Cooperate broadly with other governmental agencies and exercise powers delegated by such agencies
- Issue revenue bonds for port authority facilities
- Issue voted general obligation bonds for port authority facilities and other permanent improvements
- Levy voted taxes for all purposes of the port authority
- Operate transportation, recreation, governmental, or cultural facilities, and set rates and charges for use of port authority facilities
- Own, lease, sell, and construct improvements to real property
- Receive federal and state grants and loans and other public funds^{xi}

A Port Authority differs from a Community Improvement Corporation (CIC) in three distinct ways:

- Port authorities are authorized to levy taxes (sales, property, or special assessment) for up to five years.
- Port authorities can exercise the right of eminent domain to appropriate or condemn property.
- Property owned by port authorities is exempt from all taxes.^{xii}

Port Authorities can also issue bonds in two manners:

- As a "pass-through vehicle," based on the credit of the entity for which the bonds are issued.
- By a vote of the local electorate, similar to a local school bond issue.

Port authorities considered important economic development tools for communities because of their tax-exempt status, having the ability to pass savings on to economic development projects, thus making projects possible that might not otherwise happen.^{xiii} Additionally, they facilitate economic development projects by:

- Acquiring and selling property to economic development projects.
- Loaning monies at competitive rates and terms.
- Providing security for an economic development project by facilitating a structured financing.^{xiv}

1. Site Identification and Control

- a. Identify the specific land parcels with sufficient acreage and zoning for industrial use.
- b. Utilize the Pickaway County Port Authority to secure options for key sites.

2. Infrastructure Improvements

- a. Contract studies with Central Ohio engineering firms on the strengths, weaknesses, opportunities, and threats at each site.
- b. Create plans and cost estimates to modernize Pickaway County owned utility services such as water, wastewater, electricity, and broadband to meet future industrial demands.

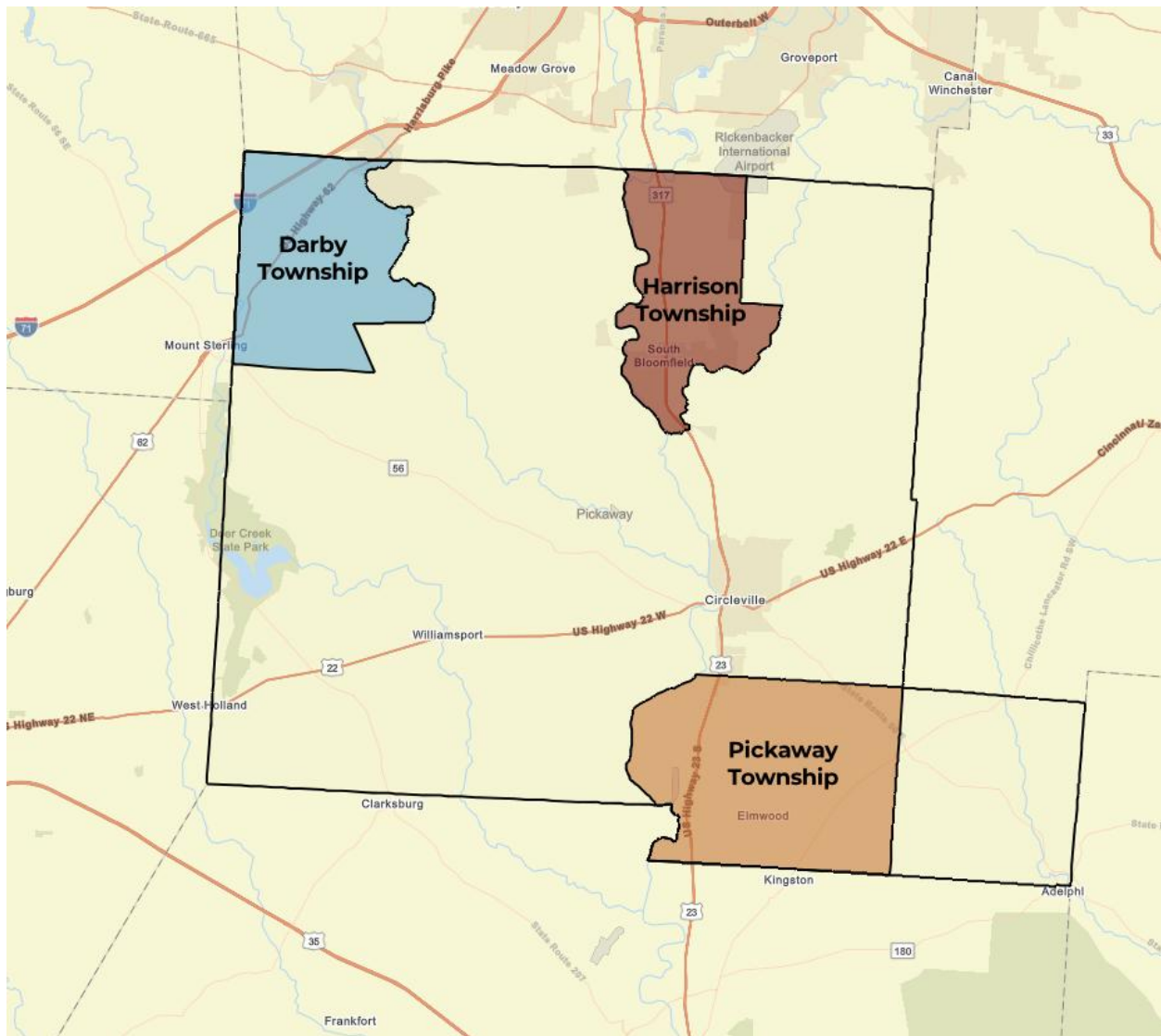
3. Streamlined Permitting and Regulatory Support

- a. Ensure that these areas have an expedited permitting process for multiple different uses including logistics, advanced manufacturing, data centers, and more in order to reduce bureaucratic delays.

4. Local Tax Incentives and Financial Assistance

- a. Provide tax increment financing (TIF) districts to fund infrastructure improvements without increasing local tax rates.
- b. Utilize grants, low-interest loans, and public-private partnerships to attract investment in targeted industries.

Pickaway County Targeted Development Areas



Pickaway County has had economic development success through the development of targeted corridors around the County. This strategic placement of industrial and manufacturing uses within specific corridors that are able to provide layers of tax abatements have been a crucial component to economic growth. Pickaway County needs to continue the strategic investment into these three corridors to ensure both successful economic development projects and maintaining agriculture throughout the County.

Harrison Township

- Focus investment on future development corridors.
- Investment into State Route 762 improvements.
- Collaboration with the City of Columbus on future roadway and transportation projects

Darby Township

- Darby Township serves as a future development corridor for Pickaway County.
- Focus investment into infrastructure and site preparation activities.

Pickaway Township

- Prioritize land situated between the CSX and Norfolk Southern rail lines.
- Ideal site for large scale energy and megaproject users.

Action Plan Tactic #3: Expand and refocus the Pickaway County Planning and Development.

Expansion of the Pickaway County Planning and Development Department

The Pickaway County Office of Development and Planning coordinates the activities of the Pickaway County Planning Commissions; administers economic development tax incentive programs including enterprise zones and community redevelopment area agreements; assists with local and regional land-use planning activities; assists the general public and development community with understanding and compliance with development regulations; assists the county building department with the National Flood Insurance Program; and, manages activities as assigned by the Pickaway County Board of Commissioners.^{xv}

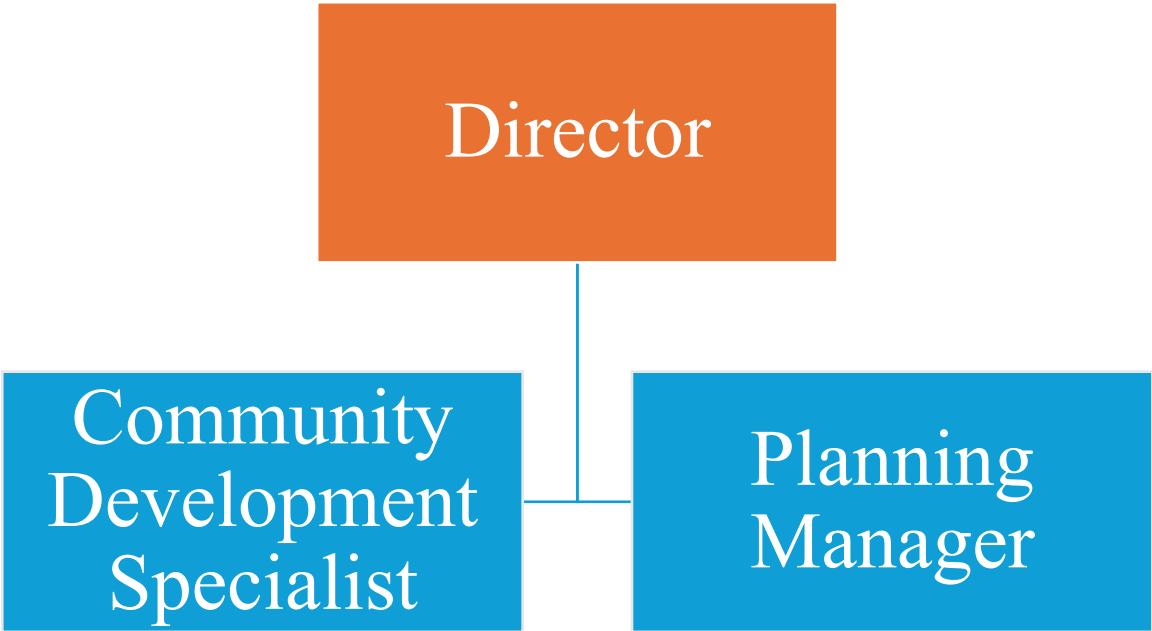
Certain areas of Pickaway County are currently experiencing growth and development at levels that are higher than ever previously experienced. Pickaway County leadership should anticipate and manage the growth throughout the region with vision, strategy, and efficiency. At the heart of any successful county is a comprehensive planning and development organization. These offices ensure that growth is balanced, sustainable, and beneficial for all members of the community. Without it a dedicated staff to manage planning and development rapid growth can lead to congestion, economic inefficiencies, and a declining quality of life for the residents. Pickaway County should invest in strengthening the planning and development department to secure a prosperous and well-managed future.

Currently, the Pickaway County Planning and Development department consists of one full-time staff member. The Pickaway County Planning Commission also consists of the three Pickaway County Commissioners, or their designees, and the Board of Commissioners appoint eight (8) citizen representatives that serve three-year terms.^{xvi} While the organization has been successful in managing the growth and local programs, increasing the staff will further amplify the successes within the department. The table below benchmarks the Pickaway County Planning and Development office with like communities throughout Central Ohio.

Planning and Development Benchmark Organizations	
Organization	Full-Time Staff
Pickaway County Planning and Development	<ul style="list-style-type: none"> • Director
Ross County Planning and Development	<ul style="list-style-type: none"> • Director • Planner and Grant Writer • Housing Specialist and Administrative Assistant
Delaware County Regional Planning Commission	<ul style="list-style-type: none"> • Executive Director • Executive Administrative Assistant • GIS Analyst and Manager • Senior Planner
Licking County Planning and Development	<ul style="list-style-type: none"> • Planning Director • Planning Manager • Development and Design Manager • Compliance Planner • Assistant Planner • Community Development Specialist and Fair Housing Coordinator

	<ul style="list-style-type: none"> • Planning Technician
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As Pickaway County continues to face pressure from the rapidly expanding Central Ohio region, an expansion of the planning and development office is needed. The current Pickaway County Planning and Development offices has one full-time staff member is smaller than nearly every single other Central Ohio county planning and development office. Pickaway County will continue to face increasing demands for housing, transportation, and public services. A larger planning and development organization ensures that this growth is strategically managed to prevent a decline in development practices, overcrowding, urban sprawl, and infrastructure strain. Pickaway County should hire one to two full-time staff members that are able to assist the director with managing the Pickaway County Planning and Development office. These staff members should have specific duties and responsibilities similar to those in benchmark Central Ohio communities. Similar to the Licking County Planning and Development office, one member should be titled the Community Development Specialist for Pickaway County.



Create a housing council to assist the residential growth in Pickaway County

A housing council can play a vital role in guiding and shaping housing policies in a high-growth area like Pickaway County. The significant increase in residential development in northern Pickaway County has led to an increase in total housing units throughout Northern Pickaway County. From 2010 to 2024 many areas experienced growth in the total number of housing units like South Bloomfield (43.2%), Ashville (11.9%) and Commercial point (77.7%). From 2010 to 2024 Pickaway County has added over 2,000 new housing units.

In order to help facilitate this new residential growth Pickaway County should create the Pickaway County Housing Initiative (PCHI). The goal of the PCHI should be to ensure that residential development keeps pace with population expansion while maintaining affordability, sustainability, and quality of life. As this residential growth accelerates in Pickaway County new challenges such as housing shortages, rising

unaffordability, and infrastructure strain can arise. A dedicated housing council like the PCHI can help coordinate solutions, advise local policymakers, and engage key stakeholders to create a balanced and sustainable housing market. For any new organization to be successful a champion is needed to organize and maintain meetings, discuss best practices and other essential tasks. The champion of the PCHI should be the newly hired Community Development Specialist within the Pickaway County Planning and Development team. This team member will help facilitate the PCHI by managing the following tasks:

- Conduct market studies to identify gaps in housing availability.
- Hold quarterly meetings with key stakeholders in areas like South Bloomfield, Ashville, Commercial Point, and other high growth corridors of Pickaway County.
- Communicate with schools and policy makers to ensure that all parties are well informed on new residential development.
- Collaborate with developers and local governments to streamline permitting processes for housing projects.
- Set residential growth targets and benchmarks to measure the housing progress in Pickaway County.
- Establish and facilitate public-private partnerships to manage future housing projects.
- Ensuring that infrastructure, schools, and public services align with new housing developments.

Overall, the Pickaway County Housing Initiative will be an essential tool for the high-growth areas in Pickaway County that are facing rapid demographic and economic changes. With a focus on local housing stock, affordability, sustainability, and long-term planning, the PCHI will help create a balanced and inclusive housing market that benefits residents, businesses, and the overall community. Through collaboration with local leaders and data-driven decision making, the PCHI will ensure that residential growth leads to prosperity in Pickaway County rather than crisis.

Provide Pickaway County municipalities with support

There are eight official municipalities within Pickaway County that represent an estimated 26,901 in total population. The remaining 33,490 residents living in Pickaway County are represented by the local townships and Pickaway County government. While many townships and municipalities in Northern Pickaway County have experienced significant growth and development throughout their respective areas, other regions of Pickaway County have not experienced that same success. For example, from 2010 to 2024 many municipalities in Pickaway County experienced population decline including New Holland (-7.5%), Tarlton (-9.2%) and Williamsport (-9.1%). While population and housing growth can present their own set of challenges, the declining population and housing unit metrics for many of the areas in Southern Pickaway County is a trend that should be targeted for reversal. The Pickaway County Planning and Development department should focus on supporting these struggling communities to reverse their negative demographic metrics.

An **Assessment of Readiness** for a local municipality is a comprehensive evaluation of a local municipality's ability to support and manage growth. An assessment of readiness looks at multiple different facets of a community including infrastructure capability, land use, zoning and more. Pickaway County should target communities like New Holland, which sits just 17.15 miles away from the new LGES-Honda joint venture battery plant. This facility has already hired nearly 200 full-time employees with plans to hire a total of 2,200 employees.^{xvii} Investments like this one are significant economic drivers to a region and can reshape the economy of multiple counties and metropolitan statistical areas (MSA). Providing a village like New Holland with planning support will enable them to be proactive rather than reactive to changes. An assessment of readiness for Pickaway County municipalities should focus on these key aspects:

- **Water Capacity:** Availability of clean water and the sources that it is derived from.
- **Wastewater Treatment Facilities:** What are the capabilities of the local wastewater treatment facility and insight into expansion.
- **Electricity:** What are the local power grid capabilities and where the transmission lines are located.
- **Gas Supply:** What are the natural gas capabilities and where are the gas lines located.
- **Transportation & Roads:** Quality of roads, and traffic management.
- **Broadband & Telecommunications:** Capabilities of digital infrastructure to support businesses and residents.
- **Zoning & Land Availability:** future land that can be designated for residential, commercial, and industrial use.
- **Cost:** baseline cost assessment for potential infrastructure improvements.
- **Public Finance and Incentives Toolbox:** Create the tools necessary to facilitate development.

Overall, an assessment of readiness is a document that can determine what the strengths and weaknesses are for Pickaway County's municipalities that are not growing.

Action Plan Tactic #4: Continue to Support Agriculture, Greenspace and Parks throughout Pickaway County.

Continue to support the Pickaway County Fairgrounds. The Pickaway County Fairgrounds play a vital role in supporting the local agricultural community in Pickaway County and serves as a central hub for agriculture related events and activities. The fairgrounds not only celebrates Pickaway County’s agricultural history but also provides educational and economic benefits to the region. Continuing to support the Pickaway County fairgrounds will aid in solidifying the significance of agriculture in Pickaway County. As the Columbus region continues to grow at an elevated pace, continuing to invest into agriculture related developments is important to retain history and heritage.

Pickaway County Data					
Area of Study	2002	2007	2012	2017	2022
Farms	791	832	803	805	760
Land in Farms (acres)	275,029	288,905	293,684	296,988	283,165
Average Size of Farm (acres)	348	347	366	369	373

Source: United States Department of Agriculture

Pickaway County has seen a significant rise in residential and industrial development which has caused a shift in the agricultural industry sector. The number of farms in Pickaway County increased by 41 between 2002 and 2007. Since 2007 the number of farms has steadily declined, reaching 760 in 2022. The total land in farms grew from 275,029 acres in 2002 to 296,988 acres in 2017, representing an overall increase of about 8%. However, in 2022, land in farms declined to 283,165 acres. Despite the reduction in the number of farms, the average farm size has increased from 348 acres in 2002 to 373 acres in 2022. This shifts in the number and size of farms within Pickaway County can be attributed to pressure from outside developers and the expanding Columbus market. As developers push further south in search of developable land a rising number of farmers have sold their land capitalizing on rising land prices. As development continues to target Pickaway County local farmers will be faced with tough decisions on what the future of their family farm is.

The Pickaway County Fairgrounds Expansion Rendering



The Pickaway County Fairgrounds currently has an expansion planned in the form of a brand new hall and event center. This facility will be utilized to hold all sorts of conferences, events, meetings, and ceremonies that residents of Pickaway County may take advantage of. The expansion includes a main level ballroom, lower level hall, private garden, lower and upper patios and two conferences rooms. Pickaway County should continue to support projects around the Pickaway County Fairgrounds to improve its position as an agriculture center.

Ohio Department of Agriculture Clean Ohio Local Agricultural Easement Purchase Program.

The Clean Ohio Local Agricultural Easement Purchase Program (LAEPP) provides funding to farmland owners for placing an agricultural easement on their property. Monies are issued for up to 75 percent of the appraised value of a farm's development rights. A payment cap has been set at \$2,000 per acre, with a maximum of \$500,000 per farm. A minimum of 25 percent of the points-based appraised value of the agricultural easement must be provided either in cash match by the local sponsor, donation by the landowner, or a combination of donation and cash match.^{xviii}



All easement transactions are recorded on the property deed and transferred with the land to successive owners. Since the beginning of this program in 2002, the Office of Farmland Preservation has received approximately 2,875 applications for the highly competitive LAEPP. Easements have been secured on 374 farms totaling 63,049 acres in 55 counties across Ohio. Funds from the purchase of these easements are invested in the local economy by the landowners who use them by expanding their farming operations, purchasing new equipment, reducing debt, adding conservation practices, planning for retirement, sending their children to college or for other purposes. When the state purchases a farmland easement, the proceeds are plowed into Ohio's economy.^{xix}

Landowners must apply for Clean Ohio funds through local governments (such as counties, townships, and municipalities), Soil and Water Conservation Districts (SWCD), or a charitable organization. These entities are referred to as “local sponsors,” and once they are certified, they have the ability to submit applications on a landowner’s behalf to the Ohio Department of Agriculture (ODA) for consideration. Application opportunities are open for a maximum of 90 days and interested landowners are encouraged to contact a potential local sponsor.^{xx}

To be eligible, a farm must be enrolled in CAUV and the Agricultural District Program through the county auditor’s office; be a minimum of 40 acres unless the farm is adjacent to a preserved farm, then it must be a minimum of 25 acres; farms that are 10-24 acres *and* also share a substantial border with permanently protected land compatible with agriculture must submit a written request with supporting documentation before eligibility for application can be determined; the owner must certify that the property does not contain hazardous substances; the owner must have been in compliance with state and federal agricultural laws for the past five years; the owner must have possession of the clear title to the applicant property; and the local sponsor must agree to share monitoring and enforcement responsibilities.^{xxi}

As Pickaway County continues to experience rapid population growth and development in the northern half of the county, land conservation and conservation easements can become essential tools for balancing expansion with environmental sustainability, quality of life, and long-term economic stability. Unregulated growth can lead to sprawl, which strains infrastructure, increases traffic congestion, and depletes green space. Conservation easements can assist by:

- Encouraging smart growth by guiding development toward already urbanized areas.
- Reduce infrastructure costs by preventing inefficient land use and excessive extension of roads, utilities, and services.
- Ensure long-term viability of farming by keeping land available and affordable for agricultural use.
- Protect local food systems by preventing the loss of productive farmland.
- Provide recreational opportunities such as hiking, fishing, and birdwatching.
- Preserve cultural and historical sites that contribute to regional identity.

U.S. Department of Agriculture Agricultural Conservation Easement Program. The Agricultural



Conservation Easement Program (ACEP) protects the agricultural viability and related conservation values of eligible

land by limiting nonagricultural uses which negatively affect agricultural uses and conservation values, protect grazing uses and related conservation values by restoring or conserving eligible grazing land, and protecting and restoring and enhancing wetlands on eligible land. Two conservation easement programs exist within the USDA – agricultural land easements and wetlands reserve easements.

Agricultural Land Easements (ALE) help private and tribal landowners, land trusts, and other entities such as state and local governments protect cropland and grasslands on working farms and ranches by limiting non-agricultural uses of the land through conservation easements.^{xxii}

Benefits. Agricultural Land Easements protect the long-term viability of the nation's food supply by preventing the conversion of productive working lands to non-agricultural uses. Land protected by agricultural land easements provides additional public benefits, including environmental quality, historic preservation, wildlife habitat and protection of open space. Additionally, ALE easements leverage local partnerships to match NRCS funding and local partners are responsible for the long-term stewardship of the easement.^{xxiii} State and local governments and non-governmental organizations that have farmland, rangeland or grassland protection programs are eligible for ALE funding. Eligible landowners also include owners of privately held land including land that is held by tribes and tribal members.^{xxiv} Eligible land types include parcels enrolled to protect Prime, Unique, or Other productive soil; parcels enrolled to provide protection of grazing uses and related conservation values; parcels containing historical or archeological resources; and land that furthers a state or local policy consistent with the purposes of ACEP-ALE.

Financial Assistance. NRCS provides financial assistance to eligible partners for purchasing Agricultural Land Easements that protect the agricultural use and conservation values of eligible land. For farms, the program helps farmers and ranchers keep their land in agriculture. Under the Agricultural Land Easement component, NRCS may contribute up to 50 percent of the fair market value of the agricultural land easement. The program also protects grazing uses and related conservation values by conserving grassland, including rangeland, pastureland and shrubland. Where NRCS determines that grasslands of special environmental significance will be protected, NRCS may contribute up to 75 percent of the fair market value of the agricultural land easement. Agricultural Land Easements are permanent or for the maximum term allowed by law.^{xxv}

The Importance of Quality Parks and Green Space for Pickaway County's Future. As communities like Pickaway County increase in population quality parks and green spaces play a crucial role in making an area more desirable. Today, more than 100 million people in the U.S., including 28 million children, do not have a quality park or green space within a half mile from their home.^{xxvi} A well-maintained park system and accessible natural areas have been shown to contribute to a higher quality of life, promote health and well-being, and boost economic growth. This issue is at the forefront for Pickaway County. Since 2010, the population of Ashville increased by 453 residents and South Bloomfields population increased by 775. These two high growth municipalities have a combined two public parks under their jurisdiction. The lack of green space for these communities will continue to become a negative aspect and a detractor of quality of life for their residents. For Pickaway County to be a place where people are able to live, work and play the County should consider incorporating walkability and green infrastructure requirements into local development standards. Green infrastructure has become a significant talking point for urban planners around the county. The implementation of recreation focused infrastructure aims to bring parks and green space back into municipalities and urban environments. Below are outdoor recreation infrastructure related recommendations that Pickaway County can consider addressing:

- Preference toward mixed-use zoning that allows housing, retail, and offices to coexist.
- Establish minimum green space requirements for new subdivisions, ensuring parks, greenways, or natural buffers are included.
- Require tree-lined streets and landscaping to provide shade and improve aesthetics.

- Expedite approvals for developments that prioritize walkability, mixed-use design, and public green spaces.
- Developing a Pickaway County-wide trail networks that connect neighborhoods, schools, and parks.
- Offering density bonuses for projects that include parks, trails, or tree canopies.
- Providing tax incentives or grants for developments that meet green infrastructure and pedestrian-friendly standards.

Assist the Pickaway County Parks District in Passing Their Levy. The Pickaway County Park



District was formed in 2002 to create, preserve, and manage a system of parks, trails, and natural areas for outdoor recreation. The mission of the Pickaway County Park District is to provide fun, healthy, and accessible natural green spaces and supporting activities. Many of the local parks within Pickaway County have experienced significant increases in traffic over 2024. Canal Park experienced its highest number of annual visitors on record with 150 average daily visitors and over 50,000 visitors in total during 2024. Pickaway Trail also experienced significant increases in annual visitors with over 4,500 annual visitors, double the amount of visitors in 2023. In 2024 the Pickaway County Park District was also successful in receiving a \$2,000,000 grant through the Transportation Alternatives Program (TAP) for redevelopment at the Pickaway Trail. These successes over the past year only scratch the surface of all the extraordinary work that the Pickaway County Park District completed in 2024.

Currently, the Park District owns three parks, five multi-use trails and multiple paddling accesses within the county as well as providing financial assistance to local communities for the development and improvement of their parks and trails. The Park District is in management collaboration agreements with other Ohio organizations to manage three additional parks and one recreational area within Pickaway County.^{xxvii} Since its inception, the Park District has never had a stable funding mechanism to allow it to adequately plan for future park and trail projects, and to properly maintain its existing parks & trails. To remedy this inadequacy, the District's Board of Commissioners approved placing a levy on the November 2017 ballot that asked all Pickaway County property owners to financially assist with the expansion and improvement of Pickaway County parks & trails over the next 10 years. The levy passed with 56% voter approval. The levy will produce approximately \$680,000 per year and will allow the Park District to leverage millions of dollars in matching grants from state and federal programs to expand and improve parks & trails here in Pickaway County.^{xxviii}

The Pickaway County Parks District is currently facing two big challenges, the hiring and onboarding of a new executive director and passing the parks district operations levy. Without the support of Pickaway County residents, the Pickaway County Parks District cannot sustain their current level of operations. There are numerous benefits to passing the Pickaway County Parks District operations levy including:

- Enhanced Park Facilities
 - Funding will allow for upgrades to playgrounds, trails, and recreational areas.

- The Pickaway County Park District currently has a long term plan of supporting villages and township parks by committing \$450,000 dollars for the remaining of the levy (90,000 per year).
- Improved Public Health and Wellness
 - Pickaway County currently has a lack of quality parks compared to other Central Ohio counties.
- Increased Community Engagement
 - The Pickaway County Parks District plans to create a Master Plan for individual parks as within 2 years of purchase.
- Economic and Community Benefits
 - Well-maintained parks increase property values in Pickaway County and can be used as a business attraction tactic.
 - Parks promote tourism and local economic growth.

The passing of a parks levy can be supported by a well thought out marketing campaign. This requires some strategic planning, community engagement, and clear messaging on the Pickaway County Parks District. By highlighting the tangible benefits of well-funded parks and mobilizing supporters the Pickaway County Parks District can secure the necessary resources to maintain and enhance their outdoor recreation areas for future generations.

- Define the Campaign Objectives
 - Clearly outline the purpose of the levy, including specific projects it will fund.
 - Set measurable goals, such as voter turnout and percentage of votes needed for passage.
- Identify Key Stakeholders
 - Coordinate with the new Pickaway County Park District Executive Director.
 - Engage local government officials, park advocacy groups, and community leaders.
 - Collaborate with businesses, schools, and environmental organizations that have a passion for parks and outdoor recreation.
- Research and Gather Data
 - Consider conducting a survey to understand the public opinion and concerns about Pickaway County parks.
 - For example: Since 2015, the Park District has awarded 30 grants for more than \$75,000 to the following communities for improvements to their local parks and trails: Circleville, Ashville, Williamsport, South Bloomfield, Tarlton, Darby Twp., Jackson Twp., and Scioto Twp.
 - Work with the Pickaway County Park District to compile statistics on park usage, maintenance needs, and consider creating an economic impact statement on Pickaway County parks.
- Develop Messaging and Branding
 - Create a compelling narrative emphasizing the benefits of the levy.
 - Use simple, relatable language that connects with voters.
 - Highlight key victories and accomplishments that the Pickaway County Park District has achieved since the last levy.

- For example: In cooperation with the Washington Township trustees, secured funding to install a 25 car, asphalt parking lot at Martha Hitler Park.
 - For example: In 2017 a trail head parking lot installed for the Pickaway Trail at Canal Road.
 - For example: In 2017, took over ownership and management of Canal Park and the Towpath Trail from the Pickaway County Historical Society
- Highlight the future projects and plans that the Pickaway County Park District plans to achieve with the new levy.
 - For example: Acquire & develop new parkland, easements, along the Big Darby Scenic River.
 - For example: Clear and pave all 16 miles of the Pickaway Trail from Circleville to New Holland
- Create Marketing Materials
 - Design brochures, flyers, and yard signs.
 - Develop digital content, including website pages, social media graphics, and videos.
 - Prepare FAQs and fact sheets for voter education.

Overall, a successful parks district can significantly shape the quality of life for residents in Pickaway County. One of the major issues that was frequently discussed during the listen session process was the lack of people who want to both live and work in Pickaway County. While Pickaway County does have fantastic employment opportunities for people the lack of community amenities pushes residents north to other central Ohio communities. Dedicating resources to the Pickaway County Park District in order to secure the passing of their levy will support the raising of the quality of life in Pickaway County.

Action Plan Tactic #5: Establish a targeted workforce development initiative around the defense industry and partner with a community college to expand educational access in Pickaway County.

In January of 2025, the residents of Ohio received news of the largest job creation project in the state's history. Anduril Industries announces its partnership with Ohio to bring cutting edge defense manufacturing to Pickaway County. This development has reshaped the economic development landscape not just for the Pickaway Progress Partnership but for all of Central Ohio and JobsOhio. The development claims to create 4,008 new jobs within a five-million square-foot facility over the next decade. This development is going to provide a new home for thousands of Ohioans to work and earn a living.

Anduril Manufacturing Site Rendering



Source: JobsOhio

The scale of adding 4,008 new positions represents a significant demand for workers in a region that has multiple other massive job creation developments occurring. Just between the LGES and Honda battery plant, Intel, and Anduril there are nearly 10,000 workers needed to run these operations. The significant demand for new employees currently exceeds the natural growth rate of the region's existing workforce. Many of these jobs require specialized technical skills, security clearances, and industry-specific experience, making them difficult to fill through conventional job postings or general recruitment. It is worth mentioning that much of Central Ohio and the United States is already facing a skills gap in advanced manufacturing, engineering, electronics, and cybersecurity. A majority of the new roles at Anduril Industries

will require U.S. citizenship, background checks, clean drug tests, and security clearance eligibility, immediately shrinking the candidate pool.

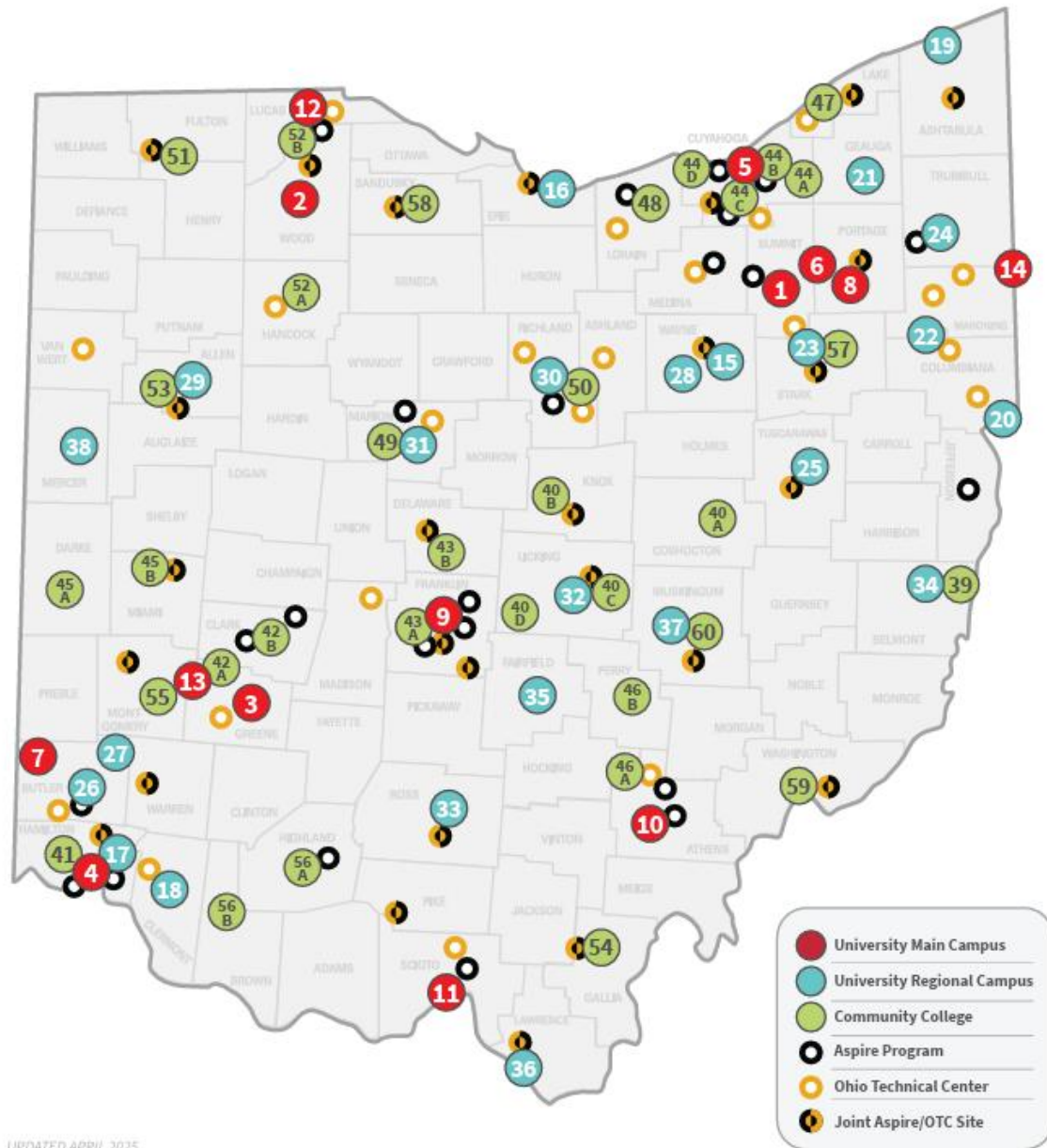
In order to rise to this challenge Pickaway County needs to be at the forefront of workforce training and development, especially considering Anduril Industries' location. Pickaway County needs to be a workforce development home not just for the residents currently living here but for the surrounding counties and areas, especially to the south of Pickaway County. Ohio's public colleges, universities, and adult education programs serve almost 600,000 students. There are over 14 universities with 24 regional branch campuses, 22 community colleges and over 70 adult education and training centers statewide.^{xxix} Although, Pickaway County, Ross County, Madison County, Fairfield County and Fayette County have a combined **zero** public universities, **two** regional branch campuses, and **zero** community colleges. This is a significant shortage considering the state of Ohio's two biggest job creation projects in history are occurring in Pickaway and Fayette County. Meanwhile, Franklin, Delaware, Licking, Marion, and Knox County all have public universities, branch campuses or local community colleges located within their borders. The severe lack of education and workforce assets is exacerbated by the Department of Higher Education Ohio's Campuses map on the following page.

In order to successfully grow the workforce development ecosystem in Pickaway County the Pickaway Progress Partnership needs to continue building their relationship with educational partners. Over the years Pickaway Progress Partnership has established a strong and successful collaboration with local education providers, including Ohio Christian University, Pickaway-Ross Career & Technology Center, and Eastland-Fairfield Career & Technical Schools. These education providers have supported Pickaway County residents with training and certifications allowing them to have an easier transition into the workforce. While these institutions provide a resource to Pickaway County residents, the major downside is once again a lack of local presence. Only Ohio Christian University has a physical campus within the borders of Pickaway County. This forces Pickaway County high school students and adults looking for workforce specializations, alternative education, and training to commute to Franklin, Fairfield, or Ross County.

To meet the growing workforce demand, Pickaway County and P3 should continue to foster the development of new technical training opportunities for Pickaway County residents. The P3 Workforce Development Committee should continue to develop its vision of new local training facilities delivering in-demand workforce programming through a collaborative model that leverages the unique capabilities of the existing local educational institutions.

In addition, Pickaway County must prioritize the recruitment of a community college or public university branch campus. This partnership should specifically focus on providing defense industry classes and training as a part of the initiative. The process to obtain new educational assets in an area can be a long and arduous process that takes years to complete. The process to garner the political and financial resources necessary can be overwhelming for most with this goal in mind. Although, Pickaway County is in a strategic position to leverage the significant workforce demand from Anduril Industries and LGES and Honda battery plant and the closing of the Pixelle paper mill in Chillicothe into an overwhelming argument for support.

Ohio Educational Asset Map



Source: Ohio Department of Higher Education

The following are potential defense and workforce training partners that are suitable for the demands in Pickaway County and surrounding region.



The **Defense Acquisition University (DAU)^{xxx}** is a training and professional development institution operated by the U.S. Department of Defense (DoD). It provides education and certification programs for individuals in defense related industry sectors. These industry sectors covered by DAU could include anybody responsible for acquiring, managing, and sustaining defense systems and services. The DAU currently has one facility within the Midwest located in Kettering, Ohio. The DAU has over 50 years of experience providing a pathway for individuals to earn anywhere from an associates to master's degree. The DAU works with external universities, technical schools, and other entities to provide college credit and course recommendations.



Founded in 1901 the **National Initiative for Cybersecurity Education (NICE)^{xxxi}** is a program led by the National Institute of Standards and Technology (NIST) within the U.S. Department of Commerce. NICE is a public-private partnership focused on improving the cybersecurity workforce across all sectors. The mission of NIST is to promote career discovery, improve the education in modern fields and enhance the workforce of United States citizens. NIST provides assistance across a variety of fields and subjects including; artificial intelligence, bioscience, cyber security, manufacturing, nanotechnology and more. NIST provides partnerships and unique opportunities in a variety of different ways including:

- **Joint Research Organizations:** NIST has long-standing research partnerships that have produced unparalleled technical breakthroughs. Some of these institutes are in proximity to the NIST campuses in Maryland and Colorado but others are strategically located to leverage local expertise and resources.^{xxxii}
- **Research Partnerships:** There are a number of mechanisms for NIST to formally collaborate with industry, academia, and other government agencies to perform research that furthers the NIST mission. In addition to the mechanisms listed below, NIST researchers frequently collaborate informally with researchers at other organizations. These collaborations often result in joint peer-reviewed papers, short-term visits and sharing of research methods.^{xxxiii}
- **Extramural Programs:** NIST provides three important externally focused services: the Hollings Manufacturing Extension Partnership (MEP), the Baldrige Performance Excellence Program (BPEP) and the Manufacturing USA program. These programs are public-private partnerships that fill the gap where precompetitive research—work that that is too expensive or specialized for any one company to undertake alone—can move a whole industry forward. They serve as the link between manufacturers and the

technology opportunities and solutions they require to be globally competitive. They provide a standard of performance excellence that helps organizations succeed in the marketplace.^{xxxiv}

The Montrose Group Team

Montrose provides a multi-disciplinary project management team to serve Pickaway County on a new economic development strategic plan. The Montrose team includes senior leaders who are respected experts in their economic development discipline. Montrose is a Columbus, Ohio-based economic development project management, corporate site location, economic development planning, and lobbying firm.

Dave Robinson, Principal, and Founder, Montrose, LLC. Dave Robinson serves clients based on 30



years of experience as an economic development executive, lobbyist, lawyer, and public relations executive before the federal, state, and local governments. He worked managing practice groups in large law firms; as a member of the OhioHouse of Representatives; as the coordinator for Economic Development of Ameritech Michigan; as Press Secretary for Columbus Mayor Greg Lashutka, and as general counsel of the OhioChamber of Commerce. David J. Robinson is a national economic development author with *The Energy Economy*, and *Economic Development from the State & Local Perspective*. Mr. Robinson has substantial economic development strategy experience including co-authoring over 40 strategic

economic development plans and infrastructure and incentive strategies, negotiating \$150M in local, state, and federal financing for economic development projects, and managing a range of economic development for public and private sector clients.



Nate Green, Partner and Managing Director of Economic Development, Montrose, LLC. Nate has over 24 years of economic development experience and provides economic development services, site selection, economic incentives, financial advisory, and infrastructure finance services to communities, companies, developers, and organizations. Prior to joining Montrose, Mr. Green was an investment banker, leader at JobsOhio and the Ohio Department of Development and the Cleveland Port Authority and a regional economic development organization.

Green has substantial local and state economic development leadership experience, advises local communities on economic development matters throughout Ohio, has co-authored over 40 CEDSs and manages a range of economic development for public and private sector clients.

Wade Williams, Director of Economic Development. Wade Williams provides economic development



consulting and corporate site location services to companies and communities based on his 20 years of experience. Prior to joining Montrose Group, Wade was the Founder of the Economic Development Group, a regional economic development consulting firm focused on providing innovative consulting solutions for his clients. Wade has held leadership positions in various organizations, including serving as Vice President of Business Development at REDI Cincinnati, where he oversaw targeted attraction efforts domestically and internationally. He also spent a decade in a COO capacity with NKY Tri-ED, a three-county EDO in the Cincinnati region.

Ryan Scribner, Director of Economic Development. Ryan provides corporate site location, economic development advisory, and planning services to companies and communities based upon 20 years of economic development service, including as the leader of the regional economic development organization for Pickaway County, Ohio, as Pickaway County Administrator and with the Ohio Board of Regents and Ohio General Assembly. Ryan successfully negotiated over \$2 billion in large-scale industrial projects, developed a respected workforce development program, guided community economic development planning for cities, counties, and townships, and supported Joint Economic Development Districts, port authorities as well as Transportation Improvement Districts.



Harrison Crume, Manager of Economic Development. As Manager of Economic Development, Harrison Crume assists clients with economic development research and planning, including economic impact statements, housing market studies, industrial site development, Transformational Mixed Use District program, Downtown Redevelopment District plans, corporate site location analysis, and regional comprehensive economic development plans as well as advising clients on economic development projects in particular housing development projects. Harrison is very engaged in the management of economic development projects for a range of public and private sector clients and recently has completed the research and listening aspects of three comprehensive CEDSs and three housing studies. Harrison is also an IMPLAN certified economist with an expertise in comprehending and quantifying the impacts of development on local municipalities.



Sources

ESRI (Environmental Systems Research Institute) is a prominent global provider of geographic information system (GIS) software, tools, and solutions. Founded in 1969 by Jack and Laura Dangermond, ESRI has played a pivotal role in revolutionizing how organizations analyze and visualize spatial data. With its headquarters in Redlands, California, ESRI has grown into a leading company in the geospatial technology industry.

ESRI Demographics is a global collection of authoritative demographic data for over 170 countries and regions, supplying context and adding insight to the maps and location-based analyses of organizations worldwide. Esri Standard Demographics provides a consistent data source and methodology across 170+ countries or regions. Many data variables are homogenous across these regions, allowing users to easily compare global markets and communities. Esri Advanced Demographics provides a detailed set of data within a country or region and includes more data variables or finer levels of geography than those available through Standard Demographics. Users can perform more detailed analyses of an area of interest within a country or region. Advanced Demographics are available for a limited set of countries or regions.

The U.S. Census Bureau is the nation's leading provider of quality data about its people and economy. Operating under the U.S. Department of Commerce, the U.S. Census Bureau collects and data through several key programs that inform decision-making across government, business, and research sectors. The Montrose Group utilizes the following resources for data and analysis:

- **Decennial Census:** Conducted every 10 years, the Decennial Census is a constitutionally mandated count of every person living in the United States. It provides foundational population data used for the apportion of congressional seats, redraw legislative districts, and allocate federal funding to communities each year. This data serves as the cornerstone for economic development planning and is utilized throughout the United States for many other surveys and statistical programs.
- **American Community Survey (ACS):** The ACS is an annual survey that provides detailed demographic, economic, social, and housing information at various geographic levels, including states, counties, cities, and census tracts. Unlike the Decennial Census, which provides a snapshot every 10 years, the ACS delivers timely, continuous data that support local planning, investment, and program development.
- **OnTheMap:** OnTheMap is an interactive, web-based application developed by the Census Bureau's Longitudinal Employer-Household Dynamics (LEHD) program. It provides detailed information on where people work and where workers live, with data on commuting patterns, industry sectors, and job concentrations. This tool is especially useful for workforce analysis, transportation planning, and economic development strategies.

The U.S. Bureau of Labor Statistics (BLS) is a principal agency of the U.S. Department of Labor and serves as the premier source for labor market activity, working conditions, and price changes in the U.S. economy. BLS collects, analyzes, and disseminates essential economic information through a variety of surveys and programs that support informed decision-making by policymakers, businesses, researchers, and the public.

- **Location Quotient (LQ) Data:** One of the key tools provided by BLS is the Location Quotient, which measures the concentration of a particular industry, occupation, or demographic group in a specific geographic area relative to the national average. An LQ greater than 1.0 indicates a higher-than-average concentration, suggesting regional specialization or competitive advantage in that industry or occupation. LQ data, typically derived from the BLS's Quarterly Census of Employment and Wages (QCEW), is widely used in economic development, workforce planning, and regional competitiveness analyses.

The Bureau's reliable and regularly updated data sets offer critical insights into employment trends, wage structures, industry strengths, and labor dynamics at the national, state, and local levels.

Endnotes

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- ^{xxvii} <https://pickawaycountyparks.org/about/>
- ^{xxviii} <https://pickawaycountyparks.org/wp-content/uploads/2023/07/10-year-plan.pdf>
- ^{xxix} <https://highered.ohio.gov/about/ohios-campus/map>
- ^{xxx} <https://www.dau.edu/>
- ^{xxxi} <https://www.nist.gov/about-nist>
- ^{xxxii} <https://www.nist.gov/about-nist/work-nist>
- ^{xxxiii} <https://www.nist.gov/about-nist/work-nist>
- ^{xxxiv} <https://www.nist.gov/about-nist/work-nist>