

REGULAR BOARD MEETING
BYXBE BUILDING, 1610 STATE RT 521 DELAWARE, OH 43015
LARGE MEETING ROOM
July 30, 2025– 3:30 p.m.

Call To Order

The Meeting was called to order by Mr. Bishop at 3:35 p.m.

Roll Call

Bill Bishop (Chair)
Kent Shafer (Vice Chair)
Franz Geiger (Secretary)
Angel Mumma (Treasurer)
Frank Reinhard
John Comerford
Mike Frommer

County Staff:

Jonathan Kabat
Dana McDaniel
Ali Glusich
Ryan Burton
Justin Nahvi

Contracted Services:

Chris Connelly, Taft, Stettinius & Hollister LLP
Jason Carr, Wilson, Shannon & Snow, Inc.
Andy Brossart, Bradley Payne

Other Attendees:

Kenny McDonald of One Columbus
Ryan Rivers

Purpose of the Session

Dana McDaniel opens the meeting by expressing appreciation to the board for their willingness to take time out of their days in order to meet for the Strategic Planning Session. McDaniel gives an overview of the agenda and introduces Kenny McDonald, President and CEO of One Columbus. McDonald has prepared a presentation to give to the board.

Presentation from Kenny McDonald

Kenny McDonald opens his presentation by highlighting the explosive growth in the Columbus Metropolitan Area. With Delaware County in mind, McDonald stresses the importance of quality over quantity, with correlation to standard of living. McDonald believes that standard of living is tied to affordability, an aspect of Economic Development which has become increasingly difficult to maintain. Moving through the slides, McDonald describes a shift in the way education is viewed from the perspective of economic developers: in today's world, we are

seeing more and more individuals choosing a trade and centering their education around a preestablished profession. McDonald notes that this shift will change the way in which economic developers plan for both industry and education. McDonald goes on to express concern for the introduction of AI in the mainstream and ways in which it may affect existing businesses. In an age which is centering itself around AI, McDonald sees renewed importance in attracting new businesses and new industries to our area. Moving forward, McDonald predicts that Greater Columbus will establish itself as a semiconductor manufacturing hub, with or without Intel's success. McDonald cites recent tensions between Taiwan, who currently manufactures semiconductors for the US, and China as the driving force behind domesticating semiconductor manufacturing.

As Ohio attempts to establish itself as an energy hub, McDonald stresses the importance of a multifaceted energy sector. Energy needs are changing as our society evolves; data centers and other megaprojects require an abundance of utilities, and other societal evolutions such as the transition from office development to mixed use will change the way we develop and serve said developments.

As Greater Columbus grows, it is important that the state and the region strengthen existing roots. McDonald believes that Ohio must reestablish three main industry components: manufacturing, energy, and defense manufacturing. McDonald stresses that Greater Columbus is key to achieving these goals at the state level, and bodies such as the DCFA are tasked with facilitating development for and around these sectors. Columbus is uniquely positioned to assist the state in its goals, as young people are moving to the MSA in numbers not seen by peer MSAs within the state. Circling back to the aspect of affordability, McDonald believes that Delaware County should invest in more housing as a means of lowering property taxes.

As the presentation comes to a close, John Comerford inquires about the lack of a megaproject within Delaware County's borders. Comerford wonders whether Delaware County is missing something, or if there may be something we aren't doing that other counties in Greater Columbus are. McDonald's answer is straightforward: Delaware County has available sites, but the majority of them are in the "beginning stages," and not "shovel ready." It is noted that this is a priority Delaware County and the DCFA should focus on.

Presentation from Dana McDaniel

Dana McDaniel thanks Kenny McDonald for his time as a few minor questions are posed. As McDaniel takes the stand, he opens his presentation with an overview of the DCFA's mission statement. As McDaniel compliments Delaware County, he also highlights identified gaps in the County with respect to economic development. McDaniel details a phenomenon within the County that results in an unequal "exportation" of high paying jobs to neighboring counties, while Delaware County is importing low wage retail workers. McDaniel stresses that this imbalance is unsustainable and will result in economic consequences down the road. As it stands now, Delaware County is losing a significant amount of revenue by allowing this high wage exportation to continue, and low wage workers who commute to Delaware County cannot afford to reside inside its borders. McDaniel notes that the physical space to house high wage jobs is not abundant, as the County is holding a rather low office vacancy rate. This is indicative of the fact that more space is needed to attract high wage jobs from elsewhere in Greater Columbus, and

outside of it. As Kenny McDonald listens, he uses this point to reiterate the importance of site readiness. McDaniel now formally begins the slideshow, opening with some ground rules before moving on to describe the purpose of the meeting. The board generally agrees with the mission statement as presented, and the presentation continues.

McDaniel lays out a series of “short term goals” for the DCFA, including changes to the website, social media presence, organizational capacity, and general engagement with the community. As McDaniel requests thoughts from the board, Angel Mumma speaks about a lack of site knowledge. The board agrees with Mumma and expresses a desire to become more familiar with sites around the County that hold development potential. Mr. Comerford speaks on the importance of alignment, acting proactively instead of reactively. A general discussion centered on tools and site readiness ensues, and Franz Geiger notes the need to include land assemblage in the DCFA’s short term goals.

Pivoting back to short term goals as established, Mr. Comerford inquires about the result of changes already made, mainly to the website. Although Mr. McDaniel acknowledges that it is too early to see tangible results, he maintains that the work that has been done is already showing signs of success. McDaniel cites the upcoming NAIOP Tour and presence at the Little Brown Jug as an indicator that the County is hard at work, and changes are coming. Frank Reinhard reiterates the importance of advertisement and visibility for the DCFA.

Ms. Mumma inquires about the board’s position on incentive free development, and wonders whether the position should be amended to allow development to occur outside of a TIF agreement. A general discussion among the board surrounding housing ensues, with Mr. Comerford noting “housing will happen with or without incentives.” Mr. Geiger stresses the importance of choosiness regarding housing incentives.

As the presentation continues, Mr. McDaniel speaks on existing programs including the Bond Fund, Conduit Bond Program, and PACE. McDaniel highlights the DCFA’s “long term goals,” speaking of a potential business survey. Kent Shafer inquires about what we may learn from a business survey, and McDaniel states that Hicks was not specific about that. Ms. Mumma suggests removing a business survey from long term goals and placing that responsibility on the County. The board agrees with her.

Next on the list of long term goals is a revolving loan fund. Ms. Mumma questions whether an RLF could “move the needle,” and suggests that DCFA has “bigger fish to fry.” Mike Frommer states that he sees “no value” in the establishment an RLF, and the board agrees to table the matter.

“New programs” is identified as another long term goal, with importance stressed on establishing financing outside of the County. DCFA has already made headway on this matter through working partnerships with Warren and Lake Counties.

Mr. McDaniel continues by giving an overview of additional discussion items. He highlights the need for additional DCFA marketing, stating we must determine the appropriate audience to target. McDaniel poses the idea of hiring an external firm to take care of marketing needs, the

extend of which were not discussed. Ms. Mumma states that DCFA needs more substance in order to market itself adequately. Mr. Geiger concurs, and notes that neither DCFA nor County staff have a plan to move forward. The board agrees, and Ms. Mumma asks the County to “come to the table with estimates” for the proposed marketing changes and additions.

Mr. McDaniel moves on to board operations, presenting a list of approved projects currently in the pipeline. McDaniel inquires about the board’s feeling regarding the regular addition of guest speakers, which is well received. Mr. Reinhard suggests adding a site selector to the list. After giving an overview of the current staffing situation, McDaniel moves on to the policy manual. At this point, Ms. Mumma expresses a desire to look into fee structure. McDaniel asks the board to consider establishing additional goals, and Mr. Comerford notes that he would like to see a finance report. Ms. Mumma states it would be helpful to her to leave this meeting knowing how to get a rating, how to repay the Treasurer, and having a financial roadmap established. Jason Carr states that materials on the third item can be gathered. As the presentation moves to its final slides, Bill Bishop poses the idea of a yearly benchmarking recap as Mr. Reinhard desires a customer list. Mr. Bishop stresses that Delaware County could be a primary entertainment center. Bishop notes that tying together various entertainment pieces around the County could be beneficial. Mentioned by Bishop were Maridel, AAA Ohio Blue Jackets, the Columbus Zoo, and natural recreation spaces such as Alum Creek State Park. Mr. Geiger concurs, and stresses that Delaware County’s strength lies in Alum Creek and other natural resources. Mr. McDaniel states that the conversation is not over and invites board members to reach out with more ideas. McDaniel concludes his presentation. The meeting’s allotted time has expired, and the board agrees to discuss Reserve Policy and Treasurer Payback Policy in the following regular board meeting.

Adjournment

The meeting was adjourned at 6:02 PM