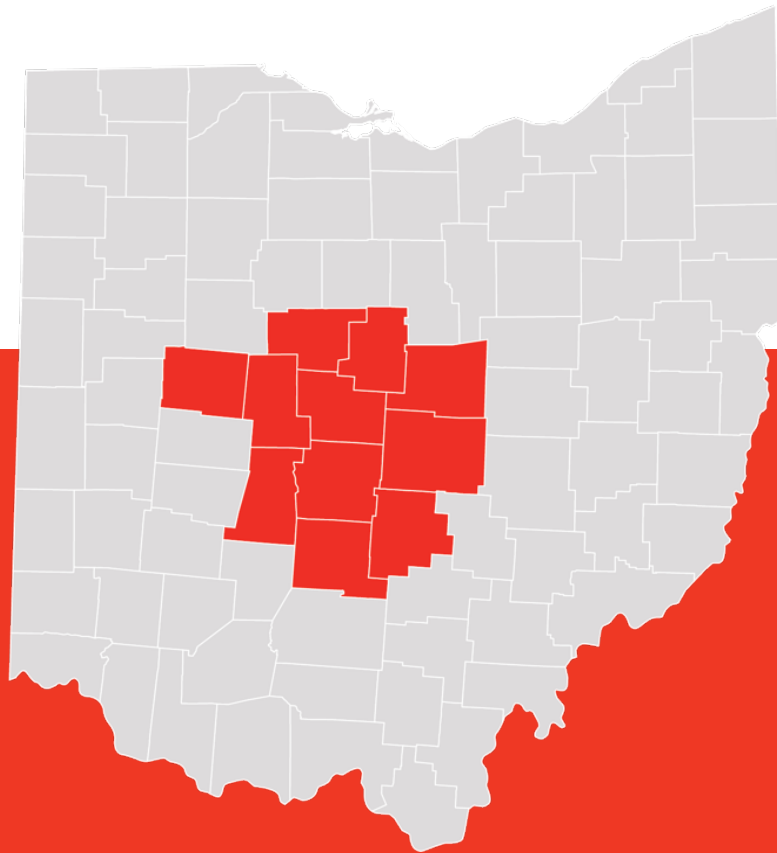


THE COLUMBUS REGION

Leading Globally from the Heart of North America



2.26 MILLION

TOTAL POPULATION

90%

OF OHIO'S GROWTH
OVER THE PAST DECADE

TALENT

A region of 135,000+ college students and a workforce of over 1.2 million

ACCESS

Access to over 60% of the North American market and 25% of the top engineering schools within a one-day drive

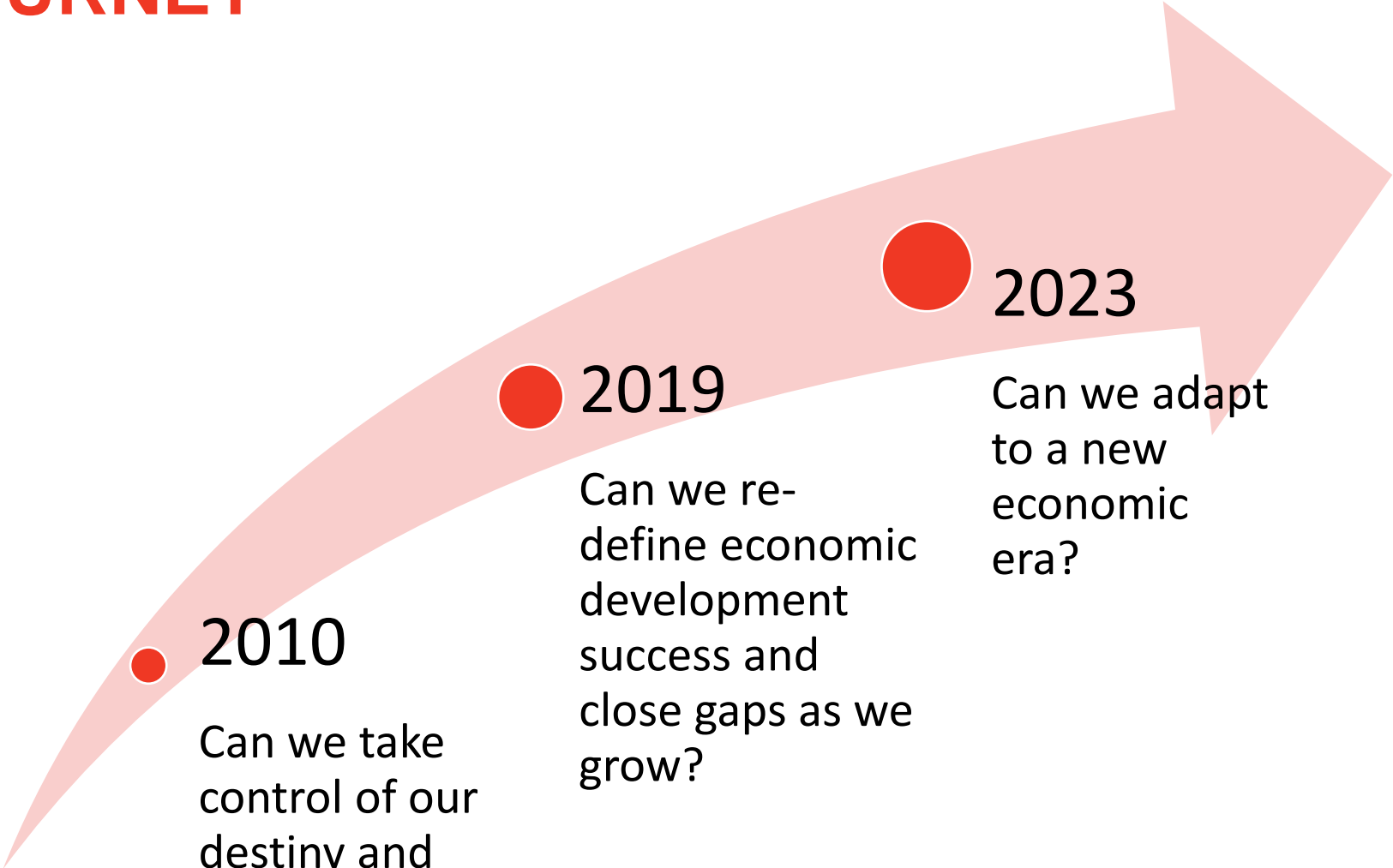
VALUE

Affordable cost of living, competitive wages and a favorable business climate for innovators and manufacturers



Sources: U.S. Census Bureau Population Estimates, 2010-2021; U.S. Bureau of Labor Statistics, 2010-2021 annual averages, not seasonally adjusted; U.S. Bureau of Economic Analysis, real GDP, 2010-2021; Insight 2050. Columbus ranked among the top 10 largest metros in the Midwest.

OUR JOURNEY



2010
Can we take control of our destiny and build a growth center in the Midwest?

2019
Can we re-define economic development success and close gaps as we grow?

2023
Can we adapt to a new economic era?

VISION

To become the most prosperous region in the United States.

Building prosperity is the process of advancing the social and economic well-being of all residents within the Columbus Region.



PRINCIPLES OF OUR ECONOMIC STRATEGY

1 **Serve** existing businesses

To create the most competitive economic base in the United States

2 **Attract** new businesses

To create the most diverse employment and tax base in the United States

3 **Support** entrepreneurship & high-growth firms

To create a seamless continuum of services for venture-backed start-ups and high-growth firms to scale within the Columbus Region

4 **Prepare** communities for the future

To become the most prepared area in the United States for growth and investment

5 **Engage** locally and globally

To lead our peer regions and to be curious about best practices that we can apply locally.

6 **Market & Promote** the Columbus Region globally

To be internationally known as a premier location for business and careers.

Cultivate diversity, equity and inclusion to address business practices that impact career mobility, talent development, and business ownership.

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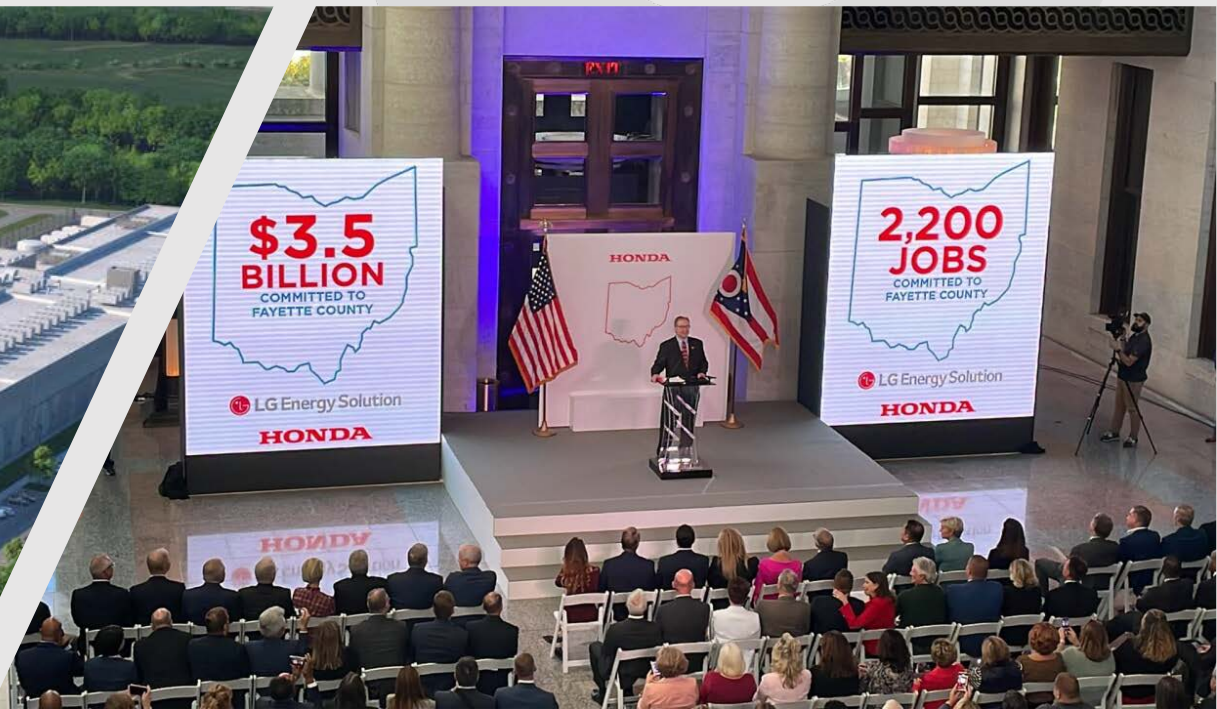
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7 CHALLENGES

**The Roles and Responsibilities of
Regional Economic Development**

TRUTH TELLER

- Rigorously and objectively evaluate your region's competitiveness
- Consistently analyze and report a common set of factors
- Keep your scorecard clean and up to date – good, bad, or ugly

Transparency increases credibility and accountability
– Park Won-soon, former Mayor of Seoul

COMPETITION

- You can and should seek to impact the competitiveness and add value to every aspect of your community
 - Your businesses (small and large)
 - Your institutions (academic and community)
 - Your political “competitiveness”

**If you could get all the people in the organization rowing in the same direction, you could dominate any industry, in any market, against any competition, at any time.
Patrick Lencioni**

DIVERSITY

- You can and should seek to constantly diversify your;
 - Economic base (new businesses, new divisions of old businesses, and new firms)
 - Economic actors (new leaders, senior management, new civic partners)
 - Workforce (constantly adding to the talent pool)
 - Your organization (bring new perspectives, if only from the outside)

We believe our diversity makes us stronger, smarter, and more innovative, helping us better serve the needs of our clients, our people, and our communities.

Julie Sweet

PREPARE

- **YOU are responsible for how prepared your community is for the future.**
 - Physical sites, buildings, business and industrial parks
 - Workforce system readiness
 - Government and Civic preparedness (land use, business policies, teamwork)
 - Media are you prepared to tell your story?

It's better to look ahead and prepare, than to look back and regret.

Jackie Joyner-Kersey

CATALYST

- You can and should develop vehicles for future economic growth
 - Relationships with businesses locally and globally – connect people/product
 - Innovation Funds (to start and scale venture backed businesses)
 - Placemaking (bringing together economic actors to create product)
 - Connecting minority businesses to the economic base companies and projects

I think of myself as a catalyst of action and a messenger of hope, turning people onto themselves and turning people onto their dreams.

Les Brown

ENGAGE

- Engagement with your local, state, and federal partners
- Engagement with your global “interests” / supply chains
- Engagement with leaders in your community and around the world (stimulate curiosity)

Thinking is the hardest work there is, which is probably the reason why so few engage in it.

Henry Ford

STORYTELLING

- **YOU are the curator of your community's narrative**
 - Your history (economic and social)
 - Your company's progress (not just their announcements)
 - Your community's progress (and failures)
 - Your leaders, entrepreneurs, civic heroes

To me, art and storytelling serve primal, spiritual functions in my daily life. Whether I'm telling a bedtime story to my kids or trying to mount a movie or write a short story or a novel, I take it very seriously.

Guillermo del Toro