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**2018-2020 Strategic Plan**

## Introduction

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Strategic Plan

Vision

Mission

Strategic Goals

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### **Strategic Plan**

The Strategic Plan for the Ottawa County Improvement Corporation (OCIC) has been designed to expand upon the priorities of the Ottawa County Improvement Corporation's Business Plan and provide a three-year landscape for short and long term objectives of the organization.

### **Vision**

To become a recognized strategic resource for the Ottawa County business community, where OCIC engagement enhances private sector profitability, encourages capital investment and supports job creation.

### **Mission**

The Ottawa County Improvement Corporation (OCIC) serves as the lead economic development agency by advancing, encouraging, and promoting the industrial, economic, commercial and civic development of Ottawa County.

### **Strategic Goals**

In order to support the vision and mission of the Ottawa County Improvement Corporation, four primary areas of work have been identified as critical to implementing success in Ottawa County:

Business Retention & Expansion  
New Business Attraction  
Workforce Development  
Communications & Marketing

## Strategic Goals & Objectives

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### Business Retention & Expansion

Workforce Development

New Business Attraction  
Communications & Marketing

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### Strategic Goal: Business Retention & Expansion

A cohesive Business Retention & Expansion effort shall be the foundation of services provided by the Ottawa County Improvement Corporation. The strategic goal of an effective Business Retention & Expansion program is the creation and advancement of an environment in Ottawa County where businesses can successfully and strategically grow their business, enhance the local economy, and be profitable.

### Strategic Objective(s): Business Retention & Expansion

**Maintain Sector-Based BRE Approach** with the purpose of collecting key data points that identify short-term and long-term areas of opportunity and need in the industrial/manufacturing, healthcare, and service/tourism sectors.

**Expand OCIC Revolving Loan Fund Program** to stimulate private sector investment projects that represent a balance of Ottawa County's core industries (specifically manufacturing/industrial, healthcare and service/tourism).

### Measures

#### **Maintain Sector-Based BRE Approach**

*Conduct BRE Visits of Largest Employers and Develop Geographically-Balanced and Industry-Balanced BRE Outreach throughout Ottawa County* – February 2018 – December 2020

*Continuous Reporting, Tracking & Annual Report of Key BRE Data Points (growth opportunities/threats, job openings filled, skills gaps in workforce, etc.)* – December 2018

*Continue OCIC Resource Sharing at Countywide Level in Partnership with Chambers of Commerce and other business resource partners* – beginning January 2018

#### **Expand OCIC Revolving Loan Fund Program**

*Identify Target Industry Sectors & Business Demographics for Loan Program Growth* – March 2018

*Loan a minimum of 50% of available funds* – December 2018

## Strategic Goals & Objectives

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Business Retention & Expansion  
Workforce Development

**New Business Attraction**  
Communications & Marketing

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### **Strategic Goal: New Business Attraction**

New Business Attraction strategic goals support the attraction/location of new businesses into Ottawa County. The OCIC's New Business Attraction efforts are centered on recruiting new businesses to Ottawa County in priority locations/industry sectors that are a compliment to the community's existing business landscape, taking full advantage of the unique assets of the community. An effective New Business Attraction strategy will enhance the marketability of industrial locations to those targeted audiences and provide a long-term initiative that guides OCIC time and resources to the highest possible ROI.

### **Strategic Objective(s): New Business Attraction**

**Business Attraction Strategy** – the Business Attraction Strategy will be well underway in 2016 and should be carefully monitored for effectiveness in building awareness within the target sectors and increasing Ottawa County's place in competing for new business attraction projects.

### **Measures**

#### **Business Attraction Strategy**

*Continue to Measure Impact & Effectiveness of Awareness Campaign* – October 2018

*Use Analytics to Track Prospect Interactions & Engagement with OCIC* – March 2018

*Build Geographic Market Visit Program with Site Selectors* – September 2018

*Refine & Define Long-Term Objectives of Business Attraction Strategy* – October 2018

## Strategic Goals & Objectives

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Business Retention & Expansion

**Workforce Development**

New Business Attraction  
Communications & Marketing

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### **Strategic Goal: Workforce Development**

Workforce Development is a recognized critical aspect of a successful economic development effort. OCIC's Workforce Development services will focus primarily on supporting the needs of Ottawa County employers, but will also include supporting the needs of employers within our regional labor shed. The workforce development priorities will be an inclusive effort to support advancement opportunities for the existing workforce and job seekers.

### **Strategic Objective(s): Workforce Development**

**Fulfill Workforce Development Outreach Contract**, which ensures existing and future employers have access to, and can sustain, a qualified workforce in Ottawa County. Through the Workforce Development Outreach Contract, OCIC will be recognized as the connecting point between employers' needs and job seekers' aspirations.

**Fulfill OhioMeansJobs-Ottawa County Contract**, which align with the new federal Workforce Innovation & Opportunity Act (WIOA) guidelines and objectives, and advance Ottawa County's comprehensive employment services.

**Drive Further Implementation of Business Advisory Council Objectives**, as outlined on the Career Development Roadmap and as designed to elevate the exposure and engagement of local K-12 students to in-demand skill sets and career opportunities available within Ottawa County.

### **Measures**

#### **Workforce Development Outreach Contract**

*Fulfill Deliverables of Workforce Development Outreach Contract & Draw Down Full Reimbursement from the Contract – September 2018 – Current Contract is \$78,799.*

*Evaluate and Prepare to Re-bid Contract – July 2019*

#### **OhioMeansJobs-Ottawa County Contract**

*Continue to track and establish a baseline of employment & employability measures among OMJ Center clients – December 2018*

*Grow OMJ Center Employment Re-engagement to 15% – December 2018*

*Further utilize data and tracking of employability measures to drive contract development & OMJ Center services – March 2018*

### **Drive Further Implementation of BAC Objectives**

*Continue to Grow Career Engagement Opportunity (CEO) Program & Job Shadowing Opportunities and Increase participation by 10% –September 2019*

*Continue Tracking Data/Statistics of BAC Effort – January 2020*

*Drive Implementation of Ohio Department of Education Workforce Pipeline Initiative – December 2019*

*Explore Additional Financial Sources to Support New BAC Objectives – March 2019*

*Monitor Effectiveness of BAC in Fulfilling Requirements of Ohio's Career Readiness Legislation – March 2020*

### **External Workforce-Related Partnerships**

*Ottawa County Safety Council – Continued administration of Safety Council and maintain 50% meeting attendance of membership to sustain increased Ohio BWC funding – December 2018*

*Ottawa County HR Network – Continue to host informal networking opportunities specific to the HR profession and facilitate open discussions related to employment topics and trends – December 2018*

## Strategic Goals & Objectives

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Business Retention & Expansion  
Workforce Development

New Business Attraction  
**Communications & Marketing**

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### Strategic Goal: Communications & Marketing

Communications & Marketing of the OCIC shall be integrated into the Business Retention & Expansion, New Business Attraction, and Workforce Development strategies of the organization in an effort to effectively communicate the overall OCIC vision and mission to stakeholders and the community.

### Strategic Objective(s): Communications & Marketing

**Grow Business | OCIC Engagement** to more effectively disseminate business-related activities and projects through multiple information channels. Growing this engagement will build stronger awareness of Ottawa County's economic and community assets.

**Internal & External Awareness of OCIC Resources** that will increase economic activity and business competitiveness.

**Integrate Communications & Marketing into Targeted Business Attraction Strategy**, as defined under the New Business Attraction section.

### Measures

#### **Grow Business | OCIC Engagement**

*Develop Rhythm to Grow OCIC's Inbound Marketing Strategy that Demonstrates Business and Business Leader Engagement in Dialogue and Brand Awareness – July 2018*

*Increase Online Resources that Deliver Effective Brand Awareness to Stakeholders – July 2018*

- *Library of Ottawa County Images that Catalogs the "Live, Work and Play" Philosophy*
- *Use Data Analytics to Track Engagement*
- *Use Current Communication Platforms to Engage Stakeholders*

#### **Internal & External Awareness of OCIC Resources**

*Use Analytics Data to Drive Online Presence & Pursue SEO Efforts to Increase Awareness of OCIC & Ottawa County – November 2018*

**Integrate Communications & Marketing into Targeted Business Attraction Strategy**

*Continue to Review Targeted Business Attraction Strategy, in Partnership with the Business Attraction Committee, to Deliver OCIC Message Around Targeted Prospects – December 2018*



## **Overarching Strategic Priorities**

### **Review of OCIC Trustee & Associate Member Representation**

OCIC Trustees and Associate Members should represent a diverse cross-section of Ottawa County's industry base and business & elected leadership. Additionally, OCIC members should be active in supporting the organization and its strategic goals to advance the economy in Ottawa County.

OCIC will create an ad-hoc committee in 2018 to review current Trustee & Associate Member representation to ensure Ottawa County's business and elected leadership is reflective of the county's economic landscape and represents active leadership within the OCIC organization. The ad-hoc committee will be responsible for reporting its assessment and its recommendations back to the membership.

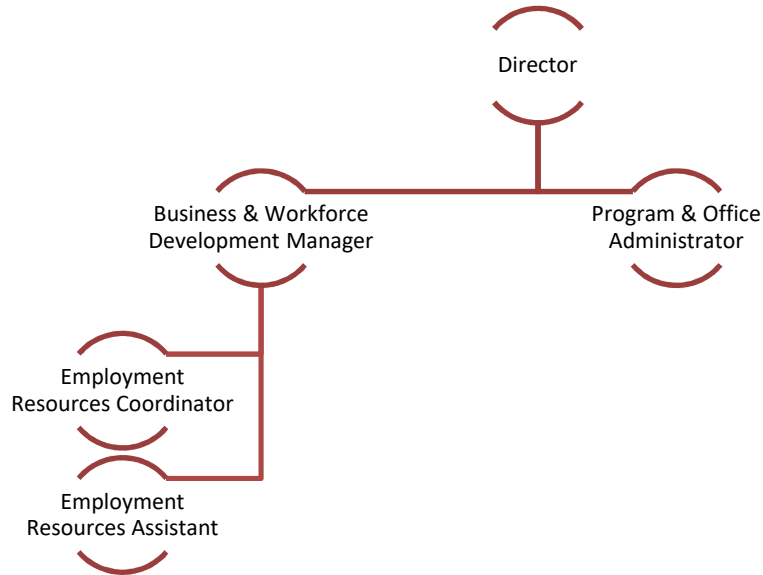
Completion of this assessment is targeted for the Annual Meeting of the organization in Q4 of 2018.

### **Firelands Regional Economic Development Partnership Initiative**

OCIC acknowledges that effective economic development efforts must be inclusive of both a countywide strategy as well as a regional strategy that provide public advocacy and shared regional priorities to move our economies forward.

Ottawa County shares economic and environmental similarities with our Sandusky, Erie, and Huron County neighbors that make up the "Firelands Region." OCIC will continue to work together with our Firelands Regional partners to develop consensus around opportunities that position our region as a premier destination & community to live, work and play in.

## Organizational Structure



### DIRECTOR – Jamie Beier Grant

- Oversee and lead implementation of OCIC Strategic Plan
- Manage staff to ensure Strategic Plan is incorporated into daily activities
- Coordinate and lead economic development projects
- Manage overall fiscal and operational functions of OCIC

### BUSINESS & WORKFORCE DEVELOPMENT MANAGER – Gaye Winterfield

- Support Retention & Expansion efforts of OCIC to ensure business needs are identified and resources/programs/services are provided to meet those needs
- Through support of the R&E efforts and community outreach, identify workforce development needs of clients and provide proper support to meet those needs
- Manage delivery of workforce outreach contract
- Manage delivery of OhioMeansJobs-Ottawa County contract & staff

### PROGRAM & OFFICE ADMINISTRATOR – Jessica Kowalski

- Manage daily office administrative functions and provide necessary support to Director, Business Development Manager and OMJ operations (greet clients, monitor/record financial information, manage building/conference room use, etc.)
- Manage Ottawa County Safety Council on behalf of OCIC
- Support development and delivery of communications & marketing strategy

EMPLOYMENT RESOURCES COORDINATOR – Valerie Mannon

- Oversee day-to-day operations of OhioMeansJobs-Ottawa County
- Perform deliverables & track effectiveness as laid out in the OhioMeansJobs-Ottawa County contract
- Manage support staff within OhioMeansJobs-Ottawa County operation

EMPLOYMENT RESOURCES ASSISTANT – Jeanne Lucas

- Support Employment Resources Coordinator in daily operations and functions of OhioMeansJobs-Ottawa County location
- Assist in performing deliverables of OhioMeansJobs-Ottawa County contract