



2018-2020 Strategic Plan

v2019

Introduction

Strategic Plan

Vision

Mission

Strategic Goals

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

Business Retention & Expansion

Workforce Development

New Business Attraction
Communications & Marketing

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 2019

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 2019

Strategic Goals & Objectives

Business Retention & Expansion
Workforce Development

New Business Attraction
Communications & Marketing

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 is completing the second full year of deployment and should continue to be 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 – June 2019

Use Analytics to Track Prospect Interactions & Engagement with OCIC – June 2019

Build Out Geographic Market Visit Program with Site Selectors – September 2020

Refine & Define Long-Term Objectives of Business Attraction Strategy – June 2019

Strategic Goals & Objectives

Business Retention & Expansion

New Business Attraction

Workforce Development

Communications & Marketing

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 employment & employability measures among OMJ Center clients – December 2019

Grow OMJ Center employment re-engagement to 18% – December 2019

Further utilize data and tracking of employability measures to drive contract development & OMJ Center services – July 2020

Drive Further Implementation of BAC Objectives

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

Examine implementation of a senior-focused skilled/in-demand career training program, in cooperation with K-12 schools and Ottawa County business leaders – August 2019

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

Continue tracking data/statistics of BAC effort – January 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 2019

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 2019

Strategic Goals & Objectives

Business Retention & Expansion
Workforce Development

New Business Attraction
Communications & Marketing

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

Continue deploying rhythm to grow OCIC's inbound marketing strategy that demonstrates business and business leader engagement in dialogue and brand awareness – December 2019

Continue tracking communications platforms that deliver effective brand awareness to stakeholders and track data analytics to determine ongoing efforts – December 2019

Internal & External Awareness of OCIC Resources

Use analytics data to drive online presence & pursue continued SEO efforts to increase awareness of OCIC & Ottawa County – December 2020

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 2019

Overarching Strategic Priorities

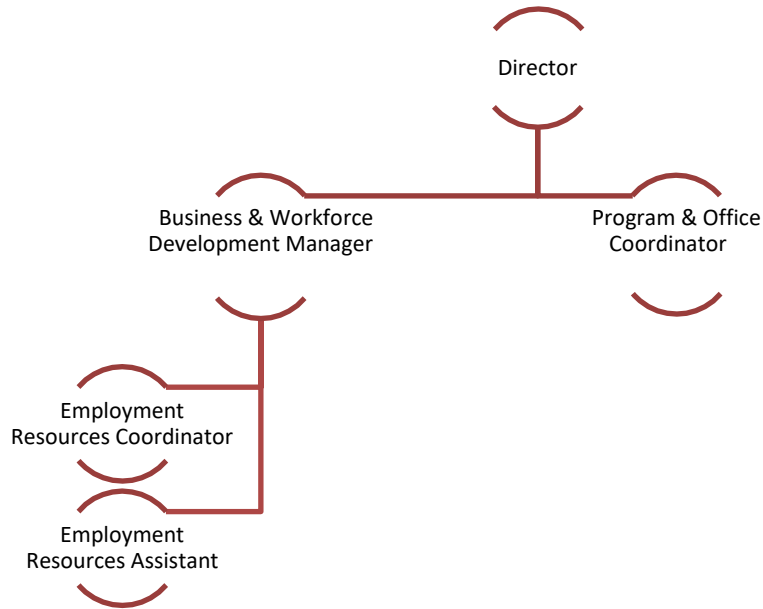
Continued Outreach & Engagement with Local and Regional Economic Development and Workforce Development Partners

OCIC staff will continue to work together with local community partners to better understand and engage in community development initiatives that elevate the desirability and competitive nature of Ottawa County. The OCIC should also consider engaging these stakeholders in dialogue and development of priorities for the OCIC strategic plan moving forward.

Reconvene OCIC Stakeholders to Benchmark Strategic Plan Priorities & Outcomes

Together with the OCIC Executive Board, staff will begin a process of outreach to business and community leaders requesting participation in our next Strategic Plan process. The current Strategic Plan runs until 2020, so the 2019 year should be the starting point for this process with a final updated Strategic Plan released by the 2020 annual meeting.

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 COORDINATOR – Jessica Grzechowiak

- 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 – Chrissy Ernsberger

- 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 – Tricia Tallman

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