



## **STRATEGIC PLAN FRAMEWORK**

**May 2011 – December 31, 2012**

### *Vision Statement*

Portage County is a preferred business location in northeast Ohio

### *Core Values*

Collaboration

Leadership

Transformation

# **PORTAGE DEVELOPMENT BOARD STRATEGIC PLAN FRAMEWORK May 2011 – December 31, 2012**

## **Vision Statement**

Portage County is a preferred business location in northeast Ohio.

## **Mission Statement**

Portage Development Board will create and retain jobs by coordinating economic development activities that encourage retention, creation, expansion and attraction of businesses; assisting business and educational institutions in cultivating a qualified workforce; and sustaining mutually beneficial relationships with private and public sector collaborators that influence the quality of life and business.

## **Core Values**

Collaboration: Portage Development Board is committed to forming meaningful collaborations with regional and state economic development organizations to leverage and complement the unique capabilities of each.

Leadership: Portage Development Board will provide the leadership to create an attractive environment for economic development.

Transformation: Portage Development Board will lead economic transformation by providing innovative and focused economic development services

## **History and Organizational Profile**

The Portage Development Board (PDB) is incorporated as a 501 (c) 3 for the purpose of creating a public-private organization that would provide economic development services in Portage County.

Previously, under the auspices of the Ohio Revised Code, Portage County operated an Office of Economic Development (OED) which was funded by the County's general fund and reported to the Portage County Board of Commissioners. For several years, community and government leaders discussed the formation of a public-private economic development organization that would include broad community representation from the public sector, businesses, higher education and other public and private entities located in the county. Such an organization would continue to provide the services offered by the OED but also be proactive and innovative in developing new programming and marketing in response to business and development needs.

A committed group of private businesses, community leaders and elected county officials worked diligently throughout 2009 to refine this concept and build consensus of the stakeholder groups. PDB filed its Articles of Incorporation and created its Code of Regulations which stated that PDB will be governed by 12 designated directors and

between 15 and 25 elected directors. The Organizational Meeting of the Board of Directors of the Portage Development Board was held in May 2010.

Throughout 2010, the PDB Board of Directors began development of its operating plan, a funding model and defining its relationship with Portage County. In early 2011, PDB engaged a consulting firm, Hermitage Capital Partners, to assist in creating an operational and administrative infrastructure, develop a strategic plan and provide overall guidance on implementation of the new organization.

## **STRATEGIC PLAN INPUT**

In early 2011, over 30 people were interviewed by Hermitage Capital Partners as to their perceptions, hopes and concerns regarding the current and future state of economic development in Portage County. Individuals surveyed included PDB Directors, government officials, the County's largest private employers, small businesses, community development and civic leaders. Questions were broad as to the overall economic development status well as specific to PDB's proposed activities, expectations and priorities. Input was also solicited regarding the perceived and proposed branding of County, suggested revenue models, metrics and performance measurements and how success and progress should be defined. Participants were asked to identify the strengths, weaknesses, opportunities and threats. This feedback, along with other information and replies, contributed significantly to the development of the Strategic Plan Framework. Of particular importance, the following opportunities and critical issues were cited:

### **Opportunities**

- Leverage higher education including engaging alumni, direct and indirect benefits of research & development and technology commercialization
- Identify existing and emerging industry clusters
- Explore supply chain opportunities
- Leverage relationships with regional and state entities
- Public-private approach to development
- Create an effective and highly functioning workforce development program responsive to needs of employers
- Higher education as economic engine for job creation and investment

### **Critical Issue Identification**

- Develop proactive business development retention, expansion and attraction program
- Support business incubation, entrepreneurship and innovation
- Identify existing development programs and possibilities for new programming
- Identify available sites, existing infrastructure and required infrastructure
- Create a resource development and sustainability model that is performance based with public and private support
- Create and maintain effective marketing collaterals, branding and communications
- Create collaborative environment among political subdivisions
- Form meaningful collaborations with regional development organizations
- Sound operational infrastructure and appropriate staffing integral to success and trust

**PORTAGE DEVELOPMENT BOARD  
STRATEGIC PLAN FRAMEWORK  
May 2011 – December 31, 2012**

**1. Goal**

Develop Business Development and Outreach Program

**Strategies**

- a) Develop retention& expansion(R&E) program
- b) Develop program to support incubation and entrepreneurship
- c) Create a program for attracting new business and industry
- d) Identify existing and desired industry clusters
- e) Identify supply chain opportunities with existing industry
- f) Form project “teams” consisting of development professionals and business leaders

**Action Steps**

To be developed

**Implementation plan**

Action Step	Responsibility	Timeline	Success/Outcome Measures

**2. Goal**

Create and Maintain Attractive Business Investment Environment

**Strategies**

- a) Create inventory of local, state and federal development programs
- b) Identify unmet and outstanding business needs
- c) Identify regional and state development organizations for collaborations and partnerships
- d) Create inventory of “developable” sites
- e) Create “One Stop” seamless service delivery model that is client-focused
- f) Foster collaborative, trusting environment with various stakeholders
- g) Advocate and educate policy makers and legislators on area’s needs and priorities

**Action Steps**

To be developed

**Implementation plan**

Action Step	Responsibility	Timeline	Success/Outcome Measures

### 3. Goal

Identify and Support Workforce Development and Education Needs of Business

#### Strategies

- a) Inventory existing workforce development and education training resources
- b) Identify industry workforce development needs
- c) Operate County's Business Resource Network outreach program
- d) Connect industry with higher education
- e) Connect industry with primary, secondary and CTC schools

#### Action Steps

To be developed

#### Implementation plan

Action Step	Responsibility	Timeline	Success/Outcome Measures

### 4. Goal

Create and Maintain Effective Marketing & Communication Programs

#### Strategies

- a) Create and maintain robust website
- b) Develop brand and identity for County
- c) Develop collateral materials
- d) Develop internal communication system
- e) Create external communication system

#### Action Steps

To be developed

#### Implementation plan

Action Step	Responsibility	Timeline	Success/Outcome Measures

## 5. Goal

Operations and Administration

### Strategies

- a) Create staffing plan
- b) Create fundraising and financing plan
- c) Identify and collect performance metrics
- d) Develop engagement and reporting infrastructure between staff and board
- e) Develop reporting mechanism to stakeholders including public officials

### Action Steps

To be developed

### Implementation plan

Action Step	Responsibility	Timeline	Success/Outcome Measures



*Template to be duplicated for each goal*

**MONITORING PLAN**

**GOAL:**

<b>Action Step</b>	<b>Responsibility</b>	<b>Comments &amp; Progress</b>	<b>Success/Outcome Measures</b>	<b>Timeline</b>
1				
2				
3				
4				
5				
6				