



Strategic Plan 2021-2025

Motto: Creating the future of Hardin County.

Vision: Unite our community heritage with new growth, expansion, innovation and talent to develop Hardin County as a model community in Northwest Ohio.

Mission: To cultivate, promote and advocate to make Hardin County a great place to live, work and prosper.

Values: The Hardin County Chamber & Business Alliance is a member-driven organization that serves the community based upon its core values: generating community pride; cultivating prosperous communities; building relationships and forging partnerships; preserving traditions and heritage; challenging perceptions; becoming innovative, creative and proactive; and driving action and demanding results.

I) Objective 1: Build Community Collaboration

- 1) Foster local public-private partnerships with community stakeholders.
- 2) Strengthen collaboration between local entities within Hardin County.
- 3) Build community, business and educational partnerships.
- 4) Encourage ongoing investments for PreK-12 and higher education.
- 5) Support growth of nationally recognized entities that operate within Hardin County.
- 6) Goals:
 - (a) Regular participation in meetings with local entities.
 - (b) Township trustees' association, elected officials, city and village councils, mayors' meetings, community improvement corporations, etc.
 - (c) Increase partnership with the Ada Chamber of Commerce.
 - (d) Annual grant funding forum to educate civic and business leaders on funding opportunities.
 - (e) Invite specialists, including Hardin County Regional Planning.
 - (f) Encourage the development and implementation of unified community strategic plans (or countywide strategic plan).

II) Objective 2: Foster Economic Vitality

- 1) Position for new growth, jobs and investment opportunities.
- 2) Attract new diversified business and investment opportunities.
- 3) Provide resources and assistance for business retention and expansion.
- 4) Continue as the business leader of legislative and regulatory advocacy.
- 5) Support consistent technology, utility and infrastructure improvements.
- 6) Develop a regional brand and expand market awareness on a regional, national and global scale.
- 7) Goals
 - (a) Develop an additional Industrial Park.
 - (b) Recruit two additional employers with at least 25 employees.
 - (c) Two additional zoned and marketable industrial sites of 100 acres or more.
 - (d) Clearly defined participants in the Buy Local / Chamber Gold Program with 10% increase in participation by 2026.

III) Objective 3: Strengthen the Alliance

- 1) Remain a professional and resourceful member-driven organization.
- 2) Recruit and retain membership to advance mission and strategic priorities.
- 3) Develop and maintain quality member services and benefits.
- 4) Expand Alliance brand awareness and divisional resources.
- 5) Focus on talent development to engage quality leadership and member participation.
- 6) Provide a platform for members to promote and expand their networks.
- 7) Enhance the effectiveness of the Alliance and its divisions.
- 8) Goals:
 - (a) 7-10% annual growth of Alliance membership, with a 350 to 400 membership total.
 - (b) Ten new Hardin County Ambassadors.
 - (c) \$50,000 increase of annual membership funding for the Alliance.
 - (d) Alliance budget to operate under the 80/20 principle.
 - (e) Provide events with proven return on investment - to the members or the Alliance.
 - (f) 2,500 new Alliance Facebook likes and followers.

IV) Objective 4: Invest in People

- 1) Develop, cultivate and retain workforce talent and entrepreneurship opportunities.
- 2) Recruit and retain skilled workforce and new emerging talent.
- 3) Promote workforce development, job training and leadership programs.
- 4) Match assets and skills of the workforce with needs of local employers. Career Task Force
- 5) Enhance collaborations and partnerships to foster a culture of entrepreneurship and innovation.
- 6) Create platforms for local investors to connect with entrepreneurial / investment opportunities.
- 7) Goals:
 - (a) Increase engagement between businesses and OMJ services by 10%.
 - (b) Two annual job fairs hosted in partnership with Ada Chamber, ONU, Ohio Means Jobs and OSU Extension.
 - (i) [Need to evaluate the most effective format. Is the target adults or students? Make up an offering of services available from the business community to schools via the Career Task Force.]

V) Objective 5: Revitalize our Communities

- 1) Improve countywide image and appearance and enhance the quality of life.
- 2) Support and promote the revitalization and beautification of downtown business districts, neighborhoods and villages.
- 3) Work to diversify and expand retail, restaurants, entertainment and tourism attractions.
- 4) Plan for new residential housing for current and future needs.
- 5) Partner to develop and promote social and community activities and events to enhance area recreation and culture.
- 6) Goals:
 - (a) One new zoned residential-housing site prepared for development.
 - (b) Two to five annual motor coach bus visits.
 - (c) Three new cafes, restaurants or entertainment venues.
 - (d) Coordinate partnered successful events that show 10% growth per year.