

# 2026 - 2028

# STRATEGIC

# PLAN



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# 2026-2028 STRATEGIC PLAN

# PUBLIC PRIVATE PARTNERSHIP



Huron County Growth Partnership empowers businesses to thrive, communities to grow, and opportunities for prosperity.

## WE ENCOURAGE INVESTMENT INTO HURON COUNTY

through these  
strategic priorities

### ECONOMIC ADVANCEMENT



### COMMUNITY ADVANCEMENT



### STRATEGY & SERVICES



## 2026-2028 OBJECTIVES

### Increase business investment into Huron County



### Maintain satisfaction & commitment of existing, high-impact employers

### Increase leveraged funding for business development projects

### Increase public investment into Huron County



### Increase touchpoints with and participation of public & community stakeholders

### Drive County strategy for land use planning

### Clearly define & communicate HCGP's identity & role



### Create consistent systems for tracking & reporting progress

### Ensure operational & financial strength to scale & endure

OVER 3 YEARS, HCGP WILL FOLLOW  
14 STRATEGIES, EXECUTING 25+  
TACTICS TO MEET THESE  
OBJECTIVES, EACH WITH CLEAR  
BENCHMARKS FOR SUCCESS.

This plan was facilitated by BGSU-Firelands and informed by HCGP's 249 members, 30 consultative hours, a survey, visioning session, industry best practice materials, and a collaborative planning session with HCGP founders and funders.

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# LETTER FROM THE BOARD PRESIDENT

To those interested in prosperity for Huron County:

It's a pleasure to share with you Huron County Growth Partnership's inaugural strategic plan.

For years, local business and community leaders have known that Huron County had redundancies in its support agencies and was behind the curve when competing for investment regionally. We had no problem identifying the issue, but it took a little bit of work and creative thinking to identify the desired solution - a public-private partnership.



It's been inspiring to see over the last year the abundance of buy in for pursuing the formation of Huron County Growth Partnership (HCCP). Throughout its formation, every community, partner, and member of our organization came to the table in some way, shape, or form to be heard.

We know the strength of our region - a diverse blend of industries from agriculture to construction and manufacturing, with an ideal location for business development, and low cost of living and crime rate - and we are confident in our new public-private partnership model. Now HCCP must be laser focused on the priorities laid out in this plan in order to continue to compete with comparable region and achieve prosperity for Huron County.

Thank you to Huron County Community Foundation for funding this process.

Sincerely,

**John Lendrum**  
Board President, Huron County Growth Partnership

# PROCESS

## CONSULTATIVE GUIDANCE

Bowling Green State University- Firelands, led by Dr. Allia Carter and Stacey Hartley, was engaged in a ten-week process to:

- Align board, leadership, and staff around a shared vision and strategic direction following the merger of three legacy organizations.
- Reflect community input and stakeholder priorities surfaced through surveys, workshops, and facilitated conversations.
- Clarify key organizational functions and roles to support effective service delivery in a newly unified structure.
- Present a focused and flexible roadmap for implementation, tracking, and growth using a POST-B framework
  - **P** Priorities
  - **O** Objectives
  - **S** Strategies
  - **T** Tactics
  - **B** Benchmarks

The outcomes of this planning process establish a strong foundation for scalable growth, operational clarity, and future organizational alignment.



DR. ALLIA CARTER



STACEY HARTLEY

## PHASES

### PRE-WORK

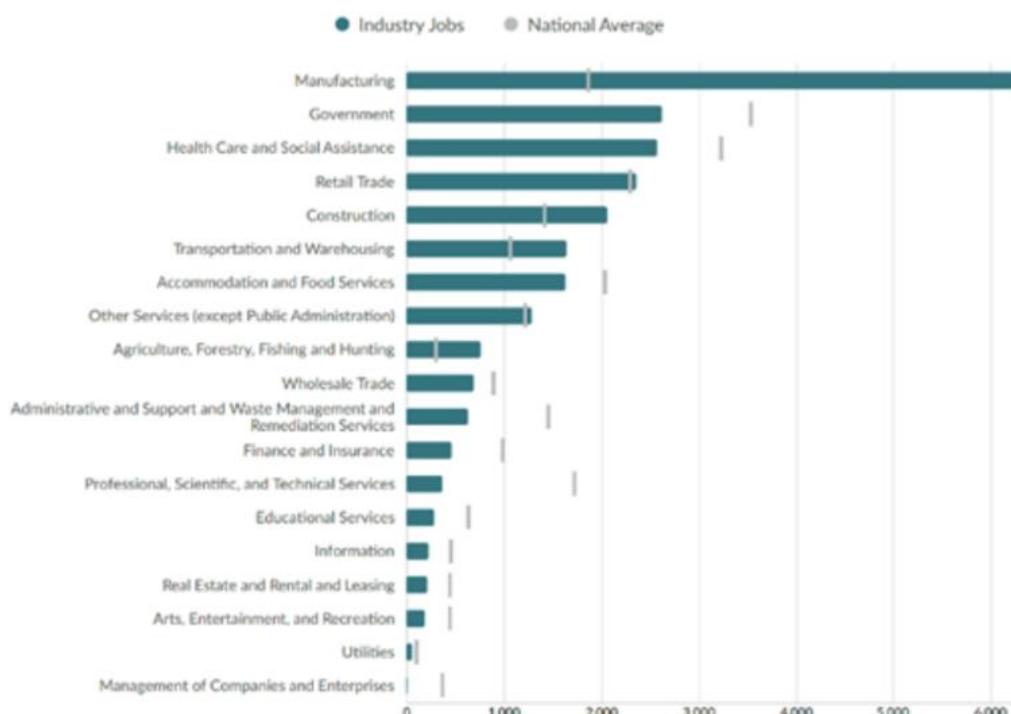
The consultants referenced several key sources as plan inputs including:

### ECONOMIC & DEMOGRAPHIC DATA

Sources were Lightcast data set and Team NEO and highlights included:

- While population will decline at a small rate, and labor force participation rate will decline at a significant rate, number of jobs will remain the same.
- Huron County has significant regional connections through its population with inbound and outbound migration from the north, east, south, and west.
- Huron County has a high location quotient in the industries of manufacturing, construction, transportation and warehousing, and agriculture.
- Huron County has a significant number of healthcare jobs available.

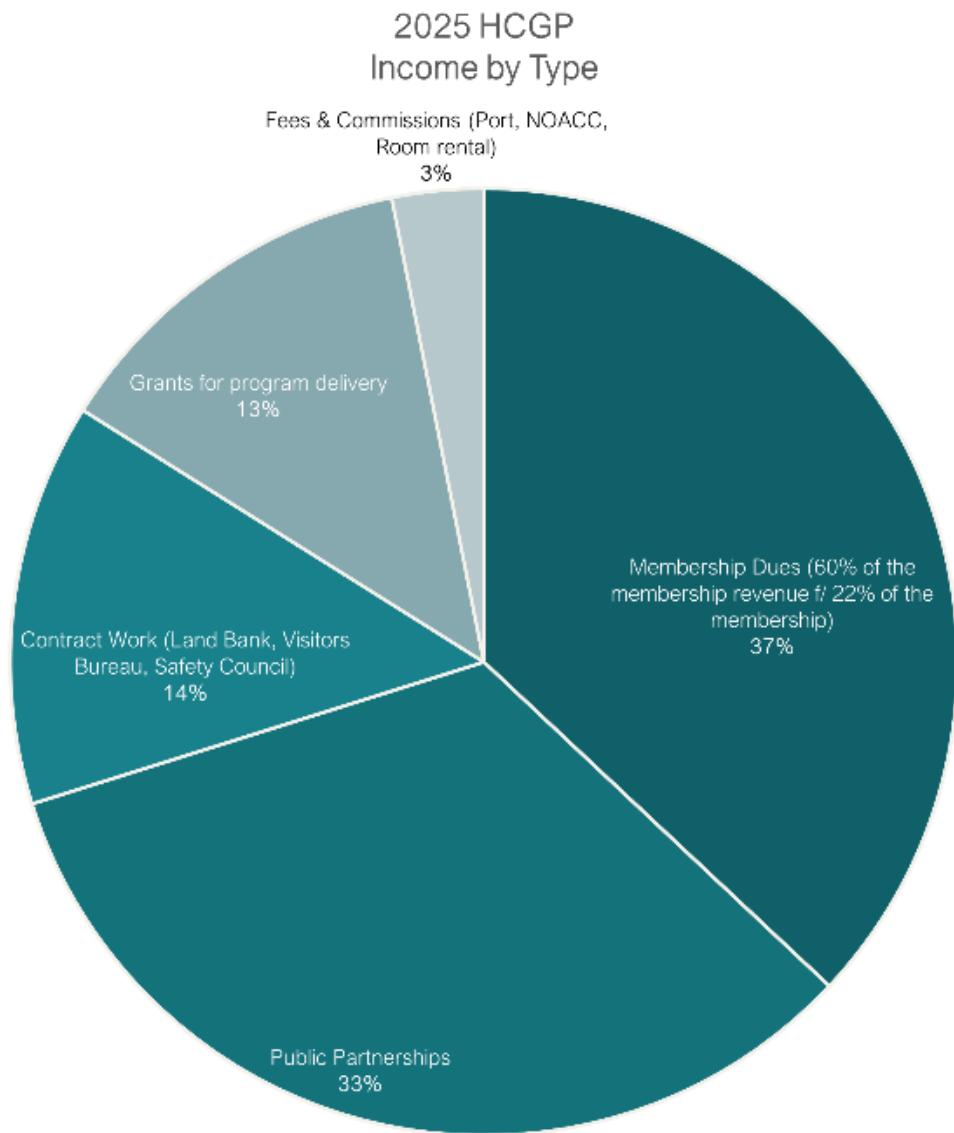
#### Largest Industries



## PARTNERSHIP FOUNDATIONAL DOCUMENTS

Sources were 2023 Proposal to Huron County Commissioners, 2024 Strategic Vision, and 2025 Income by Type and highlights included:

- Since 2023 founders of HCGP have been seeking a roadmap leading to a deeper bench of trained staff with stronger focuses in their areas of expertise.
- Public-Private Partnership in funding and governance is critical to the success of this model.
- The initially formed partnership was spread too thin across eight poorly defined areas of work.



## INDUSTRY BEST PRACTICES

Sources were US Chamber of Commerce's "What is a Chamber", International Economic Development Council's "What is Economic Development", Greater Ohio Policy Center's "Ohio's GDP in National Context: Ohio's Legacy Places\* Matter a Lot", and National Land Bank Network at the Center for Community Progress's "The Road Ahead for Land Banks Opportunities for Growth and Greater Equity" and highlights included:

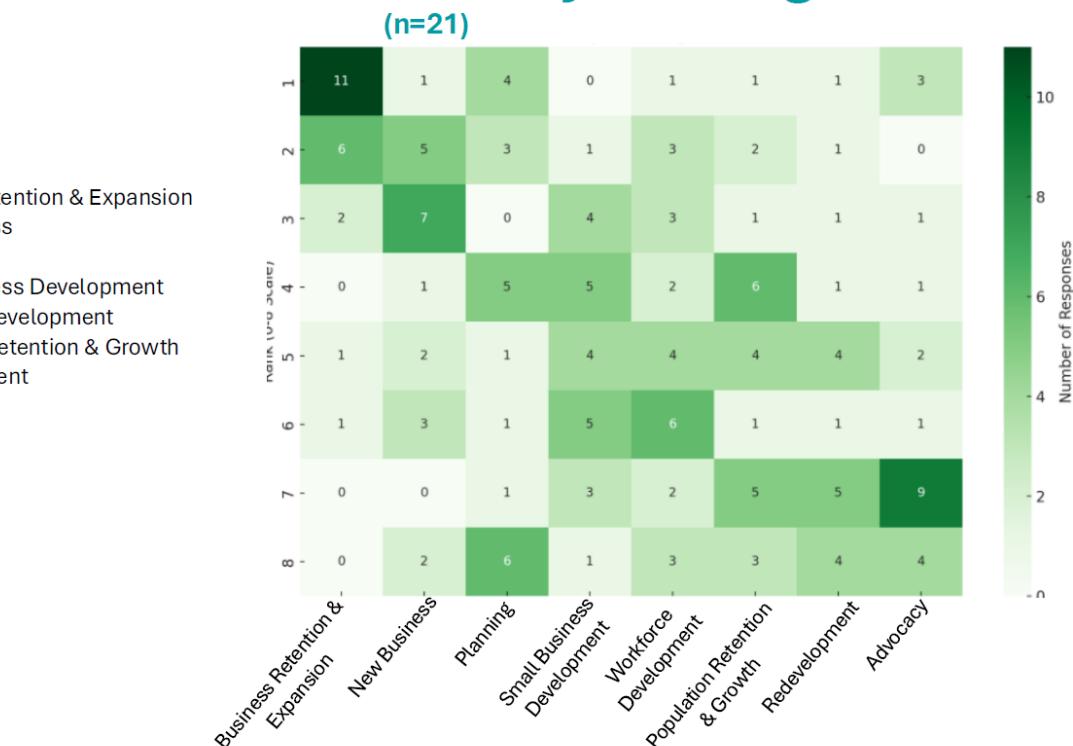
- Huron County, and its peer community's capabilities and voices are more important now than ever given the declining population and concentration of jobs and GDP.
- Stakeholder and member engagement will be key to the organization's success.
- HCGP is the only entity in Huron County charged with improving the health of the local economy, diversifying and growing its tax base.

## SURVEY

The consultants formed a situation analysis through a leadership survey distributed in spring 2025. Key findings included:

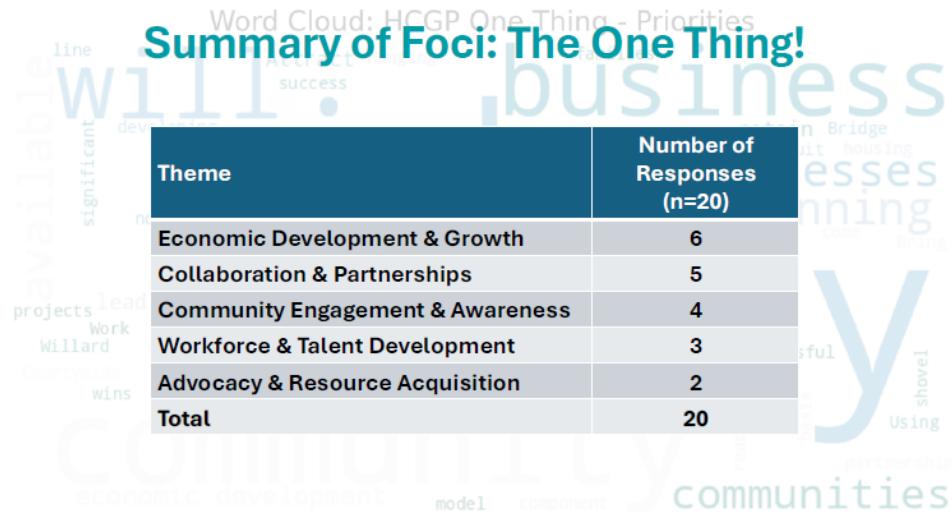
- Consensus around priorities – strong consensus around the importance of retaining and expanding existing businesses while advocacy ranked lowest signaling a potential disconnect between stakeholder goals and advocacy efforts, and small business and workforce development received consistent mid-level rankings reflecting moderate significance.
- Community awareness emerged as an important concern, highlighting a need to enhance visibility and communication.
- Public and private sector involvement is generally positive but leaves room for stronger collaborations.

## Distribution of Priority Rankings



## VISIONING

The consultants gathered the HCGP board of directors to digest the survey results. The board was tasked with narrowing the organization's priorities based on stakeholder input. Through the process of condensing and defining priorities the board also created the framework for HCGP's new mission statement.



## COLLABORATIVE PLANNING

Narrowing the input from the preceding broad range of sources and activities, the consultants gathered all the founders and funders of HCCP for a collaborative planning session. The theme of the session was working together to clearly identify and own each partner's role in making this strategic plan and public-private partnership a success.

The collaborators finalized HCCP's mission statement. Discussion revolved around letting the organization's name and tagline speak for itself - Huron County Growth Partnership, a Public-Private Partnership.

Finally, with narrowed priorities, the group began to brainstorm any and all strategic objectives that the organization could address within those priorities.



# PLAN

## MISSION

Huron County Growth Partnership empowers businesses to thrive, communities to grow, and opportunities for prosperity.

## PRIORITIES

Economic Advancement  
Community Advancement  
Organizational Strategy & Services

## VALUES

Integrity  
Proactive  
High Quality Customer Service  
Accountability

## OBJECTIVES

1. Increase business investment into Huron County
2. Maintain satisfaction & commitment of existing, high-impact employers
3. Increase leveraged funding for business development projects
4. Increase public investment into Huron County
5. Increase touchpoints with and participation of public & community stakeholders
6. Drive County strategy for land use planning
7. Clearly define & communicate HCGP's identity & role
8. Create consistent systems for tracking & reporting progress
9. Ensure operational & financial strength to scale & endure

## VALUE PROPOSITION

Huron County Growth Partnership provides excellent project management and communication in support of public and private investment.

While early HCGP efforts focused on building cohesion and shared infrastructure, this strategic plan marks a new phase – focused on refining direction, clarifying priorities, and aligning efforts with available capacity.

HCGP's contractual relationships support a diverse operating model and reinforce public-private engagement, while these strategic priorities guide the scalable, focused impact of the organization.

These priorities recognize the impact of Huron County business health on the region, emphasize HCGP's role as a connector across jurisdictions, and shift the organizational focus from task-centered to impact driven.

HCGP's strategic priorities enable the public-private partnership to lean into what makes Huron County unique. The strategies and tactics needed to achieve these objectives are outlined on the following pages.

## WE ENCOURAGE INVESTMENT INTO HURON COUNTY THROUGH THESE STRATEGIC PRIORITIES



# ECONOMIC ADVANCEMENT

Objective 1	Strategy	Tactics
Increase business investment into Huron County	1.1 Position Huron County as a preferred Business Destination	Sites - maintain a competitive site inventory, conduct outreach to potential commercial & industrial site owners, create site promotional materials
		Create quality business attraction marketing materials, create supply chain map
		Package incentives for eligible projects, create internal business expansion rapid-response teams, understand and leverage tool and incentives we can access
	1.2 Source Business Attraction Leads	Develop and Implement a Foreign Direct Investment (FDI) Strategy and source leads in new, innovative ways

Benchmarks: Capital investment | Jobs Created | # of Site Visits | Qualified Leads | Investment Commitment #s

Objective 2	Strategy	Tactics
Maintain satisfaction & commitment of existing high impact employers	2.1 Host an excellent, responsive business retention & expansion program	Business retention & expansion visits - Develop annual "BRE" target list & conduct ongoing quarterly outreach to targets, create internal business expansion rapid-response teams
		Create and distribute business sentiment survey to gain understanding of doing business in municipalities/villages/county
	2.2 Support Existing Industry	Create a supply chain mapping tool for internal staff and marketing purposes
		Open dialogue with governmental agencies and discuss implementation of business-friendly language and practices (Huron County Planning Commission, Health Department, Soil & Water)
		Identify ways to support and fill gaps for leading local industries including Agriculture and Construction

Benchmarks: # of BRE Visits | Jobs Retained | Business Sentiment Score | # of Referrals

Objective 3	Strategy	Tactics
Increase leveraged funding for business development projects	3.1 Develop and maintain relationship with relevant funders	Provide concierge support for capital investment projects, integrate state & federal funding outreach into project management services

Benchmarks: \$ Leveraged

# COMMUNITY ADVANCEMENT

Objective 4	Strategy	Tactics
Increase public investment into Huron County	4.1 Facilitate inter-jurisdictional alignment discussion	Host Communities Roundtable - provide opportunities for inter-jurisdictional alignment, networking and peer learning
	4.2 Provide technical assistance for accessing and securing funding and a platform for advocacy efforts	Technical Assistance - build and maintain relationships to encourage self investment, provide case studies and learning materials
		Research and package state, federal, and philanthropic grants available to governmental partners

Benchmarks: Participation Rates | # Joint Projects | # Investment Commitments | Grant \$ Awarded

Objective 5	Strategy	Tactics
Increase touchpoints with and participation of public and community stakeholders	5.1 Build community trust in public private partnerships	Showcase each community's downtown and facilitate funding conversations with private, public and philanthropic partners
		Continue to develop 'Youth & The Economy' initiative - Youth Pitch Challenge, Business Advisory Council (BAC), Youth Advisory Council

Objective 6	Strategy	Tactics
Drive County's strategy for land use planning	6.1 Align public work with economic development goals	Work with Land Bank to align their work with economic development and county goals
		Initiate and participate in County comprehensive plan for land use and redevelopment purposes

Benchmarks: \$ Leveraged | Grant \$ Awarded | Project Completion Rate

# ORGANIZATIONAL STRATEGY & SERVICES

Objective 7	Strategy	Tactics
Clearly define and communicate HCGP's identity & role	7.1 Finalize & distribute a shared vision and mission	Publish approved statements across website and collateral, launch and provide strategic update at annual event
	7.2 Execute brand awarenesss and outreach campaign to external stakeholders	Develop storytelling tools and one-pagers aligned with strategic priorities, create marketing strategy
Benchmarks: Web Traffic   Engagement Rate   Earned Media   Net Promoter Score		
Objective 8	Strategy	Tactics
Create consistent systems for tracking & reporting progress	8.1 Develop internal dashboard and reporting cadence to maintain accountability	Build and implement strategic alignment tracking tools in CRM and spreadsheets  Align internal job descriptions and reporting lines  Continue monthly board report, launch annual update sessions for external stakeholders
Benchmarks: Reporting Compliance   Board Satisfaction		
Objective 9	Strategy	Tactics
Ensure operational and financial strength to scale & endure	9.1 Secure a strong financial position and diversify revenue and operational models	Maintain organizational budget accountability, review vendor contracts annually to ensure effectiveness  Increase private membership revenue, expand new member prospecting intiative  Pilot fee for service, pursue new grant funding
	9.2 Align events, intiatives and services to mission	Gather regular stakeholder and member input  Host value add events and professional development opportunities
Benchmarks: Revenue Diversity Ratio   Margin by Service Line   Net Promoter Score   Event Attendance		

## CONCLUSION

This plan intentionally has a narrow focus. By applying strong values to a simple set of objectives, HCGP as a membership-based, public-private partnership will be positioned on a strong foundation for scalable growth, operational clarity, and future alignment.

In service to this plan HCGP is slated for continual reinvestment in professional development and physical development of its workspace.