



Strategic Plan
Gallia County
May 2012

Gallia County

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Table of Contents

	Page
Process	1
Vision	1
Areas of Emphasis	2
Business & Economic Development	3
Goals, Strategies, Tasks	4
Transportation & Infrastructure	10
Goals, Strategies, Tasks	11
Build County Capacity	12
Goals, Objectives, Tasks	13
Gallipolis City Development	15
Goals, Strategies, Tasks	16
Task Sheets	20
Supporting Information	50
Values & Beliefs	51
SWOT Analysis	53

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...of and for the community

The ideas contained within this strategic plan are the result of a year-long planning process that began in May 2011 and included many individuals representing a wide variety of organizations, businesses, groups, and communities. Some of the participants were county and city commissioners, the city manager, the county economic development director, the Chamber of Commerce director and members, local business leaders, Community Improvement Corporation members, township trustees, leaders in education and health care, the tourism director, community organization representatives, social service and human resource representatives, the county engineer, and other community participants interested in helping to shape the future of Gallia County. The collective ideas and strategies in this plan are a product of a group consensus and open discussion process. The vision/goals/strategies do not reflect any individual idea or opinion. Instead it is a plan of and for the community.

Vision

Gallia County is a thriving and socially engaged river community, promoting its strengths in health care, education, and infrastructure, to lead the region in industry growth, business opportunities, and the recreational and cultural enrichment of its citizens, while preserving its agricultural and historical heritage.

The Areas of Emphasis

Business & Economic Development

The goals in this area focus on building a stronger, sustainable business and industry base for Gallia County. The overarching theme is directed toward creating good jobs for residents, building a strong supply chain to support regional industry, expanding the county's capacity to attract and maintain strong businesses, and supporting and helping grow local businesses.

Infrastructure and Transportation

Goals in this area focus on the development of essential highway and transportation projects for the county. The strategies outline projects that will keep Gallia County an accessible and vital link to regional business, commerce and travel.

Building County Capacity

This area explores strategies to expand the county's ability to better meet the needs of its residents. Included are goals to build the influence of the community's leaders with regional, state and federal officials, ideas to help support the development of facilities for youth, and establishing reliable broadband access in all areas of the county.

Gallipolis City Development

Creating and maintaining a vibrant and growing city is the emphasis of this focus area. The goals explore ways to develop the downtown area, utilize the river for recreation, and create an exciting, energetic city in southern Ohio. The vision is to create and maintain a desirable, sustainable, high quality of life in Gallipolis.

Each of the areas of emphasis has a variety of goals to help achieve the overall vision for the county. The goals include strategies and specific tasks to help guide the activities and resources of local leaders and other groups interested in being a part of this important community development work.

How can you get involved? For more information about how you and/or your organization can help create Gallia County's future, contact **Melissa Clark, Gallia County Economic & Community Development Director** at 740-446-4612, ext 271 or mclark@gallianet.net or visit www.growgallia.com.



Business & Economic Development

Goal: *Develop a business attraction strategy, including a marketing plan, by July 2012, to reach out to businesses regarding relocating, establishing or expanding a business in Gallia County.*

Strategy: Create a comprehensive marketing plan for Gallia County, highlighting the area's strengths.

Tasks:

1. Access data from REAP project
2. Access data from DJFS re: workforce availability (to identify industries/companies that could utilize Gallia County's available workforce)
3. Review REAP and DJFS data to identify workforce characteristics/demographics
4. Utilize data to identify potential industries/companies compatible with Gallia County
5. Explore opportunities to work with professional marketing consultant to develop marketing materials
6. Meet with URG marketing advisor/students to explore opportunities for them to assist with marketing plan
7. Determine best plan to develop a marketing plan
8. Present completed marketing materials (web site/etc.) to County Commissioners and others

Strategy: Reach out to past residents of Gallia County who are currently business owners regarding relocating or expanding their business in Gallia County.

Tasks:

1. Meet with alumni associations at the high schools
2. Meet with URG reps for alumni contact info
3. Contact people through Facebook and other social media
4. Check with Auditor and Treasurer's offices for lists of people who pay taxes in GC but live elsewhere
5. Work with local papers and put ad or info on their websites about project
6. Draft letter/email to send to ex-patriot business owners; send letter/email

Strategy: Identify successful strategies other communities have used to recruit new businesses.

Tasks:

1. Brainstorm with committee to identify communities that have successfully attracted businesses (ED Office will pull together committee from CIC and COC)
2. Gather data available about strategies these communities have used to attract businesses. Utilize public records, news reports, census and other data available
3. Schedule visits with identified communities
4. Determine a list of questions/discussion points to be shared during visits
5. Visit identified communities
6. Share strategies/lessons learned with group
7. Share strategies/lessons learned with community leaders
8. Determine possible strategies to employ

Strategy: Compile a database of resources to utilize for new and existing business development and expansion (funding, professional development, other business support, bidding process, etc.).

Tasks:

1. Work with OSU SC Business Development Team to determine funding resources, etc.
2. Work with Jobs Ohio and regional ED rep to determine funding resources, etc.
3. Work with SOACDF to determine funding resources, etc.
4. Work with COC to determine funding resources, etc.
5. Work with Digital River Project to determine funding resources, etc.
6. Pull together all resources to develop a web-based, searchable database

Goal: *Create a program to encourage existing local business expansion to add a minimum of 500 new jobs by July 2014.*

Strategy: Promote “Gallia First” campaign. Increase awareness and educate Gallia County residents and businesses to shop locally. Understand the value of a dollar in Gallia County.

Tasks:

1. Identify older Gallia First materials to see past efforts in marketing, etc.
2. Put together a committee to explore strategies to develop and advance the Gallia First initiative/campaign
3. Talk with marketing folks at URG about including this as a project for marketing class/students
4. Talk with the GCCVB, CIC, and COC about the value of turning over a dollar in the community – get stats
5. Group will decide what “local” means (County? Regional?)
6. Meet with COC, CIC, GCCVB reps to develop a “shop local” campaign
7. Explore other “shop local” campaigns in other small communities

Strategy: Educate local business owners about employing effective strategies with customer service, marketing, and successfully participating in Gallia First efforts.

Tasks:

1. Put together a Gallia First education team (utilize COC, GCCVB, CIC, Extension, URG, etc. for potential instructors and resources)
2. Draft educational materials for local business owners; include materials for programs and marketing
3. Work with COC and CIC to help market educational efforts to local business owners; utilize social media, local websites, media, etc. to market efforts
4. Conduct “classes” or webinars to help educate local business owners
5. Continue to send educational articles to media; utilize social media and websites to include educational materials

Strategy: Develop reporting mechanisms for local and Gallia County-based businesses. The communication will include information from businesses that have the potential to expand as well as information from businesses in need of assistance or if the business is in danger of closing/relocating.

Tasks:

1. Work with CIC to develop a roundtable, which would meet monthly to discuss local business needs, provide info for local business development, etc.
2. Work with Chamber of Commerce on their SIFE/OSUSC survey
3. Compile info gained from survey
4. Determine potential outlets to share info (County/City Commissioners, etc.)

Strategy: Tech-enable local businesses.

Tasks:

1. Utilize SIFE survey and other information to determine IT/Tech needs of local businesses
2. Help business owners/managers gain a better understanding of the software and technology available to help them improve their business practices
3. Work with local high schools and URG to help share their knowledge and experience with local business applications
4. Utilize SIFE team from URG to work with businesses

Goal: *Recruit two (2) new businesses that align with the available existing workforce and utilize the natural assets of the community.*

Strategy: Review the demographics of the county workforce to identify where jobs are needed as well as potential industries/clusters/businesses to recruit to the county.

Tasks:

1. Review data received from Voinovich School and REAP program
2. Work with DJFS to identify job skills of those currently unemployed
3. Utilize demographic data (workforce skills/workforce supply) to identify businesses/companies/industries compatible with current info
4. Utilize demographic data to identify supply chain gaps (Gap Analysis) – utilize REAP program
5. Generate list of businesses to contact; contact businesses

Strategy: Identify potential businesses that align with the natural assets of the community.

Tasks:

1. Explore potential for businesses in the area of Forestry. Include value-added products, renewal of prior contracts, and/or the development of new products for advanced energy

Goal: *Attract a minimum of one (1) non-traditional business (technology, defense, etc.) to be located in Gallia County by July 2014.*

Strategy: Pursue FCC Innovation Zone licensing to potentially attract businesses interested in wireless technology and testing.

Tasks:

1. Explore potential benefits for tech-based businesses
2. Work with BTS to better understand and utilize FCC Innovation Zone licensing

Strategy: Establish a program at URG to discuss the concept of an intelligence/defense related curriculum for its computer science program.

Tasks:

1. Prepare materials to share with URG staff
2. Meet with URG staff to present ideas
3. Work with Buckeye Hills Vocational Center and Gallipolis Career College to identify/develop complimentary tech/IT programs
4. Educational programs established at URG
5. Educational programs established at BHCC
6. Educational programs established at GCC

Strategy: Determine the feasibility of establishing a technology-related incubator or accelerator space to be located in Gallia County.

Tasks:

1. Identify potential investors in an accelerator project
2. Identify funding opportunities (grants/local support) to help support incubator

3. Meet with URG MBA program participants
4. Identify technology needs for local businesses (AEP, HMC) that are currently contracted out. Determine if their needs could be met with a new business in the area

Strategy: Identify any untapped workforce residing in Gallia County that may have prior experience in intelligence/defense and may not be fully utilizing those skills.

Tasks:

1. Meet with Veterans organizations and services, including URG
2. Work with SOACDF to review past scholarship winners



Transportation & Infrastructure

Goal: *Develop an organized support plan by January 2012 to demonstrate support for the construction of the US35/SR7 Connector Corridor.*

Strategy: Work with the Gallia County Engineer to develop and organize support for the construction and support of the corridor.

Tasks:

1. County Engineer will present Phase I of this project. Estimated costs: \$5 million for preliminary engineering and environmental
2. TRAC awards project

Goal: *Develop a feasibility study to redesign US 735/SR 7 interchange by July 2014.*

Strategy: Work with the Gallia County Engineer to secure funding for the feasibility study.

Tasks:

1. County Engineer will explore options to fund and conduct a feasibility study



Build County Capacity

Goal: *By January 2013, seek positions for local residents on regional, state, and federal committees and boards.*

Strategy: Match local talent and interest with potential boards and committees.

Tasks:

1. Compile a list of potential boards and committees that serve the federal, state and regional needs of the community
2. Compile a list of potential Gallia County residents to serve on the boards and committees (look at influence, skills, interests, experience, etc.)
3. Put together a group to determine strategies to place local residents on regional, state, and federal committees and boards

Goal: *Develop a strategy by July 2012, to work more closely with local leaders of surrounding counties (including OH and WV) on community and economic development opportunities.*

Strategy: Open communication with leaders and policy makers in surrounding areas.

Tasks:

1. Determine the counties/states to include in ongoing conversations/meetings about development opportunities
2. Meet with identified group to determine future meetings, discuss projects, etc.
3. Meet specifically with WV county/state/federal officials to express support and discuss the expansion of US 35 through WV

Goal: *By July 2013, meet with local boards of county-wide youth and recreation facilities to learn more about their goals for development and sustainability.*

Strategy: Establish open communication with local boards and organizations that administer and oversee facilities for youth and recreation.

Tasks:

1. Meet with the Gallia Co Ag Society (Fair Board) to learn about their plans to relocate the Fairgrounds
2. Discuss potential ways the strategic planning committee can support the Ag Society's efforts
3. Meet with the OO McIntyre Board to share the strategic plan and learn of ideas or opportunities they may be considering about utilizing the current Park facilities

Goal: *Provide access to affordable broadband internet service for every household and business in Gallia County by 2014.*

Strategy: Continue to work with JB Nets to expand their service to the underserved areas in Gallia County.

Tasks:

1. Help JB Nets find and secure funding opportunities
2. Assist JB Nets to gain access to vertical assets including water tower sites
3. Continue to stay involved with Connect Ohio and their initiatives
4. Explore opportunities to use the POP site near current 911 facility
5. Continue to educate citizens about how to use and the benefits of internet access and web opportunities



Gallipolis City Development

Goal: *Establish a riverfront entertainment facility/amphitheater in Gallipolis by July 2014.*

Strategy: Conduct a feasibility study for the project.

Tasks:

1. Explore the potential economic impact of project
2. Examine the potential businesses the project could attract
3. Establish the projected number of jobs the project would create
4. Determine a cost analysis of the operation and maintenance of the project

Strategy: Design a plan for the amphitheater.

Tasks:

1. Meet with past consultant (EL Robinson)
2. Review existing plan
3. Modify plan with updated needs assessment, as identified in the feasibility study
4. Visit other river development projects. (Scioto Mile in Columbus and others)
5. Determine and prioritize development phases
6. Define cost analysis and parameters of the project

Strategy: Secure funding.

Tasks:

1. Meet with government entities about the project
2. Detail funding options and timelines (include Army Corps of Engineers)
3. Develop a list of potential individual/business donations
4. Interview/contact the other municipalities of river projects to learn their funding strategies (Pt. Pleasant and others)
5. Write funding applications/grants, etc.

Goal: *Explore opportunities for and interest in a family activities/recreation center in Gallipolis by July 2014.*

Strategy: Determine the need/interest in the project.

Tasks:

1. Commission a feasibility study for the project

Goal: *By July 2012, develop a strategy to revitalize the Gallipolis downtown business district.*

Strategy: Establish the parameters of the “downtown business district”.

Tasks:

1. Meet with the Gallia County Strategic Planning group to get a consensus of the parameters of the Gallipolis Downtown Business District

Strategy: Determine the positive and negatives characteristics in the attraction and retention of downtown businesses to enable the group to address, resolve, and improve the downtown business district.

Tasks:

1. Have a group meeting with the Strategic Planning group to establish the positive and negative characteristics in attraction and retention of downtown business
2. Conduct a group meeting with current downtown business owners to establish the positive and negative characteristics in the retention of their current downtown businesses
3. Conduct a group meeting with current businesses that have relocated outside the downtown business district to establish the positive and negative characteristics in the retention and attraction of downtown businesses
4. Form an “Attraction and Retention Committee” for addressing, resolving, and improving the established positive and negative characteristics of the downtown business district. The newly formed committee will meet bi-weekly thereafter. The committee will consist of business owners, City Commissioners, COC, Digital River Project Board members

Strategy: Establish the current downtown business district demographics by January 2012.

Tasks:

1. Determine by survey/interview the exact number, names, addresses, and classifications of businesses located in the downtown business district
2. Determine by survey/interview, the percentage of owner occupied and rented spaces that businesses occupy in the downtown business district
3. Determine by survey/interview, the percentage of owner occupied and rented spaces that businesses occupy in the downtown business district
4. Determine by survey/interview, of current rented spaces by businesses, the per month rent, the exact square footage rented, and the average utilities they pay per month
5. Determine the exact number of habitable vacancies in the downtown business district
6. Contact zoning board of Gallipolis to help determine the exact number of un-inhabitable vacancies in the downtown business district (we will define un-inhabitable as a structure that would need a lot of renovation prior to business)
7. Determine through interview/survey/current census data the exact number of employees, part-time and full time that each downtown business district employs and the exact amount each employee is paid per year for the current year, the past 2 year, the past 3 years, and the past 5 years

Strategy: Target technology-based and artist-based companies to locate in the Gallipolis downtown business district by July 2012.

Tasks:

1. Meet with City, County, and State government officials to learn more about the options of subsidizing a portion of rent for businesses in those categories if they commit to locating in the Gallipolis Downtown Business District
2. Attend conferences that focus on technology-based and artist-based companies in order to interview those companies to gain knowledge of what would attract them to Gallipolis
3. Research Grants and funding for renovations, construction, and demolition of current un-inhabitable buildings in the downtown business district

4. Partner with an owner of a vacant structure to create a “Business incubator” in a structure within the Gallipolis Downtown District that would focus on Technology and Artist based companies
5. Solicit RFP/hire consultant to assist with business attraction strategies to gain new ideas for development and recruitment
6. Contact URG Art Program and French Art Colony for potential artists interested in occupying spaces downtown

Goal: *Develop a strategy to increase the quantity and quality of rental property in Gallipolis, by July 2012.*

Strategy: Share rental property info with general public.

Tasks:

1. Develop a website for listing/advertising available rental properties in Gallia Co. Include list of land and property owners in Gallia Co
2. Explore rental property inspection and enforcement criteria used in other communities
3. Identify funding available to rehab properties



Task Sheets

Gallia County Strategic Plan - Business & Economic Development

Goal: Develop a business attraction strategy, including a marketing plan, by July 2012, to reach out to businesses about relocating, establishing or expanding a business in Gallia County.

Strategy: Create a comprehensive marketing plan for Gallia County, highlighting the area’s strengths. (Include BTS Software Solutions recruitment effort to emphasize the community involvement in making the move successful.

Tasks (Steps to Accomplish)	Responsibility (Who is taking responsibility for completing step?)	Measure(s) of Success	Goal Date (Anticipated completion date)	Completion Date (fill in when completed)
Access data from REAP project.	ED Office	Data report acquired	May 2012	
Access data from DJFS re: workforce availability (to identify industries/companies that could utilize Gallia County’s available workforce)	ED Office	Data report acquired	July 2012	
Review REAP and DJFS data to identify workforce characteristics/demographics	ED Office	Document generated that highlights current available Gallia Co workforce	July 2012	
Utilize data to identify potential industries/companies compatible with Gallia County.	ED Office	Generate list of potential industries/companies	Sep 2012	
Explore opportunities to work with professional marketing consultant to develop marketing materials	ED Office	Present list of potential consultants and prices to County Commissioners	Sep 2012	
Meet with URG marketing advisor/students to explore opportunities for them to assist with marketing plan	ED Office	Meet with URG staff/students	July 2012	
Determine best plan to develop a marketing plan	ED Office	Meet with County Commissioners/others to identify consultant or others to develop marketing materials	Sep 2012	
Present completed marketing materials (web site/etc.) to County Commissioners and others	ED Office	Marketing plan launched	Mar 2013	

Gallia County Strategic Plan - Business & Economic Development

Goal: Develop a business attraction strategy, including a marketing plan, by July 2012, to reach out to businesses about relocating, establishing or expanding a business in Gallia County.

Strategy: Reach out to past residents of Gallia County, who are currently business owners, regarding relocating or expanding their business in Gallia County.

Tasks (Steps to Accomplish)	Responsibility (Who is taking responsibility for completing step?)	Measure(s) of Success	Goal Date (Anticipated completion date)	Completion Date (fill in when completed)
Meet with alumni associations at the high schools		Identify and contact alumni group contacts; compile list; share with committee	July 2012	
Meet with URG reps for alumni contact info	Tim Divens	Meet with URG contact and compile list of potential ex-patriot business owners; present to committee	July 2012	
Contact people through Facebook and other social media	ED Office	Send FB messages; share info gathered with committee	Aug 2012	
Check with Auditor and Treasurer's offices for lists of people who pay taxes in GC but live elsewhere	ED Office	Share compiled list with committee	Aug 2012	
Work with local papers and put ad or info on their websites about project	ED Office	Place ad on newspaper/media websites	Aug 2012	
Draft letter/email to send to ex-patriot business owners; send letter/email	ED Office	Email/mail sent	Oct 2012	

Gallia County Strategic Plan - Business & Economic Development

Goal: Develop a business attraction strategy, including a marketing plan, by July 2012, to reach out to businesses about relocating, establishing or expanding a business in Gallia County.

Strategy: Identify successful strategies (i.e. tax advantages, TIF Funding, incentives, etc.) other communities have used to recruit new businesses.

Tasks (Steps to Accomplish)	Responsibility (Who is taking responsibility for completing step?)	Measure(s) of Success	Goal Date (Anticipated completion date)	Completion Date (fill in when completed)
Brainstorm with committee to identify communities that have successfully attracted businesses (ED Office will pull together committee from CIC and COC)	ED Office	Compile list from brainstorming session and share with committee	July 2012	
Gather data available about strategies these communities have used to attract businesses. Utilize public records, news reports, census and other data available.		Compile list of strategies used and share with committee		
Schedule visits with identified communities		Dates identified and scheduled		
Determine a list of questions/discussion points to be shared during visits		Compile list and share with committee		
Visit identified communities		Make visits		
Share strategies/lessons learned with group		Compile report and share with committee		
Share strategies/lessons learned with community leaders		Meet with elected officials – city/county/township		
Determine possible strategies to employ	ED Office	Recruitment strategies identified and approved by elected officials/others involved	July 2013	

Gallia County Strategic Plan - Business & Economic Development

Goal: Develop a business attraction strategy, including a marketing plan, by July 2012, to reach out to businesses about relocating, establishing or expanding a business in Gallia County.

Strategy: Compile a database of resources to utilize for new and existing business development and expansion (funding, professional development, other business to support, the bidding process, etc.).

Tasks (Steps to Accomplish)	Responsibility (Who is taking responsibility for completing step?)	Measure(s) of Success	Goal Date (Anticipated completion date)	Completion Date (fill in when completed)
Work with OSU SC Business Development Team to determine funding resources, etc.	ED Office	Resources compiled	June 2012	
Work with Jobs Ohio and regional ED rep to determine funding resources, etc.	ED Office	Resources compiled	June 2012	
Work with SOACDF to determine funding resources, etc.	Ed Vollborn	Resources compiled	June 2012	
Work with COC to determine funding resources, etc.	Lorie Neal	Resources compiled	June 2012	
Work with Digital River Project to determine funding resources, etc.	Jodie McCalla	Resources compiled	June 2012	
Pull together all resources to develop a web-based, searchable database	ED Office	Database published on the ED website	Jan 2012	

Gallia County Strategic Plan - Business & Economic Development

Goal: Create a program to encourage existing local business expansion to add a minimum of 500 new jobs by July 2014.

Strategy: Promote “Gallia First”, shop locally campaign. Increase awareness and educate Gallia County residents and businesses to shop locally. Understand the value of a dollar in Gallia County.

Tasks (Steps to Accomplish)	Responsibility (Who is taking responsibility for completing step?)	Measure(s) of Success	Goal Date (Anticipated completion date)	Completion Date (fill in when completed)
Identify older Gallia First materials to see past efforts in marketing, etc.	Jimmy Wiseman/Tom Wiseman/Melissa Clark	Past materials identified and reviewed	Mar 2012	
Put together a committee to explore strategies to develop and advance the Gallia First initiative/campaign	ED Office	Group assembled	July 2012	
Talk with marketing folks at URG about including this as a project for marketing class/students		Meeting and strategy with URG completed and presented to committee	Sept 2012	
Talk with the GCCVB, CIC, and COC about the value of turning over a dollar in the community – get stats		Report/stats completed and presented to committee	Sept 2012	
Group will decide what “local” means (County? Gallipolis? Regional?)		“Local” clearly defined	July 2012	
Meet with COC, CIC, GCCVB reps to develop a “shop local” campaign		Campaign draft shared with committee	Oct 2012	
Explore other “shop local” campaigns in other small communities		Identify communities; generate info; report to committee	Sept 2012	

Gallia County Strategic Plan - Business & Economic Development

Goal: Create a program to encourage existing local business expansion to add a minimum of 500 new jobs by July 2014.

Strategy: Educate local business owners about employing effective strategies with customer service, marketing, and successfully participating in Gallia First efforts.

Tasks (Steps to Accomplish)	Responsibility (Who is taking responsibility for completing step?)	Measure(s) of Success	Goal Date (Anticipated completion date)	Completion Date (fill in when completed)
Put together a Gallia First education team (utilize COC, GCCVB, CIC, Extension, URG, etc. a potential instructors and resources)	COC	Team identified; Team meets	July 2012	
Draft educational materials for local business owners; include materials for programs and marketing	COC	Committee refines and accepts draft educational materials	Sept 2012	
Work with COC and CIC to help market educational efforts to local business owners; utilize social media, local websites, media, etc. to market efforts	COC	Launch marketing for educational materials/meetings	Sept 2012	
Conduct “classes” or webinars to help educate local business owners	COC	Hold classes	Jan 2013	
Continue to send educational articles to media; utilize social media and websites to include educational materials	COC	Materials published in/on media outlets; materials available online	Jan 2013 and beyond	

Gallia County Strategic Plan - Business & Economic Development

Goal: Create a program to encourage existing local business expansion to add a minimum of 500 new jobs by July 2014.

Strategy: Develop reporting mechanisms for local and Gallia County-based businesses. The communication will include information from businesses that have the potential to expand as well as information from businesses in need of assistance or if the business is in danger of closing/relocating.

Tasks (Steps to Accomplish)	Responsibility (Who is taking responsibility for completing step?)	Measure(s) of Success	Goal Date (Anticipated completion date)	Completion Date (fill in when completed)
Work with CIC to develop a roundtable, which would meet monthly to discuss local business needs, provide info for local business development, etc.	ED Office	Roundtable established; first meeting held	June 2012	
Work with Chamber of Commerce on their SIFE/OSUSC survey	COC	Survey developed and distributed		
Compile info gained from survey	COC	Survey results published and shared with committee		
Determine potential outlets to share info (County/City Commissioners, etc.)	CIC/COC	Info shared with appropriated groups		

Gallia County Strategic Plan - Business & Economic Development

Goal: Create a program to encourage existing local business expansion to add a minimum of 500 new jobs by July 2014.

Strategy: Tech-enable local businesses.

Tasks (Steps to Accomplish)	Responsibility (Who is taking responsibility for completing step?)	Measure(s) of Success	Goal Date (Anticipated completion date)	Completion Date (fill in when completed)
Utilize SIFE survey and other information to determine IT/Tech needs of local businesses	ED Office		May 2012	
Help business owners/managers gain a better understanding of the software and technology available to help them improve their business practices	Digital River Proj (DRP)		Aug 2012	
Work with local high schools and URG to help share their knowledge and experience with local business applications	DRP		Aug 2012	
Utilize SIFE team from URG to work with businesses	COC		Aug 2012	

Gallia County Strategic Plan - Business & Economic Development

Goal: Recruit two (2) new businesses that align with the available existing workforce and utilize the natural assets of the community.

Strategy: Review the demographics of the county workforce to identify where jobs are needed as well as potential industries/clusters/businesses to recruit to the county.

Tasks (Steps to Accomplish)	Responsibility (Who is taking responsibility for completing step?)	Measure(s) of Success	Goal Date (Anticipated completion date)	Completion Date (fill in when completed)
Review data received from Voinovich School and REAP program	ED Office	Info shared with committee	May 2012	
Work with DJFS to identify job skills of those currently unemployed	ED Office	Share info with committee	July 2012	
Utilize demographic data (workforce skills/workforce supply) to identify businesses/companies/industries compatible with current info	ED Office	Secure list of potential businesses; share with committee	Sept 2012	
Utilize demographic data to identify supply chain gaps (Gap Analysis) – utilize REAP program	ED Office	Share info gained with committee	Sept 2012	
Generate list of businesses to contact; contact businesses	ED Office	Businesses contacted	May 2013	

Gallia County Strategic Plan - Business & Economic Development

Goal: Recruit two (2) new businesses that align with the available existing workforce and utilize the natural assets of the community.

Strategy: Identify potential businesses that align with the natural assets of the community.

Tasks (Steps to Accomplish)	Responsibility (Who is taking responsibility for completing step?)	Measure(s) of Success	Goal Date (Anticipated completion date)	Completion Date (fill in when completed)
Explore potential for business in the area of Forestry. Include value-added products, renewal of prior contracts, and/or the development of new products for advanced energy.	OSUE ANR/Ag Ctr Board	Board member(s) will report to ED Director about potential value-added businesses	June 2013	

Gallia County Strategic Plan - Business & Economic Development

Goal: Attract a minimum of one (1) non-traditional business (technology, defense, etc.) to be located in Gallia County by July 2014.

Strategy: Pursue FCC Innovation Zone licensing to potentially attract businesses interested in wireless technology and testing.

Tasks (Steps to Accomplish)	Responsibility (Who is taking responsibility for completing step?)	Measure(s) of Success	Goal Date (Anticipated completion date)	Completion Date (fill in when completed)
Explore potential for tech-based businesses.	Jodie McCalla	Information acquired and shared with ED Director and Strategic Plan Core Committee		
Work with BTS to better understand and utilize FCC Innovation Zone licensing	Jodie and team			

Gallia County Strategic Plan - Business & Economic Development

Goal: Attract a minimum of one (1) non-traditional business (technology, defense, etc.) to be located in Gallia County by July 2014.

Strategy: Establish a program at URG to discuss the concept of an intelligence/defense related curriculum for its computer science program.

Tasks (Steps to Accomplish)	Responsibility (Who is taking responsibility for completing step?)	Measure(s) of Success	Goal Date (Anticipated completion date)	Completion Date (fill in when completed)
Prepare materials to share with URG staff	ED Office			Dec 2011
Meet with URG staff to present ideas	BTS			
Work with Buckeye Hills Vocational Center and Gallipolis Career College to identify/develop complimentary tech/IT programs	Jodie McCalla	Meeting completed	Oct 2012	
Educational programs established at URG		SENSE program will launch Fall 2012		January 2012
Educational programs established at BHCC			Jan 2013	
Educational programs established at GCC			Jan 2013	

Gallia County Strategic Plan - Business & Economic Development

Goal: Attract a minimum of one (1) non-traditional business (technology, defense, etc.) to be located in Gallia County by July 2014.

Strategy: Determine the feasibility of establishing a technology-related incubator or accelerator space to be located in Gallia County.

Tasks (Steps to Accomplish)	Responsibility (Who is taking responsibility for completing step?)	Measure(s) of Success	Goal Date (Anticipated completion date)	Completion Date (fill in when completed)
Identify potential investors in an accelerator project	Jodie McCalla			
Identify funding opportunities (grants/local support) to help support incubator	Jodie McCalla			
Meet with URG MBA program to participant	Jodie McCalla			
Identify technology needs for local businesses (AEP, HMC) that are currently contracted out. Determine if their needs could be met with a new business in the area	Digital River Project			

Gallia County Strategic Plan - Business & Economic Development

Goal: Attract a minimum of one (1) non-traditional business (technology, defense, etc.) to be located in Gallia County by July 2014.

Strategy: Identify any untapped workforce residing in Gallia County that may have prior experience in intelligence/defense and may not be fully utilizing those skills.

Tasks (Steps to Accomplish)	Responsibility (Who is taking responsibility for completing step?)	Measure(s) of Success	Goal Date (Anticipated completion date)	Completion Date (fill in when completed)
Meet with Veterans organizations and services, including URG				
Work with SOACDF to review past scholarship winners	Ed Vollborn	List of past scholarship recipients acquired and shared with Strategic Core Committee		

Gallia County Economic Development – Transportation & Infrastructure

Goal: Develop an organized support plan by January 2012 to demonstrate support for the construction of the US35/SR7 Connector Corridor.

Strategy: Work with the Gallia County Engineer to develop and organize support for the construction of the corridor.

Tasks (Steps to Accomplish)	Responsibility (Who is taking responsibility for completing step?)	Measure(s) of Success	Goal Date (Anticipated completion date)	Completion Date (fill in when completed)
County Engineer will present Phase I of this project. Estimated costs: \$5 million for preliminary engineering and environmental.	Brett Boothe	Presentation made to ODOT	Fall 2013	
TRAC awards project			Jan 2014	

Gallia County Economic Development – Transportation & Infrastructure
Goal: Develop a feasibility study to redesign US 735/SR 7 interchange by July 2014.

Strategy: Work with the Gallia County Engineer to secure funding for the feasibility study.

Tasks (Steps to Accomplish)	Responsibility (Who is taking responsibility for completing step?)	Measure(s) of Success	Goal Date (Anticipated completion date)	Completion Date (fill in when completed)
County Engineer will explore options to fund and conduct a feasibility study.	Brett Boothe	Feasibility study conducted and presented to County Engineer...who will share it with the Strategic Plan Core Committee	July 2013	

Gallia County Economic Development – Build County Capacity

Goal: By January 2013, seek positions for local residents on regional, state, and federal committees and boards.

Strategy: Match local talent and interest with potential boards and committees.

Tasks (Steps to Accomplish)	Responsibility (Who is taking responsibility for completing step?)	Measure(s) of Success	Goal Date (Anticipated completion date)	Completion Date (fill in when completed)
Compile a list of potential boards and committees that serve the federal, state and regional needs of the community	CIC	List compiled and shared with ED Office and local elected leaders	Sept 2012	
Compile a list of potential Gallia County residents to serve on the boards and committees (look at influence, skills, interests, experience, etc.)	CIC	List compiled and shared with ED Office and local elected leaders	Sept 2012	
Put together a group to determine strategies to place local residents on regional, state, and federal committees and boards	ED Office	Group meets; strategies determined	Jan 2013	

Gallia County Economic Development – Build County Capacity

Goal: Develop a strategy by July 2012 to work more closely with local leaders of surrounding counties (including OH and WV) on community and economic development opportunities.

Strategy: Open communication with leaders and policy makers in surrounding areas.

Tasks (Steps to Accomplish)	Responsibility (Who is taking responsibility for completing step?)	Measure(s) of Success	Goal Date (Anticipated completion date)	Completion Date (fill in when completed)
Determine the counties/states to include in ongoing conversations/meetings about development opportunities	ED Office	List of individuals and their role (office held/job) established	July 2012	
Meet with identified group to determine future meetings, discuss projects, etc.	County Commissioners	Meeting completed and plan to formalize future meeting dates established	Sept 2012 and ongoing	
Meet specifically with WV county/state/federal officials to express support and discuss the expansion of US 35 through WV.	County Commissioners & Ryan Smith	Meeting and discussions completed	Fall 2012	

Gallia County Economic Development – Build County Capacity

Goal: By July 2013, meet with local boards of county-wide youth and recreation facilities to learn more about their goals for development and sustainability.

Strategy: Establish open communication with local boards and organizations that administer and oversee facilities for youth and recreation.

Tasks (Steps to Accomplish)	Responsibility (Who is taking responsibility for completing step?)	Measure(s) of Success	Goal Date (Anticipated completion date)	Completion Date (fill in when completed)
Meet with the Gallia Co Ag Society (Fairboard) to learn about their plans to relocate the Fairgrounds.	Jake Bodimer		May 2012	
Discuss potential ways the strategic planning committee can support the Ag Society’s efforts.	Jake Bodimer & Ryan Smith		Oct 2012	
Meet with the OO McIntyre Board to share the strategic plan and learn of ideas or opportunities they may be considering about utilizing the current Park facilities.			Nov 2012	

Gallia County Economic Development – Build County Capacity

Goal: Provide access to affordable broadband internet service for every household and business in Gallia County by 2014

Strategy: Continue to work with JB Nets to expand their service to the underserved areas in Gallia County.

Tasks (Steps to Accomplish)	Responsibility (Who is taking responsibility for completing step?)	Measure(s) of Success	Goal Date (Anticipated completion date)	Completion Date (fill in when completed)
Help JB Nets find and secure funding opportunities	Econ Dev office	Grants/funding opportunities secured		
Assist JB Nets to gain access to vertical assets including water tower sites	Econ Dev office	Water tower sites secured	Dec 2012	
Continue to stay involved with Connect Ohio and their initiatives	Econ Dev office			
Explore opportunities to use the POP site near current 911 facility	Econ Dev office	POP site secured		
Continue to educate citizens about how to use and the benefits of internet access and web opportunities	Econ Dev office	Educational sessions/materials shared	Dec 2012	

Gallia County Economic Development – Gallipolis City Development
Goal: Establish a riverfront entertainment facility/amphitheater in Gallipolis by July 2014.

Strategy: Conduct a feasibility study for the project.

Tasks (Steps to Accomplish)	Responsibility (Who is taking responsibility for completing step?)	Measure(s) of Success	Goal Date (Anticipated completion date)	Completion Date (fill in when completed)
Explore the potential economic impact of project.				
Examine the potential businesses the project could attract.				
Establish the projected number of jobs the project would create.				
Determine a cost analysis of the operation and maintenance of the project.				

Gallia County Economic Development – Gallipolis City Development
Goal: Establish a riverfront entertainment facility/amphitheater in Gallipolis by July 2014.

Strategy: Design a plan for the amphitheater.

Tasks (Steps to Accomplish)	Responsibility (Who is taking responsibility for completing step?)	Measure(s) of Success	Goal Date (Anticipated completion date)	Completion Date (fill in when completed)
Meet with past consultant (EL Robinson)				
Review existing plan.				
Modify plan with updated needs assessment, as identified in the feasibility study.				
Visit other river development projects. (Scioto Mile in Columbus and others)				
Determine and prioritize development phases.				
Define cost analysis and parameters of the project				

Gallia County Economic Development – Gallipolis City Development

Goal: Establish a riverfront entertainment facility/amphitheater in Gallipolis by July 2014.

Strategy: Secure funding

Tasks (Steps to Accomplish)	Responsibility (Who is taking responsibility for completing step?)	Measure(s) of Success	Goal Date (Anticipated completion date)	Completion Date (fill in when completed)
Meet with government entities about the project.				
Detail funding options and timelines (include Army Corps of Engineers).				
Develop a list of potential individual/business donations.				
Interview/contact the other municipalities of river projects to learn their funding strategies (Pt. Pleasant and others).				
Write funding applications/grants, etc.				

Gallia County Economic Development – Gallipolis City Development

Goal: Explore opportunities for and interest in a family activities/recreation center in Gallipolis by July 2014.

Strategy: Determine the need/interest in the project

Tasks (Steps to Accomplish)	Responsibility (Who is taking responsibility for completing step?)	Measure(s) of Success	Goal Date (Anticipated completion date)	Completion Date (fill in when completed)
Commission a feasibility study for the project				

Gallia County Economic Development – Gallipolis City Development
Goal: By July 2012, develop a strategy to revitalize the Gallipolis downtown business district.

Strategy: Establish the parameters of the “downtown business district”.

Tasks (Steps to Accomplish)	Responsibility (Who is taking responsibility for completing step?)	Measure(s) of Success	Goal Date (Anticipated completion date)	Completion Date (fill in when completed)
Meet with the Gallia County Strategic Planning group by to get a consensus of the parameters of the Gallipolis Downtown Business District.		Established: 200-400 block of Second Ave, including Court St and State St between 1 st and 2nd	Dec 2011	Jan 2012

Gallia County Economic Development – Gallipolis City Development

Goal: By July 2012, develop a strategy to revitalize the Gallipolis downtown business district.

Strategy: Establish the positive and negative characteristics in the attraction and retention of downtown businesses to enable the addressing, resolving, and improving of the downtown business district.

Tasks (Steps to Accomplish)	Responsibility (Who is taking responsibility for completing step?)	Measure(s) of Success	Goal Date (Anticipated completion date)	Completion Date (fill in when completed)
Have a group meeting with the Strategic Planning group to establish the positive and negative characteristics in attraction and retention of downtown business.	Josh Bodimer		Dec 2011	
Conduct a group meeting with current downtown business owners to establish the positive and negative characteristics in the retention of their current downtown businesses.	Randy Finney & Melissa Clark		Feb 2012	
Conduct a group meeting with current businesses that have relocated outside the downtown business district to establish the positive and negative characteristics in the retention and attraction of downtown businesses.	Randy Finney & Melissa Clark		Feb 2012	
Form an “Attraction and Retention Committee” for addressing, resolving, and improving the established positive and negative characteristics of the downtown business district. The newly formed committee will meet bi-weekly thereafter. The committee will consist of business owners, City Commissioners, COC, DRP Board Members			Mid-Feb 2012	

Gallia County Economic Development – Gallipolis City Development
Goal: By July 2012, develop a strategy to revitalize the Gallipolis downtown business district.

Strategy: Establish the current downtown business district demographics by January 31, 2012

Tasks (Steps to Accomplish)	Responsibility (Who is taking responsibility for completing step?)	Measure(s) of Success	Goal Date (Anticipated completion date)	Completion Date (fill in when completed)
Determine by survey/interview the exact number, names, addresses, and classifications of businesses located in the downtown business district.	Randy Finney		Mid-Jan 2012	
Determine by survey/interview, the percentage of owner occupied and rented spaces that businesses occupy in the downtown business district.	Randy Finney		Mid-Jan 2012	
Determine by survey/interview, the percentage of owner occupied and rented spaces that businesses occupy in the downtown business district.	Randy Finney		Mid-Jan 2012	
Determine by survey/interview, of current rented spaces by businesses, the per month rent, the exact square footage rented, and the average utilities they pay per month.	Randy Finney		Mid-Jan 2012	
Determine the exact number of habitable vacancies in the downtown business district.	Randy Finney		Feb 2012	
Contact zoning board of Gallipolis to help determine the exact number of un-inhabitable vacancies in the downtown business district (we will define un-inhabitable as a structure that would need a lot of renovation prior to business).	Randy Finney			
Determine through interview/survey/current census data the exact number of employees, part-time and full time that each downtown business district employs and the exact amount each employee is paid per year for the current year, the past 2 year, the past 3 years, and the past 5 years	Randy Finney			

Gallia County Economic Development – Gallipolis City Development
Goal: By July 2012, develop a strategy to revitalize the Gallipolis downtown business district.

Strategy: Target technology-based and artist-based companies to locate to the Gallipolis downtown business district by July 2012.

Tasks (Steps to Accomplish)	Responsibility (Who is taking responsibility for completing step?)	Measure(s) of Success	Goal Date (Anticipated completion date)	Completion Date (fill in when completed)
Meet with City, County, and State government officials to learn more about the options of subsidizing a portion of rent for businesses in those categories if they commit to locating in the Gallipolis Downtown Business District.	DRP Committee			
Attend conferences that focus on technology-based and artist-based companies in order to interview those companies to gain knowledge of what would attract them to Gallipolis.			May 2012	
Research Grants and funding for renovations, construction, and demolition of current un-inhabitable buildings in the downtown business district				
Partner with an owner of a vacant structure to create a “Business incubator” in a structure within the Gallipolis Downtown District that would focus on Technology and Artist based companies.				
Solicit RFP/hire consultant to assist with business attraction strategies to gain new ideas for development and recruitment	City of Gallipolis/Econ Dev			
Contact URG Art Program and French Art Colony for potential artists interested in occupying spaces downtown				

Gallia County Economic Development – Gallipolis City Development

Goal: Develop a strategy to increase the quantity and quality of rental property in Gallipolis by July 2012.

Strategy: Share rental property info with general public.

Tasks (Steps to Accomplish)	Responsibility (Who is taking responsibility for completing step?)	Measure(s) of Success	Goal Date (Anticipated completion date)	Completion Date (fill in when completed)
Develop a website for listing/advertising available rental properties in Gallia Co. Include list of land and property owners in Gallia Co	Josh Bodimer			
Explore rental property inspection and enforcement criteria used in other communities				
Identify funding available to rehab properties				



Supporting Information

Values & Beliefs

Discussions June 2011

What are some of the values do you think the people in Gallia County have in common?

- Family oriented
- Civic pride – pride in ownership
- Down to earth, friendly
- Neighborly, community-oriented people
- A belief that with hard work achievement is possible
- Strong family history – many family generations still live in county
- Conservative – positive, but can be negative (not open to new ideas)
- Bible belt – strong prevalence of traditional Christian values – not always open to new ideas/lifestyle choices
- Commitment to youth development (evidenced in school systems, youth programs, 4-H)
- Strong work ethic
- Value volunteerism
- Slow paced, laid back lifestyle
- Care for each other – elderly, neighbors, family

What do you hope the residents in Gallia County believe?

- Change can happen
- Worth encouraging young people to stay
- Great place to raise a family
- This is a safe place to live
- Good place to get a good job
- Good highway infrastructure
- Opportunity for college (URG) to grow
- Great activities for teens/youth
- Great place to attract other young people to live and work
- A community that's interested in growth, opportunities
- Quality of life for all age groups is improving – recreation/entertainment/healthcare/social services/cultural
- Gallia County has valuable assets and untapped potential (such as the Ohio River)
- Gallia County is progressive
- Good community to live in
- Great people here
- County, city and CIC are working together
- Great place to get an education
- Proud of the county/city school systems
- Good technology/utilities
- Good place to visit – tourism
- Great place to start or grow/expand a business

What would you like nonresidents to say/think/believe about Gallia County....

- Open for business
- Great place to raise a family
- Abundant housing at all levels
- More job opportunities besides healthcare and education (industries)
- Great place to live, work, play and stay
- Lots of shopping and entertainment
- Reasonable government/regulation

My greatest dreams/aspirations for Gallia County....

- Public transportation available
- River area erosion control – attractive
- US 52 connected with US 35
- YMCA – community center
- More tech industry – software, etc.
- Shell Oil manufacturing facility
- Developed downtown (Haskins Tanner area)
- Decreased poverty and unemployment rates
- A thriving downtown – restaurants, shopping, activities
- Developed riverfront – amphitheater, recreational development
- Developed Fourth Ave and Chickamauga Creek area
- Proctorville connected to Rio Grande/Bidwell – US 35 connected to OH 7
- More engaged young population – 20s-30s – in leadership
- Affordable high speed internet available to all Gallia County citizens/businesses
- Increased population and services in Gallipolis – cultural/artistic recreational center of the county
- A destination with abundant choices...to live with quality of life
- Everything needed exists in Gallia County – retail, leisure, jobs, recreation, dining, etc.
- Expanded bike path
- 20% growth in population in 15-20 years
- Major convention/expo center
- Industrial park filled with businesses/industry
- Business incubator
- River-rail transload capabilities
- Bring in 200 industrial jobs to county
- Decreased drug abuse/drug related crime

SWOT Analysis

Discussions June-July 2011

Strengths – in the community - points of pride

- Crown City Wildlife Area
- Infrastructure – highways/river access
- Geographic location of county
- Expanding public sewer availability
- URG
- Major healthcare facility
- Railroad in northern part of county
- Bike trail
- Gallia County Jr. Fair
- Relatively good weather
- Beautiful landscape
- Beautiful city park and riverfront
- Large population of Amish
- Public library – web access
- Public water system – widespread
- Abundant land available for commercial and residential development
- Strong history – several landmarks and organizations supporting history
- Leadership – elected, community leaders, appointed leaders – organizational leadership
- Silver Bridge Coffee Co expansion
- New schools
- Industrial park development
- Low cost of living
- 2 power plants
- Diversified economy
- Sense of Community
- Diverse agriculture community
- Strong 4-H program
- Financial strength – little general fund debt (Co.)
- Architectural beauty/history
- Large wildlife population – whitetail deer
- Marina/boat club
- Senior services
- Producers Livestock

Weaknesses – in the community – may want to improve

- Lack of quality rental property
- Need a rail spur
- Lack of restaurant choices
- Lack of competitive pay range
- Lack of convention/trade show facilities
- Lack of professional development opportunities
- Undeveloped city waterfront area – boat dock/amphitheater/etc.
- Lack of nightlife – activities/entertainment/movie theater
- County fairgrounds needs expanded and has floodplain issues
- Lack a unified county web presence - as a whole – all on one site (county/city services, tourism, chamber, etc.)
- Lack of affordable housing
- Lack of recreational facilities
- Lack of job opportunities
- Perception of low self-esteem of people
- Viewed as less important than other metro areas

Opportunities – that may exist – outside of direct community control

- Bob Evans Farm expansion
- Marcellus/Utica shale
- Hydroelectric dam – Eureka
- Horizon fiber-optic line/broadband
- Completion of US 35 in WV
- People vacationing close to home

- Recreation enthusiasts – outdoor
- Development possibilities of Ohio River – and recreational/tourism
- Ohio River – utilize for transporting goods, port development, commerce
- Communities working more closely together (Gallia and other counties/states)
- Influence of committees and boards at state/regional/federal levels
- Leaders in state/federal government
- Renewable energy opportunities – opportunities to work with power companies on voluntary programs (carbon, etc.) – power plant mandated changes
- Expatriated business owners – potential to relocate back to Gallia
- Expansion of food processing industry
- Increase in retirees moving to Appalachian areas

Threats – that may impact the community– out of direct community control

- AEP potential layoffs – outside the area
- Future of GDC – stability – jobs
- Declining population in Gallia County
- Unfinished US 35 in WV
- Unfunded mandates – jail/crime/court system – funding cuts for local government
- Possibility of Bob Evans Trucking/sausage plant facility leaving the county
- Expanding environmental/business regulations
- Funding – state/federal/local funding cuts
- Brain drain – young people who move out of area
- County’s population median age is getting older
- DJFS clustering of offices (future)