



## Goal 1 - Manufacturing: Cultivate a competitive environment that supports business retention, expansion and innovation

### Objective 1 Year 1

Develop a relationship with the Ohio Manufacturing Extension Program to better distribute information and resources. Meetings will occur quarterly.



### Objective 2 Years 2-5

Collaborate with regional partners to host an annual workshop focusing on prototyping, scalability, and the advantages of cooperative enterprises in rural economies.



### Objective 3 Years 2-5

Participate in four annual business retention and expansion meetings with county economic development offices to build relationships with manufacturers and initiate project ideas for potential EDA funding.



### Objective 4 Year 2

Create a database of eligible contractors to work within the Rural Industrial Loan Program (RIPL) to be shared with economic partners upon request.



### Objective 5 Years 2-5

Work with economic development partners to conduct four workshops on the development of a project capital stack that includes the Rural Industrial Park Loan Program (RIPL).



### Objective 6 Year 3

Create a regional manufacturing sector displaced worker plan to transition potentially displaced workers quickly and efficiently.



### Objective 7 Year 5

Develop two locations for transloading and intermodal cargo transfer on the Ohio River.



### Objective 8 Year 5

Work with county economic development offices to increase the number of publicly owned sites in the region by five.



### Performance Measures

- Percent of 25-to-44-year-olds in the labor force
- Number of households earning a livable wage
- Trends for employment in the manufacturing sector
- Providing data and trends on cluster announcements
- Jobs created (includes geographical and demographical information)
- Annual business closures
- New patents/new start ups
- Case studies where rural assets have been leveraged
- Ohio participants in the Appalachian Regional Commission's STEM Academy and Appalachian Entrepreneurship Academy



## Goal 2 - Barriers to Workforce Involvement: Invest in workforce development that addresses any and all barriers to workforce involvement

### Objective 1 Year 1

Prepare, publish, and annually update important regional data on the Comprehensive Economic Development Strategy online platform for local communities researching solutions to relevant issues.

### Objective 2 Year 1

Establish a relationship with the Ohio Department of Education and Workforce and distribute information and resources.

### Objective 3 Year 1

Collaborate with partners to enhance transportation, childcare, and housing, making the region more appealing for businesses and workers.

### Objective 4 Year 2

Serve as an information resource between workforce organizations and career development entities, sharing information about available programs, needs, and opportunities.

### Objective 5 Years 2-5

Help establish a regional career readiness group consisting of higher education, local organizations, and businesses to prepare students for in-demand careers.

### Objective 6 Years 2-5

Create a centralized database of regional organizations providing digital skills training and access to available online resources.

### Objective 7 Years 2-3

Collaborate with partners to educate local employers on the benefits, opportunities, and incentives of hiring those in re-entry from the justice system and addiction recovery.



### Performance Measures

- Percentage of 18-to-24-year-olds enrolled in postsecondary education
- Participants employed six months and one year after placement
- Number of participants who attain certifications or credentials
- Percentage of local job openings filled by program graduates
- Levels of local economic activity
- Formerly incarcerated individuals who remain employed
- Analysis of economic benefits relative to the cost of the initiative
- Percentage of eligible students enrolled in Pre-K year-over-year
- Year-to-year changes in regional wages of childcare providers
- Programs that serve working families full-time and full-day



## Goal 3 - Outdoor Recreation: Capitalize on the interest of nature-based recreation that builds a locally owned natural asset-based economy

### Objective 1 Year 1

Work with partners on the deployment of an established regional brand and mobile visitor platform through quarterly information sessions.



### Objective 2 Year 1-2

Create or promote a virtual educational series for residents on the region's cultural significance featuring local experts in hopes of assisting in promoting cultural assets.



### Objective 3 Year 2

In collaboration with local tourism organizations and community partners, create a landing page to house recurring community events and outdoor recreation attractions throughout the region.



### Objective 4 Years 2-5

Host workshops with an emphasis on the deployment of the regional brand from Objective 1 and outdoor recreation activation in downtowns.



### Objective 5 Year 2

Invite leaders from state agencies to a regional conversation to discuss needs around tourism, outdoor recreation, and dispersing visitors.



### Objective 6 Year 3

In hopes of supporting growth of the region's outdoor economy, procure a consultant to do a benefits analysis for high traveled attractions to obtain National Park status.



### Objective 7 Year 3

Work with regional partners to promote employment opportunities in the outdoor recreation sector through outreach and a sector-specific job fair.



### Objective 7 Year 3

Create and distribute to state legislators and offices an annual memo that includes pertinent data about outdoor recreation's role in the local economy.



- Number of overnight visits
- Number of day visits
- Spending plus indirect business sales from outdoor recreation
- Local and state tax generated from outdoor recreation
- Job creation related to outdoor activities

- Number of new outdoor recreation businesses
- Number of emergency calls related to outdoor activities
- Number of hunting and fishing permits issued
- Sites enrolled in Ohio's Landowner-Hunter Access Program
- Number of watercraft registrations



Performance  
Measures



## Goal 4 - Energy Resiliency: Prepare the region for the boom in energy development and transition that emphasizes local ownership and control

### Objective 1 Year 1

Create a guidebook of current energy incentives available for residents, small businesses, and agricultural producers.



### Objective 2 Years 1-5

Work with local communities and economic development offices to develop and implement utility upgrade projects to assist in the development of sites and attraction of energy projects.



### Objective 3 Years 2-5

Develop and support projects in the region that look to retrain workers or redevelop sites effected by this transition.



### Objective 4 Years 2-4

Work with county emergency management offices to submit a regional project for the Federal Emergency Management Agency's Building Resilient Infrastructure and Communities (BRIC) program.



### Objective 5 Year 2

Utilizing a study done in 2015, Buckeye Hills will update the location quotient, cluster shift share, and employment trend data occurring within the shale gas sector. which will be provided on the CEDS online platform.



### Objective 6 Year 2

Work with local economic development offices annually to advocate for continual funding of the Rural Industrial Park Loan Program by compiling a report highlighting its success in the region.



### Objective 7 Year 2

Design and promote a web page that highlights successful renewable energy projects in local communities and shares best practices and necessary steps for deploying municipal or county-owned alternative energy projects.



### Objective 8 Year 3

Work with county emergency management offices to create an educational webinar series on sustainable agricultural practices, climate-resilient infrastructure, and natural water management systems to mitigate flood risks.



- Annual acreage redeveloped
- Number of RIPL awarded in region
- Number of JobsOhio energy projects and expansions in region
- Number of communities in SOPEC aggregation program
- Percentage in PJM annual generation fuel mix
- Location quotient in shale gas sector

- Cluster shift share in shale gas sector
- Employment retention and expansion in shale gas sector
- Annual FEMA Risk Index Score per county
- Annual FEMA Expected Annual Loss Score per county
- Annual FEMA Social Vulnerability Score per county
- Annual FEMA Community Resilience Score per county



**Performance  
Measures**



## Goal 5 - Housing: Create vibrant and connected places to increase the overall quality of life and address the housing shortage

### Objective 1

#### Year 1

Identify partners with expertise in the community land trust model to address housing. Begin community education on this model and assist in setting up land trusts.



### Objective 2

#### Year 2

Work with partners to host a regional housing summit as an opportunity for community leaders to present and share best practices to address housing in the region.



### Objective 3

#### Years 3-4

Build internal knowledge and local capacity in support of Transformational Mixed-Use Development (TMUD) Program projects in the region.



### Objective 4

#### Years 3-4

Engage in peer-to-peer education exchanges to identify best practices for incentivizing the preservation of historic houses with the hopes of advocating for new programs in the State of Ohio.



### Objective 5

#### Years 3-4

Work with communities to host four “SmartCode” workshops to share best practices for incorporating zoning, code regulation, and other helpful tools to assist local communities in collaborative planning efforts.



### Objective 6

#### Year 5

Create a comprehensive guide on best practices for enhancing housing availability, focusing on private industry workforce housing, collaboration with educational partners, and innovative land use strategies.



### Performance Measures

- Median home value per county
- Percentage of housing built 1939 or earlier per county
- Homeowner vacancy rate per county
- Rental vacancy rate per county

- Number of occupied housing units per county
- Median gross rent per county
- Percentage of units with no vehicle available per county



## Goal 6 - Agriculture: Cultivate and grow agriculture as a vital sector to the regional economy

### Objective 1 Years 2-5

Participate in outreach activities with local educational institutions to understand the roles of agricultural careers and workforce needs to advance potential partnerships and projects.



### Objective 2 Year 2

Work with community and educational partners to share best practices of the USDA Farm to School program with the hopes of expanding its reach to school districts not currently utilizing the program.



### Objective 3 Year 2

Work with partners to understand the feasibility and execution of a mobile meat processing unit and the creation of a large animal vet technician workforce program.



### Objective 4 Years 2-4

Complete a study analyzing the impacts of the intersection of agriculture, technology, and science on the local economy of southeastern Ohio.



### Objective 5 Years 2-3

Working with partners with expertise in the subject, create a guidebook for best practices for small farms, including non-traditional practices, such as agroforestry, to help foster information sharing.



### Objective 6 Years 2-3

Map shared-use facilities and technical assistance providers to provide information and education on the importance of value-added products in farm production.



### Objective 7 Years 2-3

Alongside the BHRC Aging and Health Division, research the best ways to introduce farm succession planning to the region's aging population.



### Objective 8 Years 2-3

Establish relationships with subject matter experts to further learn the importance of conservation easements and their use for our region.



### Objective 9 Years 1-5

Promote the resources and funding opportunities available through the Appalachia Regional Food Business Center.



- Number of outreach activities around agriculture workforce
- Number of visits to asset map
- Number of plans developed annually

- Number of participants in workshops
- Amount of funding made from the Appalachia Regional Food Business Center to the Buckeye Hills region



**Performance  
Measures**



## Goal 7 - Small Business: Design and maintain robust infrastructure to support business growth

### Objective 1 Year 1

Work in each of the eight counties to identify a community lead for business technical assistance referral.



### Objective 2 Year 2

Work with partners to develop a referral system and process for mobile expertise to bring necessary technical assistance straight to businesses.



### Objective 3 Years 2-5

Work with partners to develop a list for each county of small-business friendly support service providers that includes insurance, banking, compliance, accounting, and design services.



### Objective 4 Year 2

Develop a list of capital providers for small and growing businesses at the various stages of need, including resources for social enterprise capital, micro-lending, non-recoverable loans and gap funding.



### Objective 5 Year 3

Work with funders and regional partnerships to explore the development of a business needs fund that will offset the costs of strategic planning, succession planning and legal services.



### Objective 6 Year 3

Work with partners to identify and map shared-use warehouse facilities and existing distributors with drop-points throughout southeast Ohio. Identify strategies for shipping and freight to improve distribution infrastructure.



### Objective 7 Years 4-5

Work to actively address issues such as employee retention, founder-to-implementer growing pains, and paying a living wage by providing a series of workshops to share best practices from experienced small business owners.



### Performance Measures

- Number of mobile expertise events
- Number of visits to business-friendly resource guide annually

- Number of funded projects through business needs fund
- Number of workshops held annually



## Goal 8 - Regional Leadership: Maintain levels of regional leadership by building capacity

### Objective 1 Year 1

Provide at least eight points of contact annually detailing available programs, current needs, and opportunities with county, township, and village leadership.



### Objective 2 Year 1

Host at least five grant workshops on Appalachian Regional Commission Area Development Funds and Ohio Public Works Commission funding.



### Objective 3 Year 1

Staff will attend at least three professional development opportunities and share information with staff unable to attend and, where applicable, with community partners.



### Objective 4 Years 1-2

Convene partners to brainstorm potential region-wide leadership training for community leaders and elected officials.



### Objective 5 Year 2

Utilize the BHRC Planning Division and Mobility Managers to identify at least one project that promotes the need for localized wayfinding from river access to navigate the downtown communities.



### Objective 6 Year 2

Complete at least one strategic planning conversation in each county around project development and infrastructure improvements.



### Objective 7 Year 2

Host, at minimum, one convening of funders with communities and elected officials in tandem with the annual Development Summit.



### Objective 8 Years 2-5

Utilize BHRC's designation as a Regional Transportation Planning Organization to hold at least two meetings annually to assist in planning for river and outdoor assets for recreational opportunities.



### Objective 9 Year 3

Utilize the Buckeye Hills Foundation and its Ohio Rural Development Alliance membership to create a "40 under 40" program to recognize young people's work in their communities through the Appalachian Ohio region.



### Objective 10 Year 5

Research current initiatives around Aging in Place best practices (accessible transportation, home energy efficiency, wider sidewalks, etc.) with the goal of developing and funding at least five Aging in Place projects.



- Number of external meetings a year
- Number of regional grants applied for annually

- Number of plans developed annually
- Number of convenings and workshops held



**Performance  
Measures**