



Economic Development Strategic Plan

1. INTRODUCTION	2
2. MISSION STATEMENT	2
3. GOAL STATEMENT	2
4. GENERAL APPROACH	2
5. POTENTIAL PARTNERSHIPS AND MEMBERSHIPS	3
6. SWOT ANALYSIS	7
7. PRIORITIZED ACTION ITEMS	8
8. STRATEGIC OVERVIEW	8
9. CRITICAL SUCCESS FACTORS	9
10. 2016-2017 DELIVERABLES	10
11. CREDIT AND ACKNOWLEDGMENT.....	10

1. INTRODUCTION

The creation of the Johnstown Economic Development Commission was approved and voted on by the village council on June 3, 2014 through Resolution 14-26. Prior to the creation of the commission, the council used three council members on a sub-committee for economic development. This sub-committee will remain in effect and will report to the village council about the commission's work and progress in creating a strategic economic development plan for the community.

2. MISSION STATEMENT

The primary mission of the Johnstown Economic Development Commission (JEDC) is to foster the retention and expansion of existing business and industry, as well as the attraction of new business and industry.

JEDC will encourage responsible, economic development activities that result in job creation, retention, diversifying the community's tax base and an improved sustainability and quality of life for the citizens of the Village of Johnstown.

The Commission supports the Village Council's effort toward the development of a strategic plan of public policy and strategies that result in balanced and sustainable economic growth.

3. GOAL STATEMENT

Johnstown will strive to be a village with an accountable, user friendly government and a pro- business climate to attract and develop diverse business opportunities; emphasizing quality jobs to attract and retain skilled citizens.

4. GENERAL APPROACH

Johnstown is dedicated to a multi-faceted approach to economic development including both attraction and retention programs.

First, it seeks to retain and expand the current business base. The Johnstown business community is comprised of approximately 100 business establishments, concentrated for the most part in the retail and service sectors. The vast majority of these businesses are very small, employing less than 5 – 10 people.

Secondly, the Commission realizes the need to attract new business to the area. Such efforts emphasize seeking knowledge based services, general manufacturing, research and development operations, general office and service uses, and unique retail opportunities.

Other key roles of the Village shall include incentive management, information provider, and partnership developer. All of which are important to attracting and retaining businesses.

The Village Manager will serve as the Economic Development Director of the Village until such time that funding allows for a dedicated staff. A monthly report from the Economic Development Director will be supplied to Council.

The Economic Development Director assumes the responsibility to lead the economic development effort of the Johnstown community and in order to accomplish its goals effectively it must embrace and seek out strategic partnerships.

5. POTENTIAL PARTNERSHIPS AND MEMBERSHIPS

The following is a summary of key organizations:

Advisory Board:

- Johnstown Economic Development Commission - The JEDC serves as an important advisory board that allows community players and businesses leaders the opportunity to contribute to the local economic development effort.

Importance: JEDC board members are community leaders that have first hand experience with Johnstown's past economic development efforts and can help create buy-in.

Educational Institutions:

- OSU Newark/Central Ohio Technical College – As the economic, cultural, and social engine of the community, OSU-N and COTC offer many resources including funding and professional services.

Importance: Large employer in Licking County with vast resources and vested interest in local economic development efforts.

More information: www.c-tec.edu or www.osu.edu

- Johnstown-Monroe School District – Local school district and potential partner in local economic development efforts concerning quality of life and workforce issues.

Importance: School districts are now becoming an important site selection criterion. Efforts should be made to assist the local school district including the preparation of a tax incentive program guideline ensuring responsible incentive use that is beneficial to the district. Improvements to the local school district will increase Johnstown's viability as a business location.

More information: www.johnstown.k12.oh.us

Government Agencies:

- Village of Johnstown – Local municipality and parent organization of the JEDC.

Importance: A collaborative working relationship with other Village departments is necessary to promote high-quality services responsive to the business community. Attraction and retention efforts are useless unless the needs of prospective or existing businesses are reasonably met; many of which are provided by the local governing body.

More information: www.johnstownohio.org

- Grow Licking County Community Improvement Corporation – The main point of contact for countywide economic development effort is responsible for promoting the economic vitality of Licking County by attracting new business and retaining existing businesses in the community. It provides prospective businesses with a variety of important information, programs and services.

Importance: CIC operations provide an opportunity to leverage assets and take advantage of wider array of economic development programs including the Community Reinvestment Area (CRA) and Enterprise Zone (EZ) programs.

More information: <http://www.growlickingcounty.org>

- Ohio Development Services Agency (DSA) – Working with communities and businesses, DSA promotes economic opportunities to improve the profits and prosperity of Ohio's citizens. The Department acting in a support role provides financial, informational, and technical assistance to those making an investment in Ohio's future.

Importance: Potential to provide large-scale assistance to major economic development projects especially those related to the 'new economy'.

More information: <http://development.ohio.gov>

- Monroe Township - Monroe Township is the unincorporated rural community surrounding the Village of Johnstown, Ohio. It is located in Licking County and is considered part of central Ohio. Monroe Township is a full service township which provides its residents with fire protection, emergency medical services (EMS), road and cemetery maintenance, and zoning code enforcement.

Importance: Important entities to work with to encourage smart growth. Effective cooperation is necessary to successful attraction of some development opportunities that may prefer a site outside of the Village's limits, but needs Village services or provides job opportunities for residents. Such a project could benefit all jurisdictions if handled correctly.

More information: <http://monroetownship.net>

- Jersey Township – Jersey Township is strategically located at the south-western edge of the Village. The City of New Albany has incorporated portions of the Township for their Health and Beauty Business Campus. SR 161 runs east/west through the Township carrying large amounts of vehicular traffic to Columbus. Jersey Township is a full service township which provides its residents with road and cemetery maintenance and zoning code enforcement. Monroe Township provides EMS and fire protection to the unincorporated portions of the Township.

Importance: Important entities to work with to encourage smart growth. Effective cooperation is necessary to successful attraction of some development opportunities that may prefer a site outside of the Village's limits, but needs Village services or provides job opportunities for residents. Such a project could benefit all jurisdictions if handled correctly.

More information: www.jerseytownship.us

Chambers & Regional Organizations

- Licking County Chamber of Commerce (LCCC) – The LCCC is a business alliance of over 100 businesses. The Board of Directors and the Executive Director, along with many volunteers, strive to build a well-rounded benefits package for it's members, to provide a library of information on various business topics, to organize workshops and seminars to assist small business and larger firms, to provide advertising opportunities as they become available, and to act as a liaison between Johnstown area businesses and government.

More information: <http://www.lickingcountychamber.com/>

- Columbus 2020 – Columbus 2020 serves as the economic development organization for the 11-county Columbus Region, working in partnership with state and local partners to generate opportunity and build capacity for economic growth.

Leading the execution of a regional growth strategy with ambitious goals, the Columbus 2020 team conducts business outreach to existing economic base companies, markets the Columbus Region to growing companies worldwide, conducts customized research to better understand the Region's competitiveness and makes strategic economic development investments by leveraging public, private and institutional partnerships.

More information: <http://columbusregion.com/Columbus2020.aspx>

- JobsOhio - JobsOhio is a private, non-profit economic development organization that helps businesses relocate, expand, and prosper in Ohio. The proactive, business-minded industry experts at JobsOhio are uniquely-qualified to help businesses grow and succeed. Our mission to accelerate job growth and increase capital investment echoes throughout all of our programs and is aimed at businesses of all sizes.

More information: <http://jobs-ohio.com/about/>

- Licking County Transportation Improvement District - In Ohio, Transportation Improvement Districts (TIDs) promote intergovernmental and public-private cooperation of transportation resources and investments. The Licking County Engineer's office currently operates the Licking County TID under the authority of the Licking County Commissioners.

More information: <https://www.dot.state.oh.us/Divisions/JobsAndCommerce/Pages/TID.aspx>

- Licking County Area Transportation Study (LCATS) - The Licking County Area Transportation Study (LCATS) is the designated Metropolitan Planning Organization (MPO) for the Newark Ohio urbanized area and conducts a continuing, cooperative and comprehensive multimodal urban transportation planning process.

An MPO must conduct a continuing, cooperative, and comprehensive (3-C) urban transportation planning process that results in plans and programs that consider all transportation modes and supports metropolitan community development and social goals. These plans and programs shall lead to the development and operation of an integrated, inter-and intra-modal transportation system that facilitates the efficient, economic movement of people and goods.

More information: www.lcats.org

- Heath –Newark-Licking County Port Authority (HNLCPA) -The Heath-Newark-Licking County Port Authority was created in 1995 to take over ownership of the Newark AFB upon closing. Today, it has a three-fold mission of management, development, and leadership for county-wide economic development efforts. The 350-acre Central Ohio Aerospace & Technology Center is a combination of the original 57 acres acquired from the Air Force as part of the privatization of the former Newark Air Force Base in 1996, The Base Campus, as well as 290 acres acquired in 2002 as part of a planned expansion, the South Campus. The property is managed and developed by the Heath-Newark-Licking County Port Authority.

More information: www.hnlcpa.com

- Downtown Johnstown, Inc. - Downtown Johnstown, Inc. is a non-profit organization dedicated to the revitalization and preservation of the Downtown district and all of Johnstown, Ohio. They are comprised of neighborhood residents, business and property owners, and representatives from non-profit and faith-based organizations.

Their mission is to foster a spirit of community pride, to strengthen, to revitalize and promote the Johnstown area as a vibrant place to visit, work, shop, play, live, and invest while promoting Johnstown's unique historic character.

More information: www.downtownjohnstown.org

Utility Providers (external)

- The Energy Cooperative – Regional power and natural gas cooperative with interest in local economic development.

Importance: Utility service is a key site selection criterion for many operations. Accurate service information and contacts are very useful.

More information: <http://www.theenergycoop.com>

- AEP Ohio – Regional power supplier with interest in local economic development.

Importance: Utility service is a key site selection criterion for many operations. Accurate service information and contacts are very useful.

More information: <https://www.aepohio.com>

- Columbia Gas of Ohio – Regional natural gas supplier with interest in local economic development.

Importance: Utility service is a key site selection criterion for many operations. Accurate service information and contacts are very useful.

More information: <https://www.columbiagasohio.com>

Local Foundations

- Licking County Foundation - The Licking County Foundation seeks to build permanent charitable assets to use on behalf of the whole community. They invest and manage funds wisely and distribute grants in a timely and equitable manner in keeping with the needs of the community and the intent of donors. Also, the Foundation maintains and enhances the educational, social, cultural, health and civic resources of the community through support of qualified charitable organizations. Lastly, they provide philanthropic leadership that creates and promotes the efforts of citizens to improve the quality of life in the community.

More information: <http://www.thelcfoundation.org>

- Johnstown Area Community Foundation -

- Mary E. Babcock Foundation -
- TJ Evans Foundation -

6. SWOT ANALYSIS

Technology, advanced distribution systems, and expansion into new markets have spurred competition for economic growth worldwide. Therefore, Johnstown faces competition regionally, nationally, and internationally.

With this in mind, it is important to consider the unique strengths, weaknesses, opportunities, and threats of the Johnstown community.

Strengths

1. 30 minute drive to downtown Columbus/ major shopping areas
2. Regional location and transportation linkages (SR 37, US 62, SR 310 and I-71/ I-70)
3. Proximity to airports
4. Planned business park
5. New School District facilities
6. Well established industry
7. Regional recreational opportunities
8. Excess water plant capacity available

Weaknesses

1. Rapid growth in Western Licking County
2. Due to Village's low income tax rate, capital improvements are numerous and unfunded
3. Lack of mid-range dining facilities and entertainment venues
4. Village park/recreation options are limited
5. Severe traffic congestion through center of Village of Johnstown
6. Lack of marketing efforts/funding for economic development

Opportunities

1. Regional infrastructure improvements
2. Strengthen Downtown Johnstown, Inc. partnership
3. Improve marketing of business park, existing businesses, and historic resources
4. Redevelopment of vacant and/or underutilized property
5. Grant opportunities
6. Revised zoning ordinance
7. Connect to bike/pedestrian trails
8. Partner with surrounding communities

Threats

1. Residences reluctance to change
2. Lack of experience in economic development initiatives in a highly competitive market
3. Lack of aggressiveness in attracting new businesses
4. Suburban Columbus communities offering incentives
5. Unexpected downturn in income tax revenue
6. State tax structure
7. State tax rates
8. Decreased State funding
9. Decreasing income tax revenue

7. PRIORITIZED ACTION ITEMS

ACTION	PRIORITY	TIME FRAME	PARTNER
Identify Targeted Businesses	1	0-3 months	Village, CIC
Identify and Understand Competition	2	Ongoing	Village, CIC
Identify Labor Force & Laborshed*	3	0-3 months	CIC
Strengthen HNLCPA Relationship	4	0-12 months	Village, HNLCPA
Implement Business Retention Program	5	12 months	Village, CIC
Improve/Modify Future Business Park Plan	6	0-3 months	Village, HNLCPA
Identify Village Brand/Image	7	12-24 months	Village
Strengthen Regional Municipal Connections	8	0-3 months	Village
Identify Cooperative Agreements with CTEC, OSU-N, COTC, & JMHS	9	Ongoing	Village, JMSD
Definitions:			
CIC - Community Improvement Corporation - Licking County			
COTC - Central Ohio Technical College			
C-TEC - Career and Technology Education Centers of Licking County			
DJI - Downtown Johnstown, Inc.			
HNLCPA - Heath, Newark, Licking County Port Authority			
JMSD - Johnstown-Monroe School District			
OSU-N - Ohio State University-Newark			
*Laborshed - A regional workforce that includes those available for and willing to work			

8. STRATEGIC OVERVIEW

In order to meet the needs of the community in regards to economic development related efforts the JEDC will work cooperatively with the Economic Development Director to serve five main roles:

1. Attraction Agent
2. Retention Agent
3. Incentive & Program Manager
4. Information Clearinghouse
5. Partnership Developer

As the Attraction Agent for the Johnstown community, the department will strive to create leads from a variety of sources. Prime sources of leads include the Grow Licking County, the Licking County Chamber of Commerce, Columbus 2020, and the Ohio Development Services Agency. These sources generally receive a large number of leads and distribute them to members or local jurisdictions within their service areas.

The JEDC will also serve as the lead Retention Agent. The main element of the program will include business visits and retention surveys. Potential partners to help make business visits including the Licking County Chamber of Commerce, Columbus 2020 and Workonomics, the business retention group for Licking County.

Business visits will improve the JEDC's knowledge of local business conditions and concerns. Partners to assist with business calls will be developed over the course of the year. However, the aforementioned agencies appear the best suited to assist with this initiative.

The role of Incentive and Program Manager will consume a significant amount of the Economic Development Director's time. It is vital that the department use current business assistance programs to encourage growth. The first step of this process is to identify all existing programs and provide a concise, accurate description of available options and develop distribution channels to get the information out to the appropriate entities. After that is complete, the next phase would be to identify and analyze programs not currently offered in Johnstown.

Under program management, the JEDC will be responsible for encouraging the establishment of a Façade Improvement Program (FIP) and overseeing the administration of the Revolving Loan Fund. The FIP is an important step to encourage private investment in the Downtown Business District. The community has invested heavily in this area and is hopeful, that investment will be supplemented by continued private sector projects.

Downtown Johnstown, Inc. will help market the program through its membership. The JEDC will continue to review all loan applications and will play a key role in continued operations of the program.

The JEDC's role of Information Clearinghouse will be strongly supported by a comprehensive, up-to-date web site hosted by the Village of Johnstown. The site includes demographics, business assistance information, Johnstown Business Directory, retention survey, and links to partner organizations.

Finally, the JEDC will serve as a Partnership Developer for the community's economic development efforts. The landscape of economic development continues to change and become more dependent on successful networking and regional efforts. The Johnstown community while providing much support and excellent resources can only benefit by exploring and participating in larger efforts. Such participation provides the ability to leverage assets and reach a much broader audience than what is possible as an individual community. The previously listed 'potential partners' are key to develop into long term relationships. All of these organizations can provide vital resources to make Johnstown's economic development efforts successful. Additional partnerships will be sought after and developed as needed.

9. CRITICAL SUCCESS FACTORS

1. Accessibility, Ease of Use, & Quality of Service
2. Customer Education & Satisfaction
3. Executive Leadership & Individual Accountability
4. Innovation & Change Management
5. Internal & External Communication
6. Lead Generation
7. Partnership & Asset Leveraging
8. Stewardship of Resources

10. 2016-2017 DELIVERABLES

1. Lead Generation
2. Establish Program Maintenance
 - a. Façade
 - b. Incentive Exploration
 - c. Revolving Loan Fund
 - d. Retention
3. Updated Website
4. Education Series
5. In Depth Marketing Packet
6. Trade Show Attendance in Cooperation with Grow Licking County
7. Regional Press Outreach
8. Increased Proactive Tours of Community

11. CREDIT AND ACKNOWLEDGMENT

Johnstown Village Council would like to publically thank the many volunteer hours given by key members of the private and public community. The following members of the Johnstown Economic Development Commission gave their time, expertise and knowledge to growing the economic base of the Village:

Sean Staneart - Mayor
Carol Van Deest – Village Council Member
Cheryl Robertson – Village Council Member
Joseph Robertson – Monroe Township Trustee
John Neibarger – Key Realty
Mike Murray – Tech International
Craig Bohning – EMH&T
David Hirsh – Atrium Corp.
Dale Dickson – Johnstown-Monroe School District
Courtney Orr – Downtown Economic Professional
Scott Monroe – Thirty-One Gifts
Shane Woloshan – Colliers International
Kerry Shea Penland – All'asta
Dan Evers – GROW Licking County Community Improvement Corporation