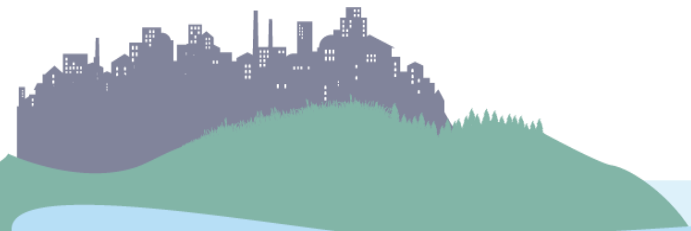




# Lorain County Strategic Plan Project: Charting a Visionary Path Forward

## Thursday August 22, 2024





future*→*iQ<sup>®</sup>  
Research Laboratory



Community Foundation of  
**LORAIN COUNTY**

## Presenters

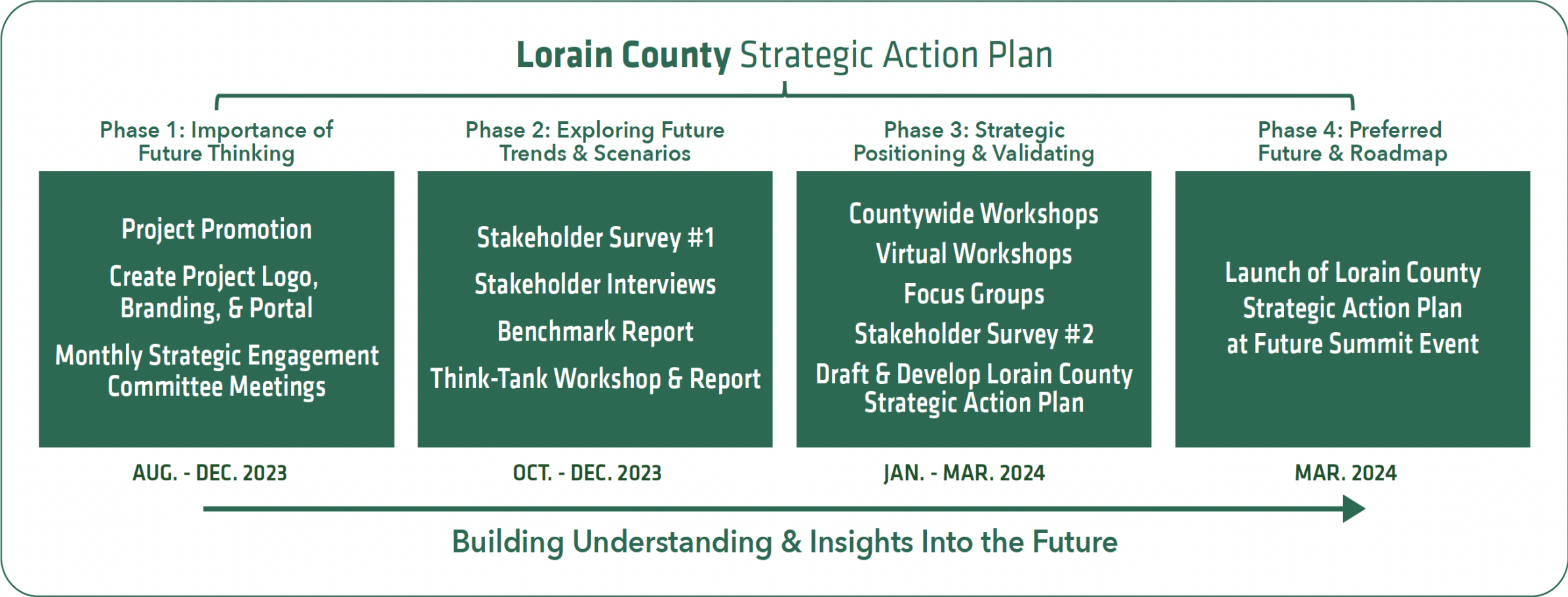
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Lorain County Commissioners  
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- [David Beurle](#), Chief Executive Officer  
[Future iQ](#)  
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[david@future-iq.com](mailto:david@future-iq.com)



# PROJECT OBJECTIVES

- Create a comprehensive and sustainable 5-year Strategic Action Plan for Lorain County
- Conduct extensive research and benchmarking with peer counties in the State
- Carry out robust community engagement and outreach focusing on County services with the assistance of The Community Foundation of Lorain County
- Raise awareness/provide clarification to community of scope of services provided by Lorain County Government
- Identify the needs and wants of Lorain County residents and the business community.

# Strategic Action Plan Timeline





# BRANDING AND PROMOTION OF THE STRATEGIC ACTION PROJECT WAS KEY



**LORAIN COUNTY  
STRATEGIC  
ACTION PLAN  
PROJECT LOGO -  
TO CREATE  
UNIQUE  
IDENTITY FOR  
THE PROJECT**





# UNIQUE LORAIN COUNTY STRATEGIC ACTION PLAN PROJECT WEBSITE – THE ‘GO TO’ PLACE FOR THE PROJECT



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**LORAIN COUNTY**

[HOME](#) [ABOUT](#) [SURVEYS](#) [TASK FORCE MEETINGS](#) [WORKSHOPS](#) [REPORTS](#) [RESOURCES](#) [CONTACT](#)

Overview

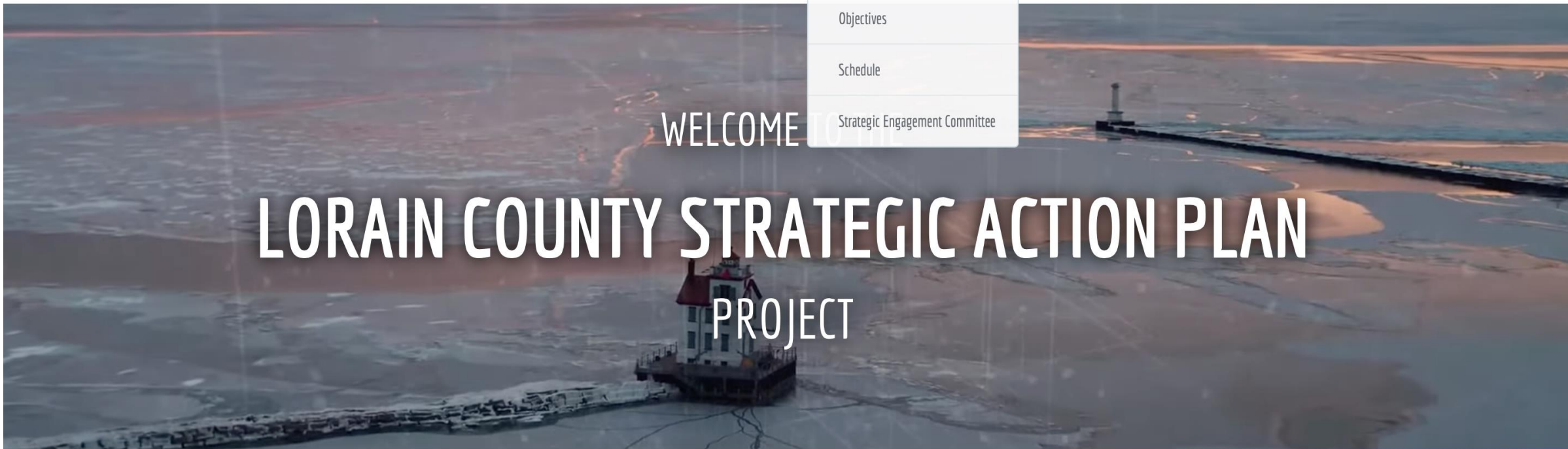
Objectives

Schedule

Strategic Engagement Committee

WELCOME TO THE

# LORAIN COUNTY STRATEGIC ACTION PLAN PROJECT





# SOCIAL MEDIA TILES & 28 MAIL OUTS TO E-MAIL LIST COLLECTED THROUGHOUT PROJECT – TO KEEP EVERYONE INFORMED OF WHAT EVENT/SURVEY WAS COMING UP AND RESULTS



**Thank you to the Countywide Workshop attendees! For those that couldn't make it earlier this week, we're taking the workshops online December 13-14.**

We are hosting 2 virtual workshops replicating the in-person workshops. These 60 minute sessions will discuss results from the Think-Tank and Stakeholder Survey #1 alongside macro trends impacting the future of Lorain County. We want to hear from as many stakeholders as possible, so please join one of these sessions to **add your voice and perspective** as we plan for the future of Lorain County. Registration is required, and login links are available upon registration.

**December 13 6:30pm-7:30pm**

**December 14 9:00am-10:00am**

[Learn More & Register >>](#)



## Lorain County Strategic Action Plan Project Stakeholder Survey #2 Now Open

We invite you to take Stakeholder Survey #2. This survey follows on from the extensive engagement process to date and most recently the Focus Group workshops. Responses to this final survey will contribute to the Lorain County Strategic Action Plan, to be released in March 2024.

[Take the Survey >>](#)



## Focus Groups Completed

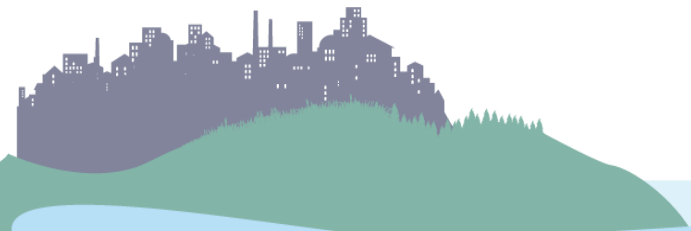
Thank you to the over **180 people** who attended the six Focus Group sessions held at Lorain County Community College on February 7/8. The sessions drilled down into the six topics generated throughout the Strategic Action planning process. Results from the sessions will be incorporated in the production of the final Strategic Action Plan.

[Learn More >>](#)





# DEEP AND WIDE STAKEHOLDER ENGAGEMENT WAS ESSENTIAL TO THE LORAIN COUNTY STRATEGIC ACTION PLAN PROJECT

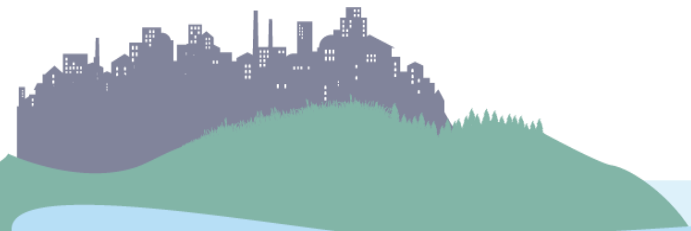


# High level of stakeholder engagement





# FUTURE IQ's METHODOLOGY WAS KEY TO EACH PART OF THE PROCESS



# THINK-TANK (Oct 30/31, 2023)

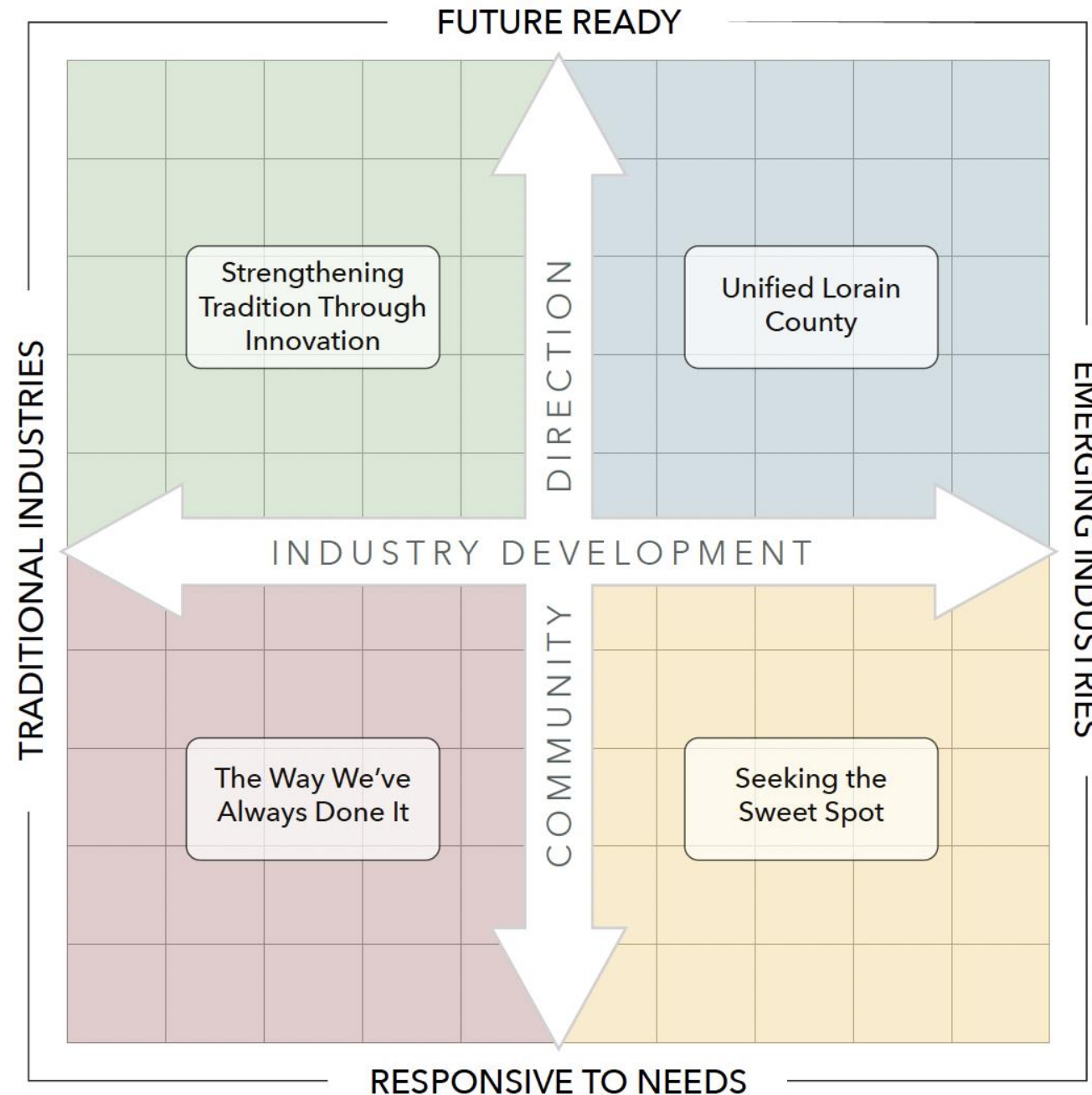


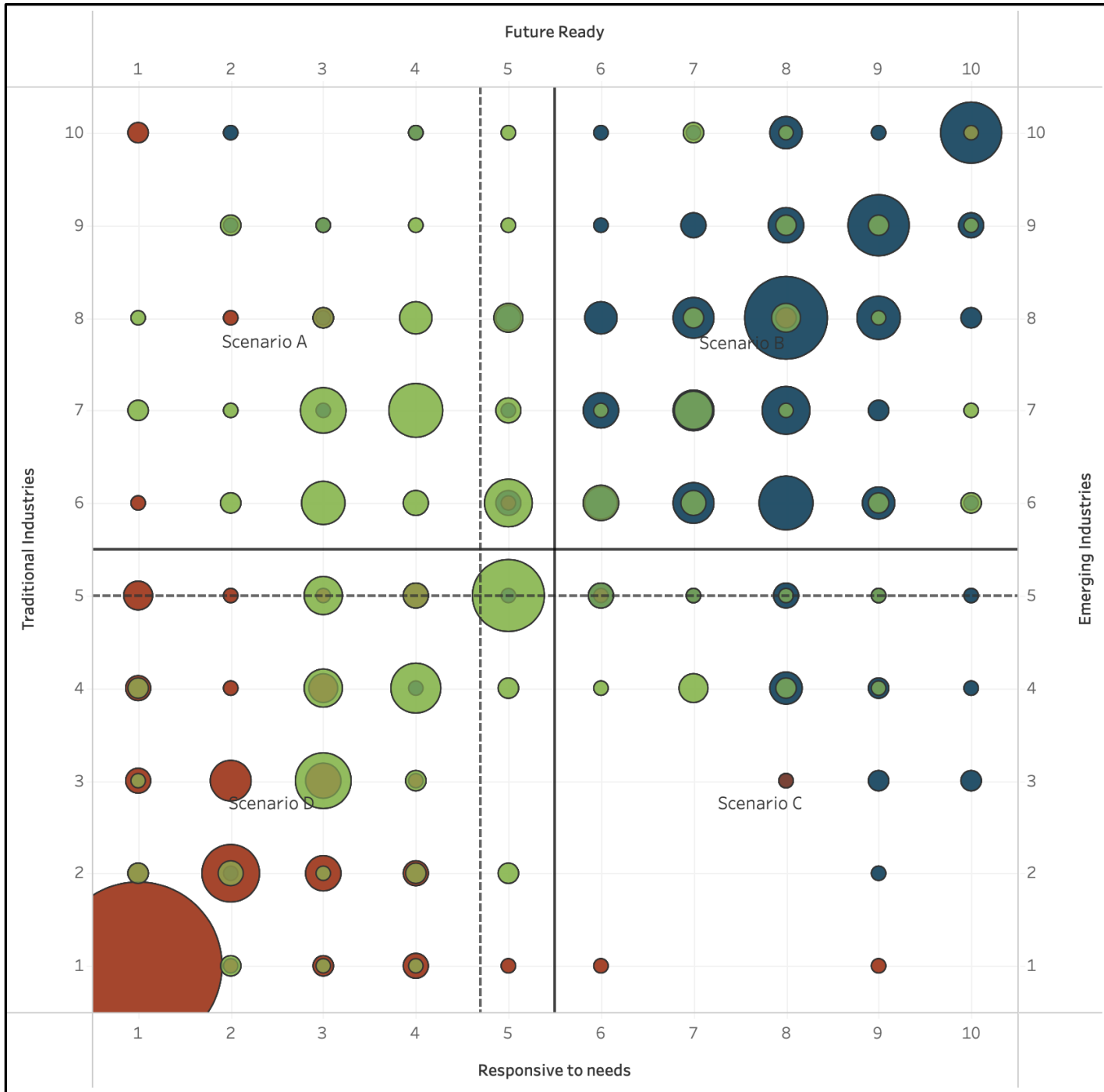
## Key drivers shaping the future of Lorain County as identified and developed in small working groups by the Think-Tank participants:

1. Industry and Business make-up
2. Co-ordination of services
3. School readiness
4. Waterfront redevelopment
5. Auto industry investment and expansion
6. Education level of residents
7. Impact of climate change
8. Electrification of the world
9. Community collaboration
10. Access to community resources
11. Impact of LCCC
12. Empowering youth
13. Innovative public policy
14. Protection of natural resources
15. Creating diverse and educated workforce
16. Infrastructure conflict
17. Transportation infrastructure
18. Safe and affordable housing
19. Incentives to attract businesses
20. Aging demographics
21. Silicon technologies
22. Functioning County government



Future scenario matrix explored plausible futures out to year 2035



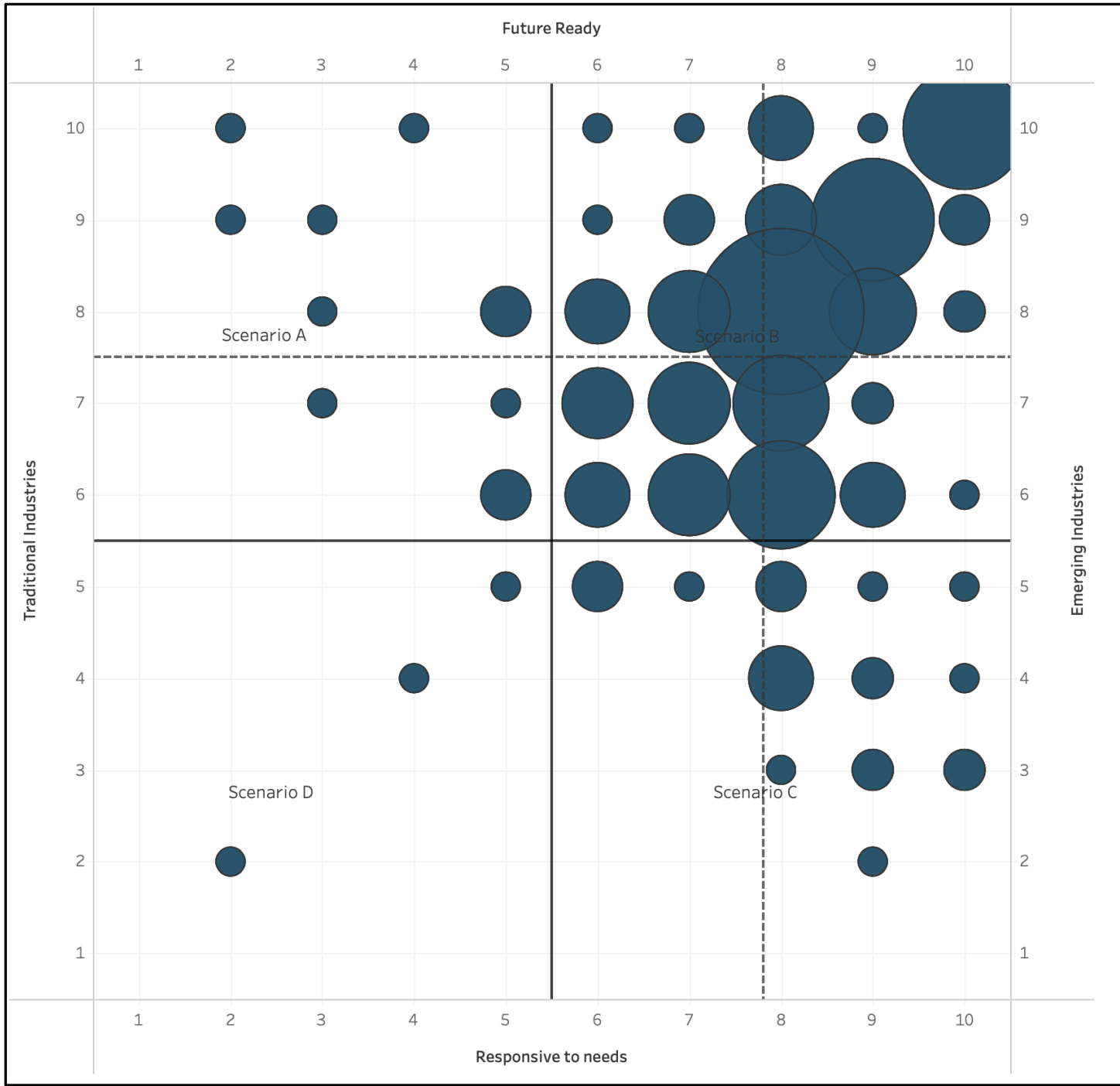


# Heatmaps generated from engagement workshops

## Type of Future

- Expected Future
- Least Desirable Future
- Preferred Future

X axis is Industry Development  
Y axis is Community Direction



# Heatmaps generated from engagement workshops

Type of Future

Preferred Future

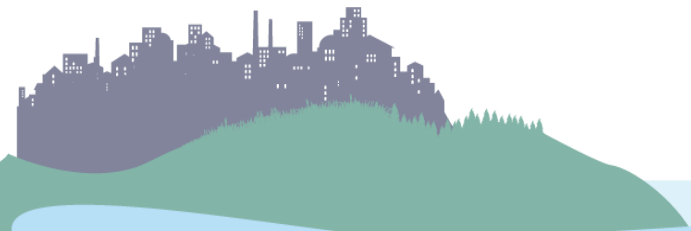
X axis is Industry Development

Y axis is Community Direction





**THE PREFERRED FUTURE WAS  
IDENTIFIED AS SCENARIO B:  
UNIFIED LORAIN COUNTY FROM  
THE THINK-TANK AND FOLLOW-  
ON WORK**

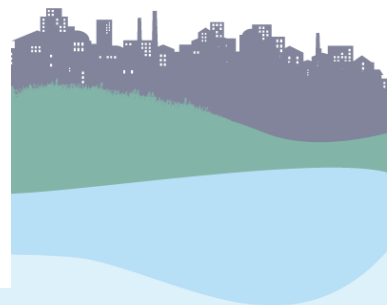
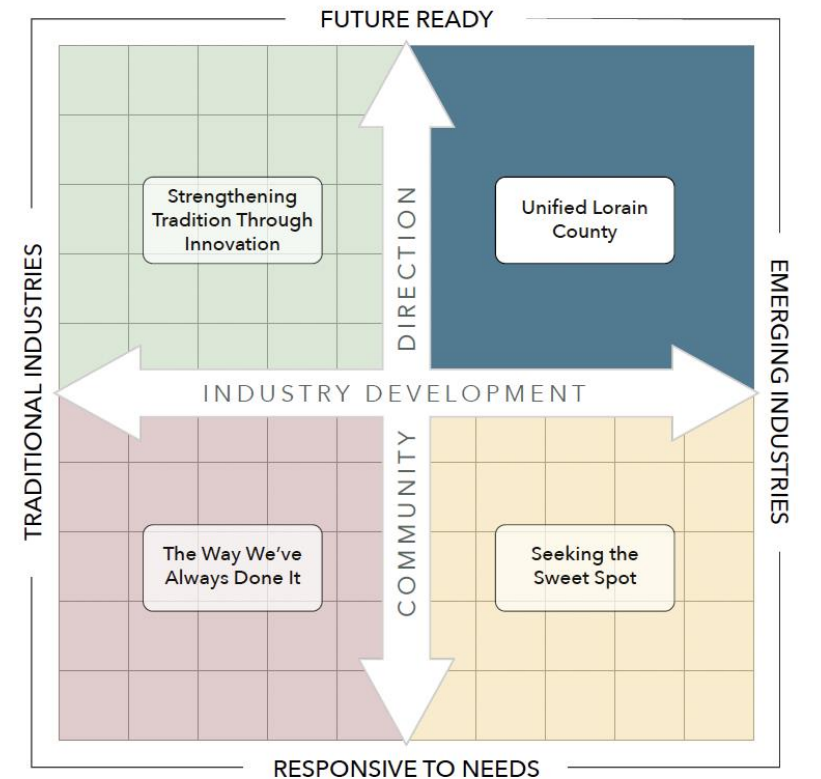


# SCENARIO B: UNIFIED LORAIN COUNTY

The 'Unified Lorain County' scenario conveys a collaborative future with a strong regional community approach that welcomes emerging and future-orientated industry.

## SCENARIO SNAPSHOT

- Embracing emerging industries through building on to existing traditional industries.
- Strong environmental focus
- Future ready Community Direction with intentional investment in youth, workforce, and resident education
- Diverse community with elevated amenities including transportation, safe and affordable housing, and education
- Significant change in this scenario, which might bring challenges and tensions



## Survey #2

# Scenario Validation Matrix

### Community Outlook and Direction

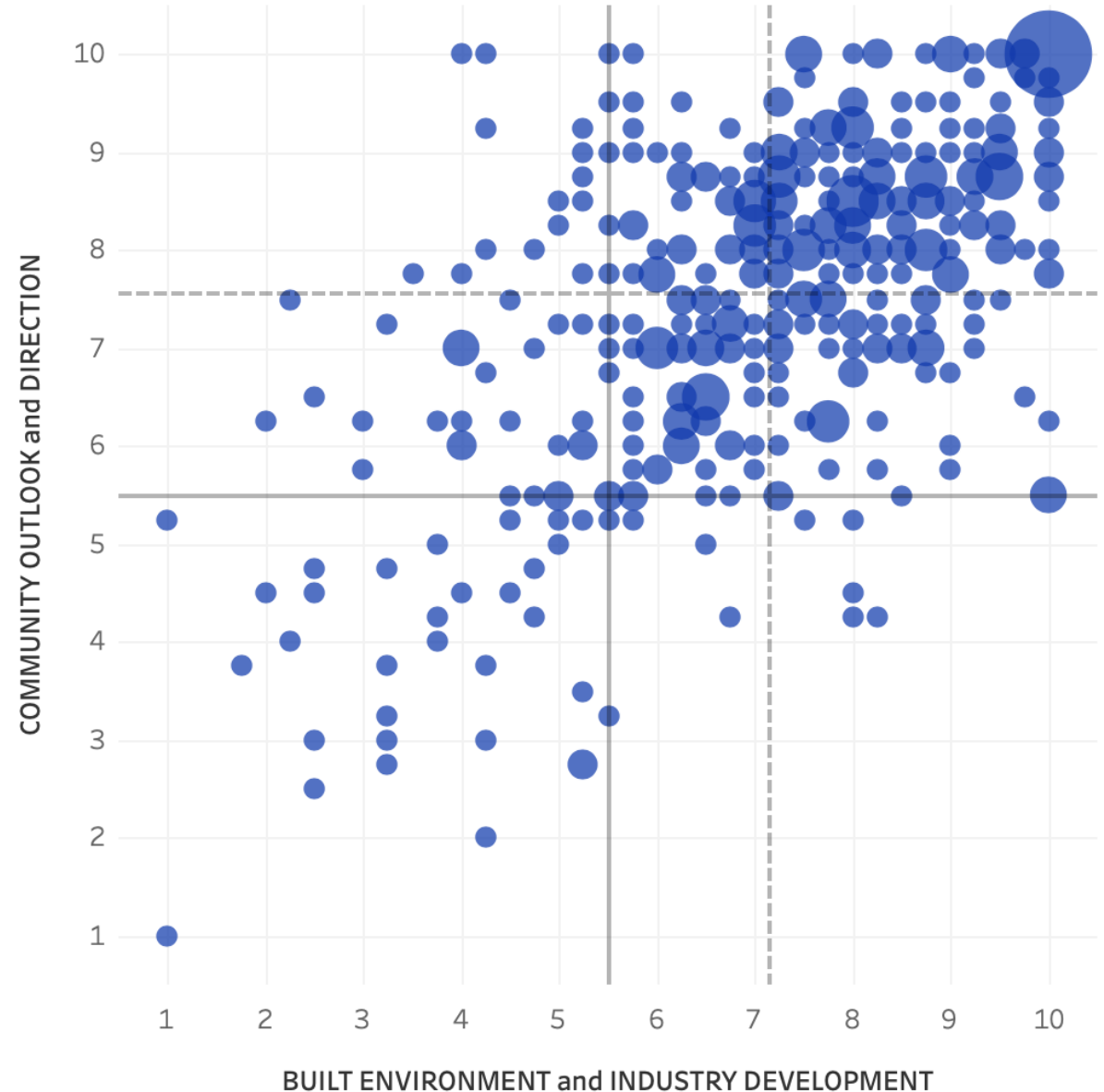
- Countywide Collaboration
- Workforce and Education
- Community Reputation and Communication
- Community Orientation and Outlook

### Built environment and Industry Development

- Industry and Business Development
- Housing Availability and Affordability
- Future Urban Development Patterns
- Transportation and Connectivity.

X Axis is BUILT ENVIRONMENT and INDUSTRY DEVELOPMENT

Y Axis is COMMUNITY OUTLOOK and DIRECTION



The Think-Tank process explored future options and directions. The Benchmark Report in December 2023 compared Lorain County to 4 similar Counties in Ohio





# 9 COUNTY-WIDE POST THINK-TANK WORKSHOPS IN 6 LOCATIONS (December 4/6, 2023) PLUS 2 VIRTUAL WORKSHOPS



# FOCUS GROUP SESSIONS (February 7/8, 2024)



- 6 [Focus Group](#) sessions were held to drill down into the topics that had been generated through the process to date
- These Focus Group topics made up the STRATEGIC PILLARS for the Lorain County Strategic Action Plan.



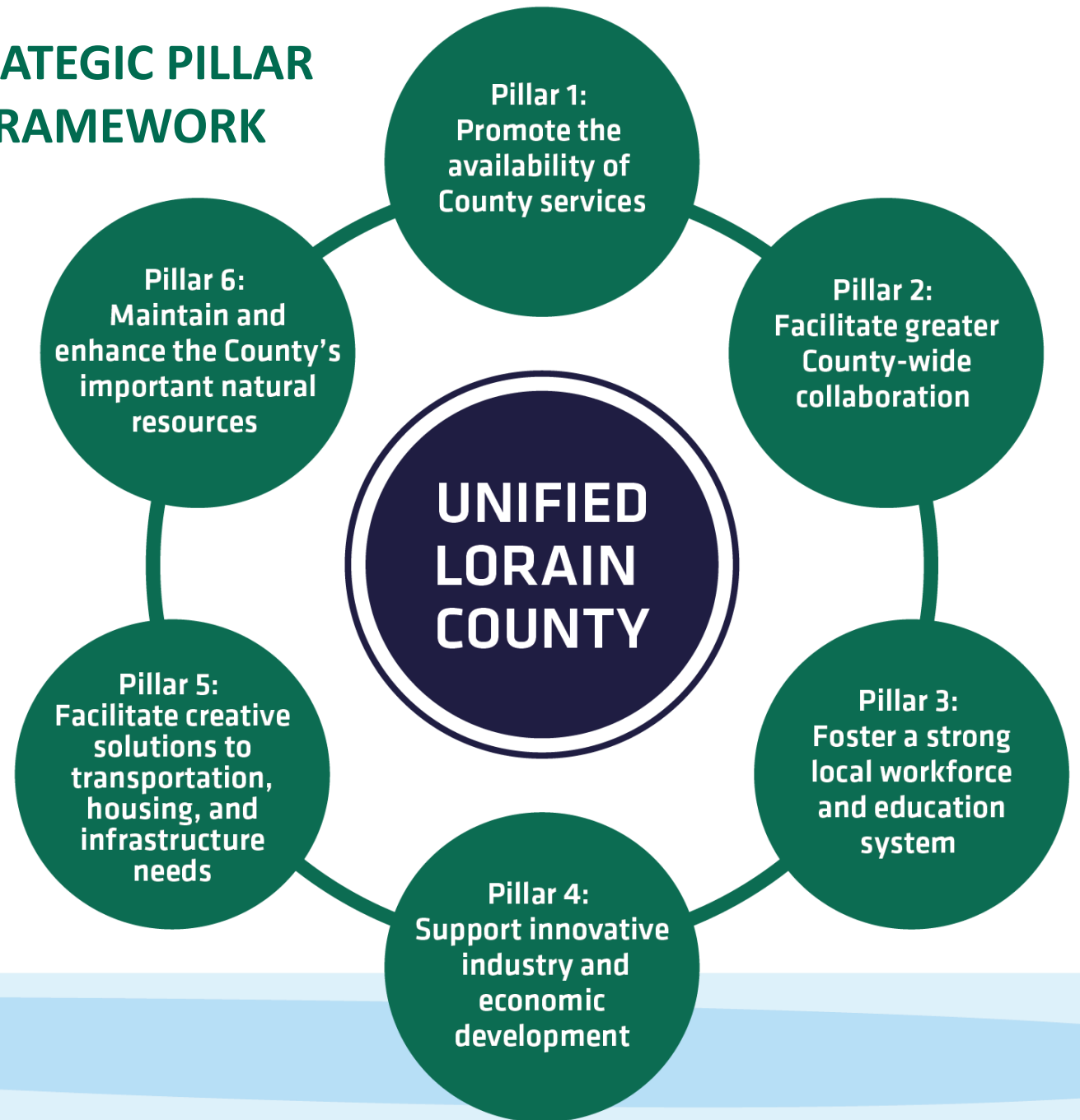
# FUTURE SUMMIT & LAUNCH OF STRATEGIC ACTION PLAN (March 25, 2024)



## STRATEGIC PILLAR FRAMEWORK

- Reflects the high-level vision and strategic direction set from community engagement.
- Creates the strategic pivot toward the preferred future.
- Identifies new focus areas for the County and key stakeholder groups.
- Creates a community driven framework built on collaboration.

## STRATEGIC PILLAR FRAMEWORK





# STRATEGIC PILLARS, OBJECTIVES, AND KEY ACTIONS

Pillar 1:  
Promote the  
availability of  
County services



# STRATEGIC PILLARS, OBJECTIVES, AND KEY ACTIONS

## Pillar 1: Promote the availability of County services

**Objective:** To boost the residents' awareness of the range and scope of County services and improve the accessibility to these services.

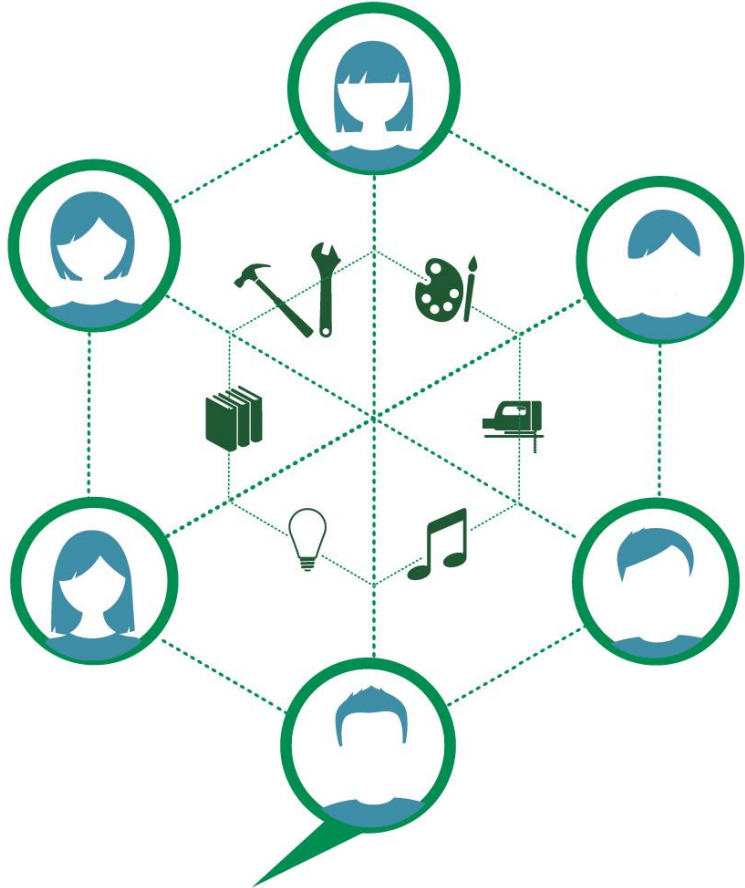
### KEY ACTION AREAS

- Create an inclusive County communications plan
- Host regular community meetings across the County
- Explore potential for County satellite offices and online services



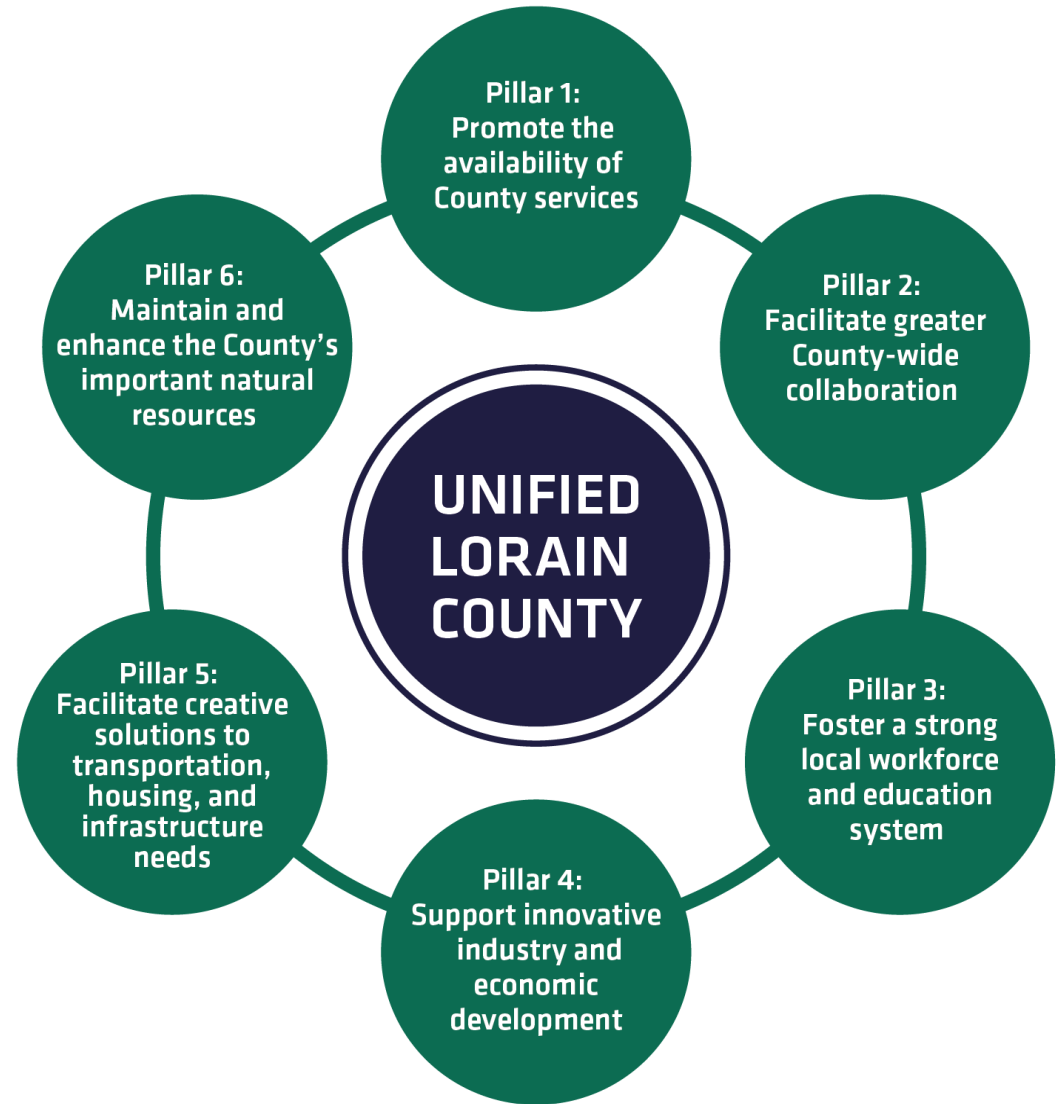
# STRATEGIC PILLARS, OBJECTIVES, AND KEY ACTIONS

**Pillar 2:  
Facilitate greater  
County-wide  
collaboration**



## Strategic Pillar and Key Actions

# PRIORITIZATION



# LORAIN COUNTY STRATEGIC ACTION PLAN

How important is it to implement the following key actions, over the next 1-3 years? Scale: 1 = Not important; to 10 = Critically important

PILLAR	ACTION	IMPORTANCE
<b>Pillar 1:</b> Promote the availability of County services	• Create an inclusive County communications plan	<input type="checkbox"/>
	• Host regular community meetings across the County	<input type="checkbox"/>
	• Explore potential for County satellite offices and online services	<input type="checkbox"/>
<b>Pillar 2:</b> Facilitate greater County-wide collaboration	• Convene and host taskforces groups for each of the pillars	<input type="checkbox"/>
	• Host regular cross-government collaboration meetings with key entities in the County	<input type="checkbox"/>
	• Identify opportunities to provide shared services between government entities	<input type="checkbox"/>
<b>Pillar 3:</b> Foster a strong local workforce and education system	• Work with LCCC and local businesses to forecast and promote the future needs for skills and workforce in the County	<input type="checkbox"/>
	• Develop a program to educate the community on key emerging trends and opportunities	<input type="checkbox"/>
	• Help facilitate close collaboration between businesses and the educational system	<input type="checkbox"/>
<b>Pillar 4:</b> Support innovative industry and economic development	• Help facilitate the revitalization of key downtown areas	<input type="checkbox"/>
	• Encourage the attraction of emerging future-orientated industries	<input type="checkbox"/>
	• Promote the County's strategic positioning in manufacturing and food industries	<input type="checkbox"/>
<b>Pillar 5:</b> Facilitate creative solutions to transportation, housing, and infrastructure needs	• Establish and facilitate multi-disciplinary taskforce to tackle transportation and housing needs	<input type="checkbox"/>
	• Host summits that showcase available resources and best practice solutions to building community infrastructure	<input type="checkbox"/>
	• Forecast future infrastructure needs and develop long-term investment plan	<input type="checkbox"/>
<b>Pillar 6:</b> Maintain and enhance the County's important natural resources	• Create a collaborative county-wide plan to identify and enhance important green spaces	<input type="checkbox"/>
	• Develop a comprehensive county-wide sustainability plan that focuses on climate mitigation and adaptation	<input type="checkbox"/>
	• Enhance and maintain important agricultural and water resources for long-term use	<input type="checkbox"/>



# LORAIN COUNTY STRATEGIC ACTION PLAN

## SHORT-TERM RANKING

Rank the Strategic Pillars in order of importance over the next 1-2 years  
 RANKING: 1 = Most important; 6 = Least important

Pillar	RANK
Pillar 1: Promote the availability of County services	<input type="checkbox"/>
Pillar 2: Facilitate greater County-wide collaboration	<input type="checkbox"/>
Pillar 3: Foster a strong local workforce and education system	<input type="checkbox"/>
Pillar 4: Support innovative industry and economic development	<input type="checkbox"/>
Pillar 5: Facilitate creative solutions to transportation, housing, and infrastructure needs	<input type="checkbox"/>
Pillar 6: Maintain and enhance the County's important natural resources	<input type="checkbox"/>

## MEDIUM-TERM RANKING

Rank the Strategic Pillars in order of importance over the next 5-10 years  
 RANKING: 1 = Most important; 6 = Least important

Pillar	RANK
Pillar 1: Promote the availability of County services	<input type="checkbox"/>
Pillar 2: Facilitate greater County-wide collaboration	<input type="checkbox"/>
Pillar 3: Foster a strong local workforce and education system	<input type="checkbox"/>
Pillar 4: Support innovative industry and economic development	<input type="checkbox"/>
Pillar 5: Facilitate creative solutions to transportation, housing, and infrastructure needs	<input type="checkbox"/>
Pillar 6: Maintain and enhance the County's important natural resources	<input type="checkbox"/>





# PILLAR DISCUSSION WORKSHOPS (April - June 2024)

- 5 Pillar workshops
- 60-70 attendees at each workshop
- Intention of the workshops was to drill down into each pillar topic, build a task force for each topic and provide initial actions.





# TASK FORCE MEETINGS (July/August 2024)

A banner for Task Force Meetings. It features a background image of people in a meeting. The banner includes the Lorain County Strategic Action Plan logo, the text "LORAIN COUNTY STRATEGIC ACTION PLAN", "TASK FORCE MEETINGS", "JULY 9 - AUGUST 15", a list of topics: "Innovative Industry and Economic Development | Transportation | Workforce Development and Education | Housing | Natural Resources", a QR code, and a URL: "https://bit.ly/LC-Task-Forces".

LORAIN COUNTY STRATEGIC ACTION PLAN

**TASK FORCE MEETINGS**  
**JULY 9 - AUGUST 15**

Innovative Industry and Economic Development |  
Transportation | Workforce Development and Education |  
Housing | Natural Resources



<https://bit.ly/LC-Task-Forces>

- 20 Task Force Meetings held
- 4 locations across Lorain County
- 5 Strategic Action Plan Pillar Topics
- Intention of the Task Force Meetings – **Facilitate Creative and Realistic Actions**
  - Short Term (0-12 Months)
  - Near Term (1-3 Years)
  - Long Term (4 + Years)

# Next Steps

For more information about the Lorain County Strategic Action Plan Project, and next steps, please contact:



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Information about the Lorain County Strategic Action Plan project can be viewed on the unique project portal at:

[lab2.future-iq.com/lorain-county-strategic-action-plan-project/](https://lab2.future-iq.com/lorain-county-strategic-action-plan-project/)