



STRATEGIC PLAN

2010 - 2014

Adopted: March 19, 2010

SCEDC MISSION STATEMENT

The Sheboygan County Economic Development Corporation, a countywide private/public partnership, leads economic development efforts to improve the economic well-being and long-term prosperity of the businesses, residents, and communities of Sheboygan County.

SCEDC VISION STATEMENT

To be the premier private/public partnership leading collaborative retention, expansion, and attraction efforts for business and employment development in Sheboygan County.

STRATEGIC GOALS

- 1. GROW THE ECONOMY**
- 2. DRIVE JOB CREATION AND RETENTION**
- 3. EXPAND CAPITAL INVESTMENT**
- 4. STRENGTHEN THE SCEDC ORGANIZATIONAL STRUCTURE**

The following metrics will be monitored and evaluated between 2010 and 2014 to gauge the SCEDC's progress relative to achieving the organization's mission and strategic goals. Where appropriate, specificity has been attached to the goal. This will allow for benchmarking throughout the next five years and allow the SCEDC to hold itself accountable and report to all of our stakeholders on our progress and achievements.

- Number of jobs created and retained.
Goal: Help to create and retain 3,500 jobs in Sheboygan County.
- Capital investment resulting from attraction or expansion projects.
Goal: Assist businesses in establishment, modernization, and expansion activities that will result in \$100 million in capital investments (i.e. equipment, land, buildings) in Sheboygan County.
- Loan and grant volume activity.
Goal: Utilize 95% of Sheboygan County's Revolving Loan Fund (RLF) in the next 5 years.
Goal: Increase Sheboygan County's Revolving Loan Fund (RLF) to \$1 million.
- Projects and initiatives completed (attainment, progress, timeline, testimonials). This information will be tracked and reported annually.
- Workload measurements, including number of businesses contacted, investor funding secured, percentage of private vs. public funding, and successfully executed service contracts. This information will be tracked and reported annually.

CORE SERVICES AND RESPONSIBILITIES

The subsequent information is an inventory of the SCEDC's core services and responsibilities. Each major focus area is followed by a detailed list of initiatives. Many initiatives are ongoing, while several indicate a short-term (1-2 years) or long-term (3-5 years) timeframe for completion.

1. BUSINESS ASSISTANCE

- a. Establish SCEDC as "the resource" for economic development expertise in the County. (Ongoing)
- b. Maintain a focused existing business development program throughout the county, including direct consultative services. (Ongoing)
- c. Offer information regarding local, state and federal resources, including financing programs. (Ongoing)
- d. Participate in area business retention surveys, and establish a program of regular outreach efforts and retention business visits to existing employers. (Ongoing)
- e. Provide or arrange for exporting assistance and communication of opportunities for international business development. (Short-term)
- f. Maintain, strengthen, and expand relationships and networks with area business groups. (Ongoing)
- g. Coordinate and partner in the development and promotion of educational seminars and symposiums. (Ongoing)

2. BUSINESS ATTRACTION AND RECRUITMENT

- a. Coordinate, implement and manage a program to promote and market Sheboygan County and its communities for business development, including outreach efforts to site selectors, real estate developers, and targeted industry sectors. (Short-term)
- b. Develop and maintain a state-of-the-art website presence and quality information to various target groups. (Short-term)
- c. Establish and maintain a comprehensive database of existing nonresidential sites and buildings for sale or lease throughout the county. (Short-term)
- d. Evaluate opportunities to attend regional, national, or international trade shows related to targeted industry sectors. (Short-term)
- e. Utilize regional partnerships to maximize the effectiveness of attraction and recruitment efforts. (Ongoing)

3. FINANCING TOOLS

- a. Promote existing financing programs, identify new funding opportunities and resources, and grow the capacity for funding. (Ongoing)
- b. Assume full administrative responsibility for all aspects of the Sheboygan County Revolving Loan Fund Program, including managing, marketing, and expanding the program. (Short-term)

4. ENTREPRENEURIAL BUSINESS DEVELOPMENT

- a. Support creation of a business incubator program and facility to encourage and nurture new business startups and emerging companies. (Ongoing)

- b. Collaborate with local chambers of commerce and entrepreneurial service providers to offer assistance and referrals to small businesses and retail establishments.
- c. Investigate financing programs and options to establish an angel investment network, or another pool of funds for early stage entrepreneurs. (Short-term)
- d. Provide useful referrals and links to business planning resources and programs within the county and region. (Ongoing)
- e. Assist entrepreneurs and emerging businesses with information, resources, capital, marketing, and research needs. (Ongoing)
- f. Support existing entrepreneurial programs, such as the Lakeshore Entrepreneurs & Investors Network and the Northeast Wisconsin Business Plan Competition. (Ongoing)

5. WORKFORCE

- a. Establish collaborative working relationships with area technical colleges, universities, colleges, workforce development boards, temporary job agencies, and other service providers, to provide workforce solutions for existing and relocating businesses. (Ongoing)
- b. Support efforts to engage and attract young professionals through partnerships with existing organizations such as the Sheboygan County Chamber of Commerce's Coastal Connections, and other local chambers of commerce. (Ongoing)

6. COMMUNITY INITIATIVES

- a. Develop and maintain relationships with local and county government, schools, chambers of commerce, business improvement districts, main street programs, tourism programs, utilities, real estate representatives, and other appropriate organizations. (Ongoing)
- b. Offer consultative services regarding local economic development plans, programs, research, and resources. (Short-term)

7. INVESTORS

- a. Establish programs for gaining investment in the corporation by both public entities and private investors. (Short-term)
- b. Secure additional non-government investment from private-sector employers. (Long-term)

8. COORDINATION AND COMMUNICATION

- a. Develop and implement a local media and public relations program designed to enhance the awareness of services provided by SCEDC. (Short-term)
- b. Establish a program and practice of cooperation and coordination with other entities in Sheboygan County focusing on economic development, including all local chambers of commerce and existing main street programs. (Ongoing)
- c. Participate in regional and state economic development organizations, such as Northeast Wisconsin Regional Economic Partnership, The New North, and Wisconsin Economic Development Association, to enhance the economic development capacity of the SCEDC. (Ongoing)
- d. Regularly communicate with government leaders regarding activities and accomplishments of the SCEDC. (Ongoing)
- e. Promote successes in the county, both by area firms and the SCEDC. (Ongoing)