

Adopted July 25, 2013

THREE-YEAR STRATEGIC PLAN

**Marinette County Association for
Business & Industry, Inc.**

2013-2015

**Marinette Association for Business and Industry, Inc. (MCABI)
Three-Year Strategic Plan
2013-2015**

During the spring of 2013 MCABI underwent a comprehensive **strategic doing** planning process facilitated and coordinated by Marinette County UW-Extension. Throughout the process, the Board of Directors were determined to deliver a relevant and responsive planning result and documents that would steer the direction of the organization in the future. Additionally, the MCABI director of more than 20 years, retired at the end of 2011. Through the utilization of the data, information and perceptions gathered in the strategic doing sessions, MCABI has created a strategy for success, both for the organization, and a new director.

MCABI will continue to have core services and responsibilities, which include: existing business development, business attraction and recruitment, emerging and entrepreneurial business development, financing tools, workforce development, communication and media outreach. Additional critical elements for MCABI success include investor relations, revolving loan funds community initiatives, special projects and coordination/communication.

MCABI – Responsible to Our Customers and Our Investors

Our Customers

Our **direct customers** are: existing businesses, entrepreneurs, prospective business interests and those who serve them; and local governments, chambers of commerce and economic development organizations.

Our **ultimate customers** are: the citizens and communities of Marinette County.

Our Investors

MCABI existence is dependent on our ability to effectively address the needs of the people and businesses of Marinette County, as perceived by our investors. This is especially true of those in business, industry, education and governmental bodies who annually invest in MCABI.

MISSION STATEMENT

The Marinette County Association for Business and Industry serves as the central resource to the County's business community for the purpose of fostering the economic development of the County.

We promote the County and its way of life and work to expand and enhance the economic base of the County by retaining and attracting businesses.

VISION STATEMENT

Marinette County Association for Business and Industry will coordinate and cooperate with Marinette County, municipalities and other economic entities for the development and expansion of business and industry.

Strategic Priorities

Core Services and Priorities

Existing Business & Industrial Development

Create and build relationships with Marinette County business and industry.
Determine the greatest unmet needs and ongoing issues of Marinette County business and industry and where MCABI can facilitate solutions.
Determine action plan where MCABI can add value to Marinette County business & industry.
Develop cooperative business retention strategies and opportunities.

Business & Industrial Attraction and Recruitment

Determine best practices for business and industrial attraction and recruitment.
Develop action plan moving forward based upon best practices.
Create and develop a regional marketing and promotion plan.
Create and develop marketing materials to be used by area business and industry.

Emerging and Entrepreneurial Business Development

Build partnerships with local and regional economic development entities.
Utilize and support existing entrepreneurial sources for businesses.
Partner and add value to existing and future educational entrepreneurial efforts.
Explore the creation of an incubator in Marinette County.

Financing & Financing Tools

Determine best practices for capital infusion for revolving loan funds.
Develop venture capital sources for business and industry.
Determine best practices for capital infusion for MCABI and EDC organizations.
Monitor ongoing Federal and State economic development grant and funding opportunities.

Education and Workforce Development

Develop working relationships with education and regional workforce development entities.
Create educational linkages between business and industry, and educational leaders.
Continue and expand support for public economic development education.

Communication and Media Outreach

Build on existing, and expand regional economic development and workforce relationships.
Create a comprehensive communication plan and marketing plan for both the Corporation & Corporation Members.
Investigate and determine co-branding and marketing opportunities.
Develop an internal MCABI marketing and retention plan.
Invest in co-branding and co-operative marketing and promotion opportunities

Customer and Investor Relations

Build and strengthen Marinette County Corporate relationships at all levels of business and industry with the intent of:

- 1) Providing high levels of customer service, knowledge and expertise;
- 2) Providing confidence that **MCABI is the best economic development resource** for the needs of Marinette County business and industry and the public;
- 3) Through the effectiveness and efficiency of both items above, Corporate and public financial support will continue and increase in the future.

MCABI Staff and Committee Structure and Responsibilities

Executive Director

- First point-of-contact for potential business interests
- Implements organizational strategy & oversees operations
- Provides and coordinates business services
- Packages gap financing and administers Marinette County's revolving loan funds
- Provides leadership for economic development in Marinette County
- Links businesses to financing opportunities and resources
- Develop and maintain relationships for businesses with municipalities, state, federal agencies, and other organizations supporting economic development (WEDC, WEDA, WHEDA, SBA, etc.)
- Coordinates and develops content for online, electronic, print and other communications
- Coordinates board meetings and agendas
- Represents MCABI and Marinette County across a spectrum of economic development activity

MCABI Executive Committee

- Provides MCABI leadership, steering, and direction
- Maintains and enhances MCABI's professional integrity
- Manages and maintains primary relationship and contact for MCABI staff
- Provides evaluation and feedback to MCABI staff on work priorities and performance
- Provides general oversight of MCABI operational budget and expenses
- Develops and provides budget and financial recommendations with MCABI staff support
- Provides recommendations for full MCABI board voting and approved actions
- Monitors and ensures political relationships with key elected officials and shareholders

MCABI Marketing Committee

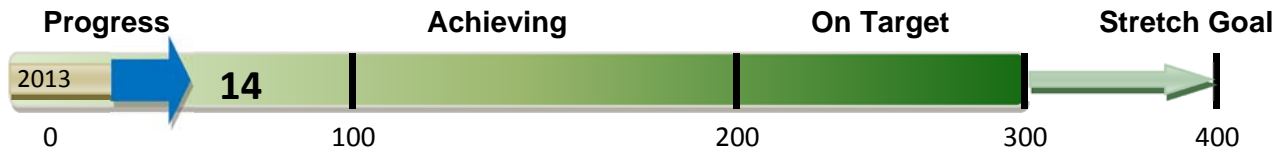
- Prepare, monitor and update the Corporation's Marketing Strategy
- Identify a brand for business and industry based on the area's strengths
- Redevelop the website as a useful tool for promotion and monitoring progress
- Develop a comprehensive marketing packet, incorporating New North's literature
- Targeted marketing for best use of the Corporation dollars. both regional and local
- Compile a searchable list of businesses and industries for the website
- Develop a system of retention visits that include MCABI directors local to the community
- Create a quarterly newsletter for business and industry promotion

MCABI Finance Committee

- Prepare and monitor a yearly budget each year, updating it as needed
- Monitor monthly financial reports
- Review and make a recommendation to the Board of Directors

Dashboard of Performance Indicators 3-Year Outlook

Jobs Created



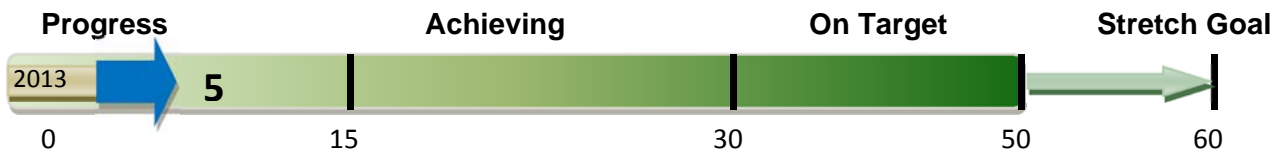
New Private Investment into County Economy



Gap Financing Injected



Businesses & Industries Fueled with Successful Support







MCABI Annual Operating Revenue



*Indicator results will be based only on those **closed** projects that are directly tied to MCABI activities.*

Project Dashboard

Core Services & Responsibilities	Project	Completed 	Achieving 	Not Started 	Obstacles 
Existing Business Development					
	Strengthen & expand relationships/network				
	Establish client contact & need database				
	Create MCABI business database				
	Develop local media outreach and PR				
	Develop asset inventory				
	Build regional & state relationships				
Business Attraction & Recruitment					
	Upgrade website				
	Establish corporate real estate relationships				
	Ensure website provides current info and links				
	Promote county RLF program				
	CEDS plan development				
	Create client tracking and follow-up protocol				
Emerging & Entrepreneurs Development					
	Provide direct consultive services				
	Realign MCABI operations &				
	Partner with ED partners (UW-SBC, NWTC, etc.)				
	Develop referral network of professional services				
	Create quarterly I&E networking meetings				
	Participate in regional initiatives (NewNorth, etc)				
	GemStar Micro Loan Program (Florence & NWTC)				

Benchmarks	Target*	Current	Progress (%)
Quality Job Creation			
New Companies Started			
Existing Businesses Expanded			
Driver Industry Businesses Attracted			
Creative Economy Businesses Grown			
New Private Investment			
New Real Estate Tax Revenue			
Return on Investment			
RLF Funds Raised / Grown			
Equity Funding Injected			
Tech Ed Funds Raised			
Youth Internships			