



Fond du Lac County
**ECONOMIC DEVELOPMENT
CORPORATION**

Looking Forward

Five-Year Strategic Plan 2007—2011

Mission Statement

The mission of FCEDC,
a county-wide
private/public partnership,
is to improve the
economic well being
of the businesses,
communities, and residents
of the county.

**FOND DU LAC COUNTY ECONOMIC DEVELOPMENT CORPORATION'S
FIVE-YEAR STRATEGIC PLAN
2007 - 2011**

In the early months of 2006, FCEDC underwent a comprehensive strategic planning process. Throughout the process, the organization remained determined to deliver a thorough, relevant and responsive deliverable result. By utilizing all of the data, information and perceptions gathered, we believe we have done that.

While our core services of existing business development, business attraction, emerging business development, community services and workforce development will remain, our five-year goals include a balanced industry mix, job growth, capital investment, and talent attraction. These are explained in more detail in this report. Other critical elements to the success of FCEDC, such as investor relations, revolving loan funds, organizational stability and special projects are also addressed.

FCEDC'S VISION FOR FOND DU LAC COUNTY

A Strong, Stable, Diversified Economy
A Competitive, Dynamic Workforce
Comprehensive, Proactive Infrastructure
Environmentally Conscious Development
Flexible, Prepared Community Partnerships
Above-Average Economic Well-being of Citizens and Businesses
Regional Cooperation

FCEDC'S MISSION STATEMENT

The mission of Fond du Lac County Economic Development Corporation, a county-wide private/public partnership, is to improve the economic well being of the businesses, communities, and residents of the county.

INTERNAL VISION STATEMENT

FCEDC will be a premier public/private partnership that provides sustained leadership in economic development for the region that delivers exceptional results.

OUR CUSTOMERS

Our direct customers are:

local existing businesses, entrepreneurs, prospective businesses and those who serve them;
and local governments and economic development organizations.

Our ultimate customers are:

the citizens and communities of Fond du Lac County.

OUR INVESTORS

FCEDC's existence is dependent on our ability to effectively address the needs of the people and businesses of Fond du Lac County as perceived by our investors – those businesses, individuals and governmental bodies who invest in us annually.

I. Five-Year Strategic Goals

“FCEDC will be a premier public/private partnership that provides sustained leadership in economic development for the region that delivers exceptional results.”

How do we measure whether FCEDC is achieving “exceptional results?” The following are five-year goals set forth as the “bulls-eye” toward which organizational plans and actions will be focused. Where appropriate, specificity has been attached to the goal. This will allow for benchmarking throughout the next five years which will allow for FCEDC to hold itself accountable and report to all of our stakeholders on our progress and achievements.

Balanced Industry Mix¹

Create a balanced industry mix targeting specific industry clusters in Fond du Lac County and Northeast Wisconsin. Such clusters include:

- Printing and Publishing
- Biomedical/Biotechnical (incl. medical technology and services)
- Transportation and Logistics
- Advanced Materials
- Advanced Manufacturing including Metals and Machinery
- Agribusiness, Food Processing and Technology
- Energy (Fossil & Renewable) – (an emerging industry)

Job Growth

Create 2,500 new jobs matching Fond du Lac County’s labor force and training capacity. This effort will have an anticipated multiplier impact of 1.25 or 625 additional jobs. Targeted wage rates will exceed the median hourly wage.²

Capital Investment

Assist businesses in establishment, modernization and expansion activities that will result in \$80 Million in capital investments (i.e. equipment, land, building) in Fond du Lac County.

Talent Attraction

Facilitate the development and sustainability of an environment conducive to attracting and keeping the level of talent necessary for our businesses to gain and maintain a competitive edge.

¹Revised August 21, 2008

² May 2009 median hourly rate is \$15.08/hour according to the Wisconsin Department of Workforce Development – Office of Economic Advisors; http://dwd.wisconsin.gov/oea/occupational_employment_and_wages (updated May 2010)

II. Core Services and Responsibilities

Existing Business Development

Mission: FCEDC will ensure the expansion and retention of existing industries through a program designed to take advantage of a comprehensive local network of resources as well as direct consultive skills of FCEDC staff.

Objectives Served: Assure higher wage job growth, increased competitiveness and capital investment within existing industries.

Outcomes: Job creation from “within,” along with a strong existing business development program will enhance opportunity for wealth creation and higher wage job growth in Fond du Lac County.

Investment Strategies:

- Maintain a focused existing business development program throughout Fond du Lac County. (on-going)
- Develop and implement a local media and public relations program designed to enhance the awareness of services provided by FCEDC. (short-term/on-going)
- Continue to expand upon the comprehensive local network by facilitating networking opportunities and other collaborative efforts. (short-term/on-going)
- Implement “Executive Pulse” as a database of information on local industries and a tool to be utilized by the resource network. (short-term/on-going)
- Continue to coordinate the quarterly meetings of the Fond du Lac County economic development partners. (on-going)
- Maintain, strengthen and expand relationships and networks with local business groups (i.e. Chambers of Commerce). (on-going)

Business Attraction

Mission: FCEDC will undertake an aggressive industry recruitment strategy targeting small and medium-sized growth clusters in Fond du Lac County and Northeast Wisconsin. This strategy will be a relationship-based campaign and may be conducted in partnership with Hwy 41 Corridor, The New North, Inc., Forward WI or other appropriate entities.

Objectives Served: Increase capital investment and wealth in Fond du Lac County by attracting higher wage industries.

Outcomes: Creation of a balanced industry mix with a focus upon 2,500 new jobs, which will increase average earnings per worker in Fond du Lac County.

Investment Strategies:

- Evaluate target industry clusters previously identified (NEWEOS Report). (short-term/on-going)
- Establish and maintain a strong corporate real estate presence via continued participation in the International Center of Shopping Center (ICSC) Annual Spring Convention and regional Deal Making events (Milwaukee-area and Chicago). (on-going)
- Develop and implement a media and public relations program designed to enhance the image of doing business in Fond du Lac County. This program should utilize third-party external media placements. (long-term/on-going)
- Insure that FCEDC’s website provides a state-of-the art presence and quality information for the various client groups. (on-going)
- Provide comprehensive client tracking and follow-up focused on personal site visits to Fond du Lac County and Northeast Wisconsin. (short-term/on-going)
- Develop and implement a comprehensive relationship-based outreach strategy to site location consultants, focusing on the Midwest region. (short-term/on-going)
- Continue to develop and utilize informative, up-to-date promotional materials that reflect a positive image of doing business in Fond du Lac County. (on-going)

II. Core Services and Responsibilities (cont.)

Emerging Business Development

Mission: Create a welcoming environment for entrepreneurs and emerging businesses so that those who are interested in developing a business have the tools and resources available to do so.

Objectives Served: Approximately 80% of all new jobs created in the United States are created by small businesses. These new and emerging ventures in Fond du Lac County will create the jobs and economic base for the future.

Outcomes: Industry formation and job creation from “within” coupled with a strong emerging business development program will enhance opportunity for wealth creation and higher wage job growth in Fond du Lac County.

Investment Strategies:

- Provide direct consultive services to entrepreneurs and emerging businesses.
- Continue to develop and utilize a referral network of professional service providers (i.e. lenders, accountants, attorneys). (on-going)
- Partner with economic development partners, such as Moraine Park Technical College and ADVOCAP, to implement an entrepreneurial development curriculum. (short-term/on-going)
- Partner with local economic development partners to establish community or location-specific tools to be utilized for emerging business development. Examples include such programs as CAB in Campbellsport or the business plan competition in downtown Fond du Lac. (on-going)
- Publish (either electronically or print) a “Fond du Lac County Small Business Resource Guide” and provide appropriate updates annually. (short-term/on-going)
- Develop and implement a local media and public relations program designed to enhance the awareness of entrepreneurial services provided by FCEDC. (short-term/on-going)
- Actively participate in regional initiatives, such as the Northeast Wisconsin Business Plan Competition, that support and encourage emerging business development. (on-going)

Community Services

Mission: Recognizing that each community is unique and has its own economic development needs, FCEDC will provide the appropriate tools and staffing necessary to address economic development in each individual community.

Objectives Served: Increase community preparedness for economic development in order to develop, retain, and attract higher wage industries.

Outcomes: Prepared communities will enhance and support the opportunity for capital investment, wealth creation and higher wage job growth in Fond du Lac County.

Investment Strategies:

- Partner with local communities and local, regional and state economic development partners to establish community or location-specific tools to be utilized for economic development purposes. (on-going)
- Provide staff support for local economic development initiatives as appropriate. (on-going)
- Provide technical assistance to communities and local economic development organizations, as well as business associations regarding economic development. (on-going)
- Develop and implement a local media and public relations program designed to enhance the awareness of services provided by FCEDC. (short-term/on-going)
- Continue to offer Community Readiness Training (CRT) opportunities to our community partners. (on-going)
- Continue to expand upon the community portion of the FCEDC web site, such as the “Hot Topics” section. (short-term/on-going)
- Actively participate in local and regional initiatives that provide a competitive advantage to our communities. (on-going)

II. Core Services and Responsibilities (cont.)

Workforce Development

Mission: Ensure that existing and new companies have an adequate supply of trained workers.

Objectives Served: Assist local educational institutions, workforce development boards, organizational partners, and businesses to develop innovative training initiatives for workforce development.

Outcomes: An upwardly mobile workforce of all age groups, less underemployment, and sufficient capacity to provide effective and efficient workforce training.

Investment Strategies:

- Maintain, strengthen and expand relationships and networks with local public and private education, vocational and training institutions, workforce development boards, and business organizations. (short-term/on-going)
- Assist in the identification of the future skill sets needed by area employers.
- Actively support local high school training and educational initiatives such as School to Work, etc. (short-term/on-going)
- Support youth initiatives, at all age levels, aimed at ultimately providing opportunities for the 18-34 year old group to have viable quality employment opportunities in Fond du Lac County. (long-term)
- Encourage state and local entities to increase tracking of trends in regard to workforce diversity. (on-going)

Investor Relations

Mission: To provide added value to FCEDC's investors and the community.

Objectives Served: Develop programs and initiatives that support FCEDC's investor companies and enhance the value of the organization in the local market.

Outcomes: FCEDC Investors that are fully engaged and informed of all activities and results of FCEDC's Economic Development Strategy.

Investment Strategies:

- Implement a quarterly electronic update highlighting FCEDC's activities along with a report comparing FCEDC's goals/accomplishments. (short-term/on-going)
- Provide website linkage from FCEDC website. (on-going)
- Provide referrals, if appropriate, for the client's success. (on-going)
- Provide recognition in various printed and electronic documents (i.e. Annual Report, Service Sheets) as well as recognition at FCEDC's Annual Evening.
- Provide access to FCEDC research, as appropriate. (short-term/on-going)
- Utilize investor resources to capitalize on suppliers to local firms that could be potential expansion opportunities for Fond du Lac County. (short-term/on-going)
- When possible, provide professional presentations with investors and/or investor staff. (on-going)

II. Core Services and Responsibilities (cont.)

Revolving Loan Fund

Mission: Ensure that "gap financing" continues to be a viable option for new and existing companies.

Objectives Served: Assure capital investment and job growth among start-up, new and existing industries.

Outcomes: Leveraging private sector financing with gap financing will enhance opportunity for wealth creation and higher wage job growth in Fond du Lac County.

Investment Strategies:

- Continue to administer the Fond du Lac County Revolving Loan Fund. (on-going)
- Establish guidelines for the utilization of the FCEDC Revolving Loan Fund as well as explore opportunities to further capitalize that fund (i.e. grants, private sector investment). (short-term/on-going)
- Facilitate the creation and expansion of a regional Revolving Loan Fund program with FCEDC providing administrative services for the regional fund. (short-term)
- Continue open dialogue with the Wisconsin Department of Commerce regarding additional opportunities for gap financing alternatives. (short-term/on-going)

Organizational Sustainability

Mission: Ensure that FCEDC has the resources available to be a premier public/private partnership that provides sustained leadership in Economic Development for the region that delivers exceptional results.

Objectives Served: Long-term sustainability of FCEDC.

Outcomes: Continuity of economic development efforts will enhance opportunity for capital investment, wealth creation and higher wage job growth in Fond du Lac County.

Investment Strategies:

- Ensure the continuation of public and private investment into FCEDC. (on-going)
- Identify and pursue additional funding sources, including but not limited to appropriate grant opportunities and foundation support, in order to ensure financial sustainability. (short-term/on-going)
- Explore opportunities to further utilize the Center for Enterprise Development (CED), FCEDC's 501(c) 3 entity. (long-term)
- Establish plans of action for each FCEDC staff member in order to encourage continued staff development. (short-term)
- Ensure that staff achieves or maintains appropriate certifications such as Certified Economic Developer (CEd), Economic Development Finance Professional (EDFP), etc. (short-term/on-going)
- Ensure that FCEDC's Board is educated on economic development issues and its role as it relates to such issues and opportunities. (short-term/on-going)
- Implement a system in which the FCEDC Board, and committees, can evaluate their performance as well as that of the organization. (short-term/on-going)
- Provide professional presentations to organizations and services clubs regarding FCEDC as well as appropriate economic development initiatives. (on-going)
- Continue to provide technical assistance to economic development organizations in Fond du Lac County, Northeast Wisconsin, statewide, and nationally, as appropriate. (on-going)
- Ensure successful reaccreditation through the International Economic Development Council's (IEDC) Accredited Economic Development Organization (AEDO) program. (short-term - 2007 and long-term - 2010)
- Develop and implement a business and marketing plan to guide the continued growth of FCEDC. (short-term/on-going)

II. Core Services and Responsibilities (cont.)

Special Projects

Mission: Invest in community projects, programs and studies that support FCEDC's goals.

Objectives Served: Product development is critical to a successful development, retention, expansion and attraction effort. FCEDC and its investors must play a leadership role throughout Fond du Lac County.

Outcomes: FCEDC continues in its role of community leadership and invests in a range of valuable projects to enhance Fond du Lac County as a business location.

Investment Strategies:

- Support infrastructure development including roads, air, rail, water and sewer, electricity and natural gas — including renewable energy, and telecommunications. (on-going)
- Develop strategies to ensure the development of the infrastructure to support technology companies. (short-term/on-going)
- Continue to develop, implement and expand the comprehensive industrial sites template and mapping project as part of the website strategy, so as to delivery comprehensive data on available sites and facilities. Also continue implementation of LOIS as the "go-to" source for available properties within Fond du Lac County. (short-term/on-going)
- Analyze and implement, if appropriate, a real estate solutions program that addresses the need for spec buildings in the region as a business attraction initiative as well as an organizational sustainability opportunity. (short-term/long-term)
- Continue to support the Air Quality initiative. (on-going)
- Analyze and pursue the expansion of the Brown County Foreign Trade Zone, if appropriate. (short-term)
- Participate in the Hwy 41 Corridor International Trade Consortium and Northeast Wisconsin Regional Economic Partnership (NEWREP). (on-going)
- Support regional initiatives, such as The New North, Inc. and other such entities. (on-going)
- Continue support for and involvement in initiatives aimed at increasing diversity in Fond du Lac County and the region in order to assure a well-rounded and diverse population. (on-going)

Note:

Those items marked "short-term" indicate an investment strategy that will be addressed in less than two years. Those items marked "long-term" indicate an investment strategy that will be addressed in three to five years. Those items marked "on-going" indicate a continuing service or activity.