

STRATEGIC PLANNING FOR ECONOMIC DEVELOPMENT

A MEDA-IEDC Practitioners Session,
by

Keith Gillenwater, CEcD





Objectives

- Rationale and benefits of strategic planning
- Define strategic planning for economic development
- Learn the planning process and its components
- Analyzing effectiveness and accomplishments
- Identifying and maintaining stakeholder engagement
- Practical application



Economic Development is...

“The process by which a community creates, retains, and invests wealth and improves the quality of life.”

-David Dodson

Economic Development is.....

anything
THAT
anyone

BELIEVES WILL ADVANCE THEIR CAUSE

Role of the ED Professional

- Motivator-in-Chief
- Set the agenda; active participant
- Convene a diverse team, drive collaboration
- Translate the data
- Encourage previews, incorporate revisions and suggestions
- Coordinate PR



What is Strategic Planning *for Economic Development*



REALISTIC
APPRAISAL OF
AVAILABLE
RESOURCES,
CONSTRAINTS &
OPPORTUNITIES



FORMULATION OF
A CLEAR MISSION
AND SHARED
VISION



DEVELOPMENT OF
ACHIEVABLE
GOALS



FORMULATION
AND
IMPLEMENTATION
OF PROJECT
ACTION PLANS TO
REACH GOALS AND
IDENTIFY ITS
LEADER



DESIGN OF CLEAR
METRICS OF
SUCCESS

Examples of Economic Development Strategic Plans

- Business attraction
- Marketing and communication
- Business retention & expansion
- Entrepreneurship
- Infrastructure development
- Livability
- Disaster Recovery
- Talent attraction
- Workforce development
- Downtown development
- Tourism
- Housing
- ED Organizational
- CEDS (EDA)
- Diversity & Inclusion
- Comprehensive Plan



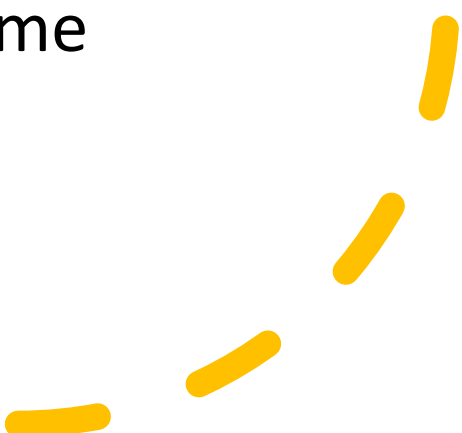
Why plan?

A large orange circle on the left side of the slide, partially cut off by the edge.

Start with Vision & Mission

Vision statement – an aspirational description of what an organization would like to achieve or accomplish in the future

Mission statement – a written declaration of an organization's core purpose and focus that usually remains unchanged over time

A series of four yellow curved dashes in the bottom right corner, arranged in a diagonal line from bottom-left to top-right.

Northwest Indiana drives its vibrant and inclusive communities by creating the most dynamic economic environment of the Midwest, fueled by innovation, diversity, and talent.

Mission

Achieve long-term economic prosperity for Michiganders by investing in communities, enabling the growth of good jobs and promoting Michigan’s strong image worldwide.

Vision

Make Michigan’s economy the nation’s **fastest growing, most equitable** and **most resilient** by:



- Achieving “Top 10” status for:**
- Job growth in targeted sectors
 - Equitable job growth
 - Real median household income growth



Attaining the largest net-gain of talent in the Midwest



Becoming top ranked EDO

Ann Arbor SPARK is a non-profit organization with a mission to help generate prosperity and growth for its communities through economic development. We do this by providing value and resources to innovative businesses that propel our economy forward.

Mission

Together, Growing a Prosperous Wabash County.

Vision

Wabash County will be the model for small town America, making a relevant impact on the global community, by offering vibrant cultural experiences, enriching lifestyles and growing economic opportunities while building on our heritage.

MISSION

To drive sustainable economic growth and shared prosperity for all in the Greater Grand Rapids Region.

VISION

The Greater Grand Rapids Region will be the most resilient, productive, and equitable regional economy in the nation.

Mission

To build, market, and sell Northeast Indiana to increase business investment.

Vision

Working together, Northeast Indiana is a magnet for the best businesses and talent and is recognized as one of the

Writing a Mission Statement That Doesn't Suck



https://www.linkedin.com/posts/andrewconstable-mba_lets-face-it-most-mission-statements-are-activity-7282655256591630336-3ko5/

<https://www.fastcompany.com/1404951/how-write-mission-statement-doesnt-suck-video>

The Benefits of Planning

Provides a structure
for mutually accepted
goals, vision and
mission

Calls out what needs
and can be changed

Establishes roles &
defines purposes

Aligns community
goals with realistic
local resources

Creates metrics that
can demonstrate
success

Provides clear
communication to
team members,
stakeholders or clients

Consider this...

❑ Local economies are volatile

❑ Winds of change

❑ COVID-19

❑ Industrial Revolution 4.0

❑ Workforce dynamics

❑ Retirement

❑ Workforce  Power  Incentives 



Q. How can you be the Change Agent, the Fixer, the Economist, the Knower of All Things, Everything to Everyone, the Futurist, the Chief Marketing Officer and the Creator of Jobs?

A. You Can't Be All of these Things. The Best Chance You Have is to Develop a Plan.

The 8 Steps of Strategic Planning

Pre-planning

Assessment

Goal Setting

Prioritization

Action Plan

Implementation

Monitor & Evaluate

Retool

Step 1

Pre-planning



The why, who, what, when, where, and how



Early consensus building and identifying champions



Setting the norms for interaction and communication



Defining issues and the timeline for the planning process

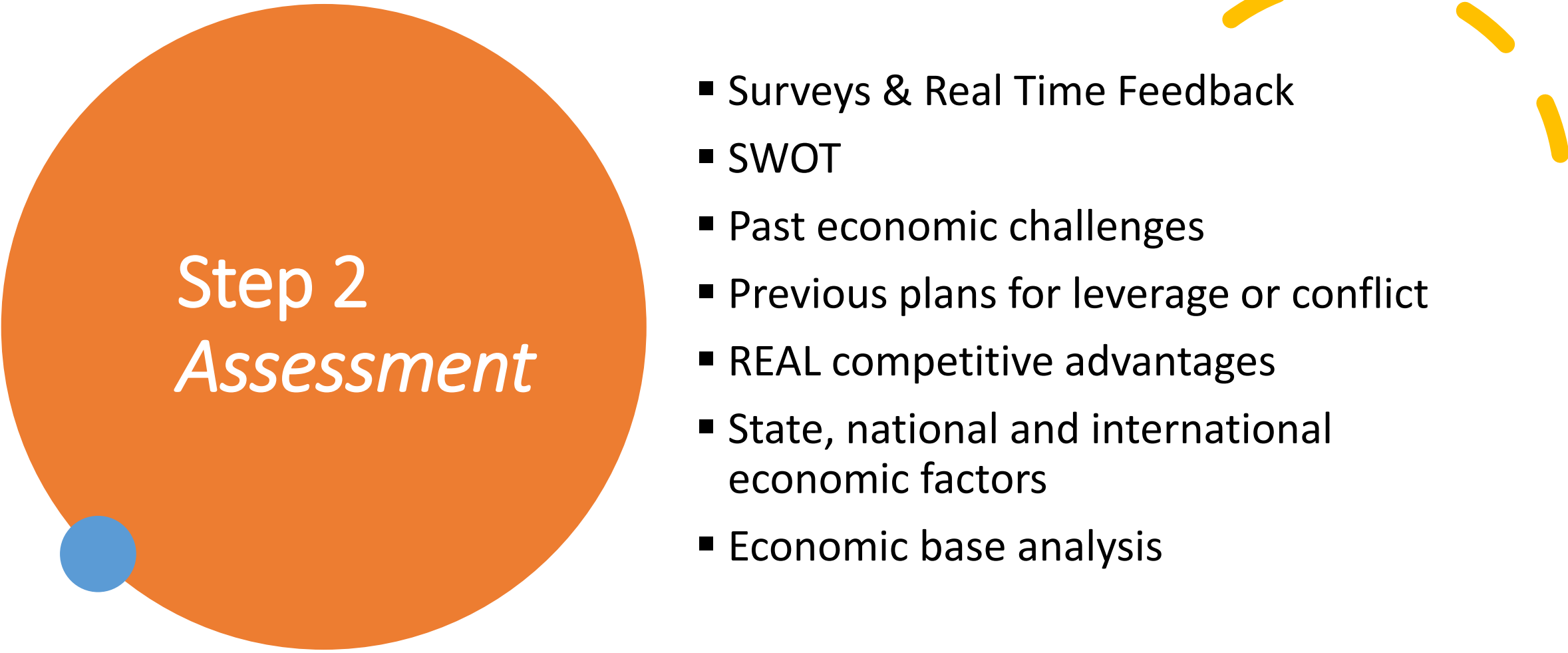


Recruiting diverse talents and opinions

Consensus Building

- A shared realistic vision for the community is powerful
- Brings increased resources
- Builds legitimacy





Step 2 *Assessment*

- Surveys & Real Time Feedback
- SWOT
- Past economic challenges
- Previous plans for leverage or conflict
- REAL competitive advantages
- State, national and international economic factors
- Economic base analysis



SWOT Analysis

- Strengths – current advantages the community can promote
- Weaknesses – current challenges the community acknowledges or fixes
- Opportunities – potential future considerations the community can prepare for and pursue
- Threats – potential future considerations the community can mitigate, if possible

Assessment Tools

- Trend Analysis – how a factor has changed over time, like an industry growing/declining
- Cross Variable Analysis – Compares variables and adds perspective to it, such as the changes in jobs and wages and to see how they interact
- Economic Base Analysis – Examination of your “base” industries that account for a significant portion of your economic activity Bureau of Labor Statistics www.bls.gov
- Location Quotient – gauges industry concentration in an area relative to the nation; shows a competitive advantage here and opportunity for growth

$$LQ = \frac{\left(\frac{\text{Area's Industry Employment}}{\text{Area's Total Employment}} \right)}{\left(\frac{\text{USA Industry Employment}}{\text{USA Total Employment}} \right)}$$

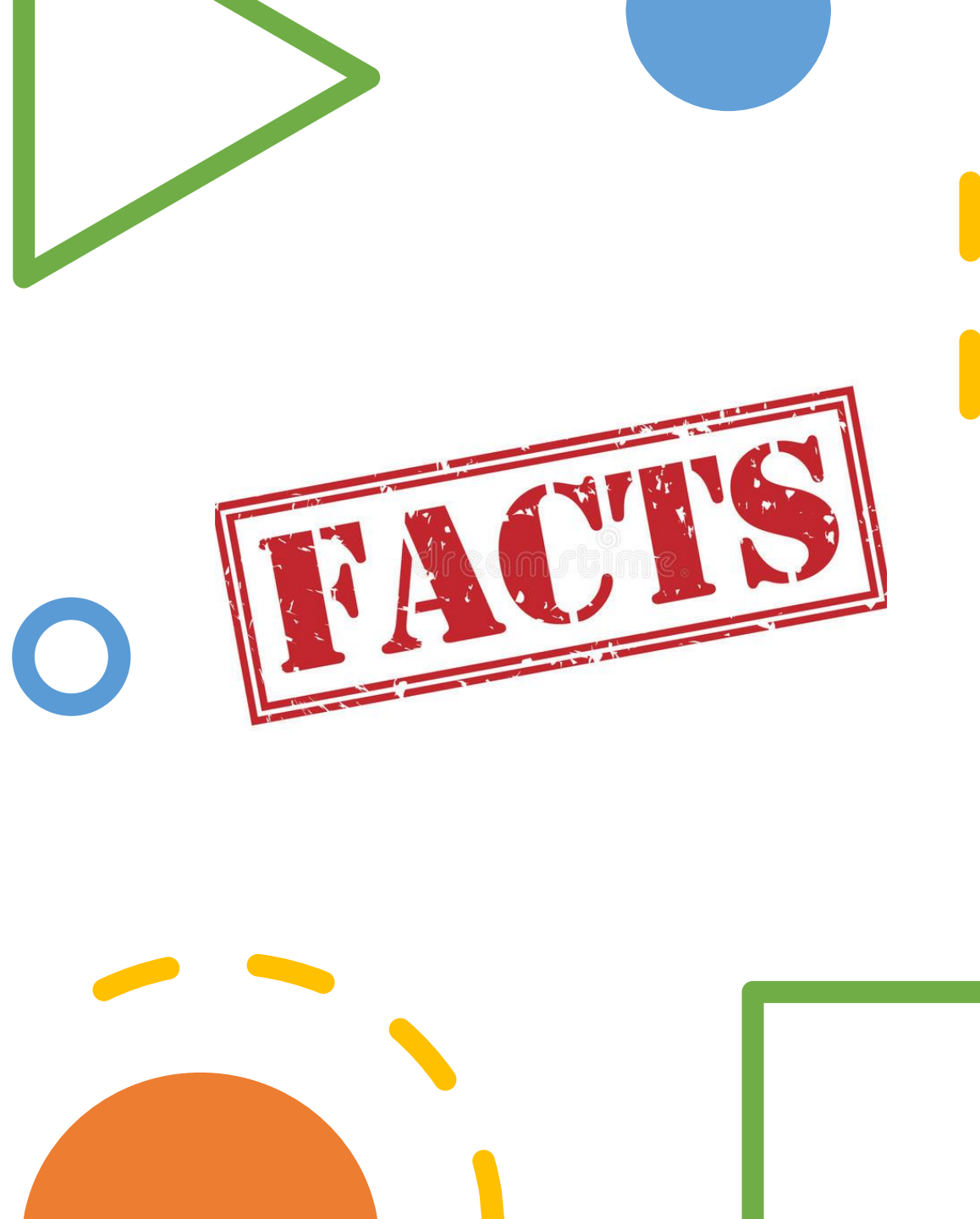
- Shift Share Analysis – Shows growth in your local economy as compared to a larger economy like your state – usually as a result of change in employment
- Prosperity Index – Compares job growth to wage growth
- Others such as industry clusters, multipliers effects, et al

Assessment Tools Continued

- Survey Monkey / Surveying
- Placer.ai
- Bureau of Labor Statistics www.bls.gov
- Stats America www.statsamerica.org/
- US Cluster Mapping www.clustermapping.us
- D&B Hoovers www.hoovers.com
- Lightcast www.lightcast.io
- SizeUp www.sizeup.com
- GIS Planning/ZoomProspector www.gisplanning.com
- Data USA www.datausa.io
- Ask your utility partners, Workforce Board, local university or regional ED groups for help

A Final Note on Step 2 - *Assessment*

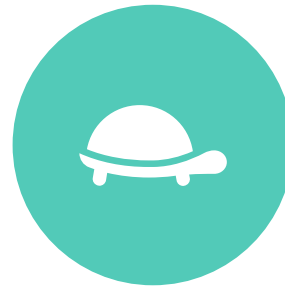
- Hard to argue facts and data.
- Use it to educate internal and external stakeholders and generate public support.



Step 3 *Goal Setting*



Qualitative, directional, feasible statements that support the vision and mission



Aggressive, aspirational and inspiring to encourage participation



Keep it simple – more than 5 -10 broad goals could become burdensome



Recognize the difference between a goal and an objective

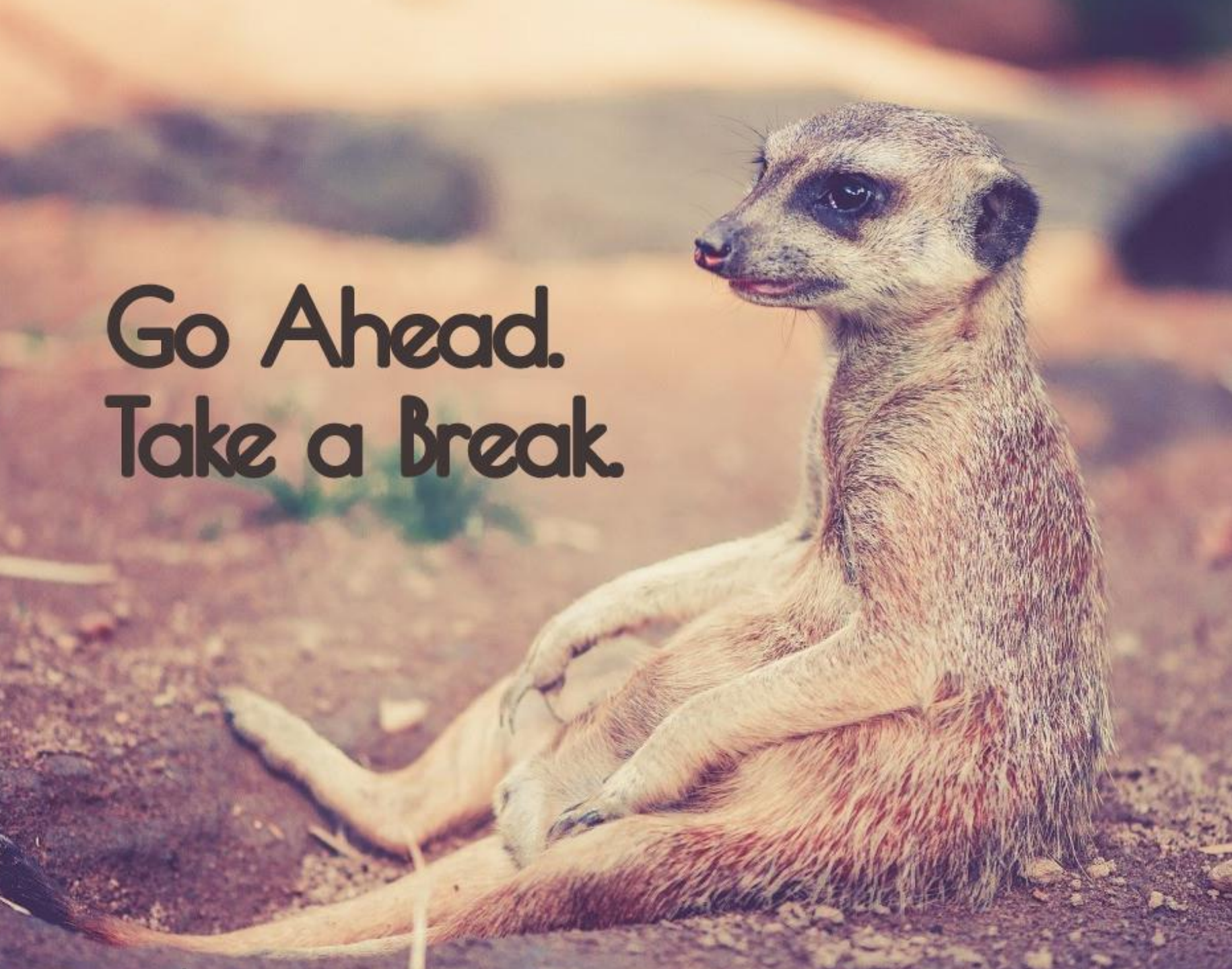
Example - Goal Setting

- Goal 2. Entrepreneurship & Innovation
 - *Foster robust entrepreneurship and innovation ecosystems to propel future economic growth*
- *Objective 2.1 Cultivate and convene networks of entrepreneurs*
- *Objective 2.2 Build a regional entrepreneurship and innovation ecosystem asset map for navigating existing resources*
- **Borrowed from the NWI Ignite the Region plan*

Example – Goal Setting

Enterprise Group of Jackson - Scorecard 2024-2025

Mission: The Enterprise Group will build and sustain a vibrant, diversified economy thereby improving Jackson's quality of life										Vision: The Enterprise Group's vision is to foster relationships and collaborate with public/private entities to improve the health, lives, and economic vibrancy of the Jackson County community				
Pillar	Objective	L/EA/S	Initiatives	Partners	Staff Lead	2025 Annual Target	Progress Year-to-Date				Q1	Q2	Q3	Q4
Existing Business Support	L		Business Retention & Expansion (BRE) Visits	Staff, Local Officials	Keith, Emily	50 Largest Manufacturers per year; 100 additional employers per year.	To date, We have visited 16 MFG's & 76 additional employers plus partners				●			
	L		Surveying of Businesses	JAMA, MWSE, MEDC, Lean Rocket Lab; Jackson College	Keith, Emily	Develop a standard BRE survey to use in BRE visits by 9/30/24	Narrowing down list of questions							
Property Database	L		Zoom Prospector	MEDC, GAAR	Emily, Sara	Develop standards for Zoom Prospector Property entries & Update all listings.	Attended webinar with MEDC on ideal entry standards; will update JTPN first							
	L		Update Sites & Buildings Database	MEDC, GAAR	Emily, Sara	Upgrade to a full version (PAID) of Zoom Prospector.								
	L		Featured Sites Program	Staff	Keith	Develop Potential Featured Sites Program with pay-tp-play model.	2025 Project							
Site Development	L		Parma LDFA Site	Parma LDFA; Twps - Parma, Sandstone, Spring Arbor; Village of Parma; GAAR; Terry Bridges; Howard Hanna	Keith, Debbie	Pursue due diligence on Parma LDFA owned land as well as adjacent Bridges property - Complete due diligence by 1/31/25	Finally got final agreement. Keith wrote RFP, sent out 8/21/24				●			
	L		Site Development Strategy & Inventory	Jackson County, City of Jackson	Keith, Debbie, Emily	Engage consultant/engineering firm to conduct a county-wide site analysis of potential sites to pursue long-term; strategize which are attainable and plan due diligence. Select firm Q1 2025	One site consultant coming in early for FAM Tour to tour county in order to provide a quote.							
	EA		Airport Site Development	Jackson County, Blackman Twp, Jackson County Airport	Keith, Debbie, Emily	Pursue development of joint county/airport/Blackman land north of I-94	Keith is serving on the JCA Advisory Committee & Strategic Planning initiative, adding to 2025 Site strategy and to Airport Business Plan				●			
	L		Spec/Shell Building Program	Local Government; Consumer's; Contractors; JCCA	Keith, Emily	Pursue development of a spec building at JTPN.	Local company pursuing the idea - exploring options to help them through township and state							
	L		Site Development Fund	GAAR, MEDC, Utility Partners	Keith, Debbie	Create a matching fund for site assessment & potential acquisition.								

A meerkat is sitting upright on a sandy, reddish-brown ground. It is facing left, looking off-camera. The meerkat has light brown fur with darker stripes. Its front paws are resting on its lap, and its hind legs are also visible. The background is a blurred desert landscape with some low-lying vegetation.

Go Ahead.
Take a Break.

10
Minutes

PLEASE

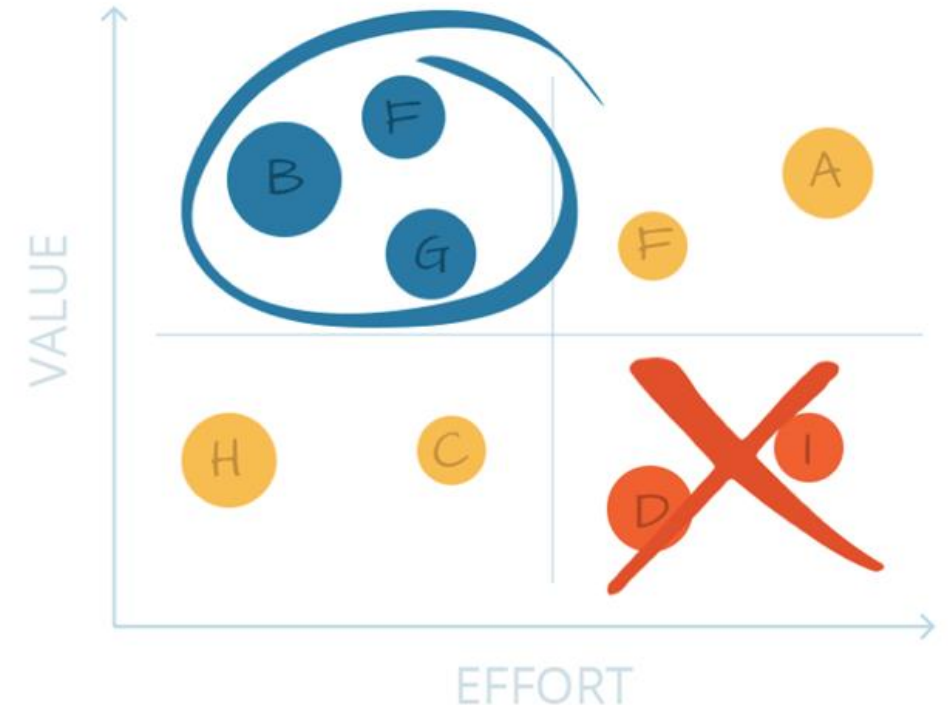
Be Back On Time

Step 4 *Prioritization*

- Identifying projects and activities supporting the objectives

Ex. We want to generate more leads for our community

- Arrange trips to meet with site consultants to educate them on your community, sites & buildings, et al
- Lead generation service
- Prioritize highest value with lowest effort AND high value high effort projects/activities
- What is the low hanging fruit?
- How long will it take?
- What resources are still needed?



Step 5 - *Action Plan*

The physical steps necessary to accomplish goals



```
graph TD; A[The physical steps necessary to accomplish goals] --> B[Sequence in which projects and tasks should happen]; B --> C[Assigns responsibilities]; C --> D[Identifies additional resources needed, e.g. staffing, funding, etc.]; D --> E[Measures of performance];
```

Sequence in which projects and tasks should happen

Assigns responsibilities

Identifies additional resources needed, e.g. staffing, funding, etc.

Measures of performance

Vision	Be one of the top performing economic development organizations in the nation	
Mission	Attract new business investment by generating new business opportunities and building regional capacity through product development and effective regional collaboration	
Goal 5 – Marketing	Over 3 years, increase regional brand awareness by increasing number of media impressions 10% year over year	
Objective 5.1	Increase utilization of social media channels	Metric: # of posts per month # views per post
Activity 5.1.1	Post 1 thought leadership piece on LinkedIn & Facebook per week	
Activity 5.1.2	Share 1 regional business success story per week	
Objective 5.2	Launch campaign targeted to executives of our target industries	Metric: # of newsletter opens
Activity 5.2.1	Create series of content to be included in newsletter and direct mail	



Potential Measurements

- Organizational Effectiveness
- Wins, job/wage creation, cap ex, funding, membership
- Community Growth
- Population, net migration, households, visitors
- Wealth
- Housing Sales
- Regional GDP, wages, PCPI, cost of living
- Business Growth
- New businesses, building permits, cap ex, jobs
- Workforce
- Degree/certification attainment, HS graduation rates, enrollments, unemployment rates



You Have Five (maybe 10 if we are good on time) Minutes

1. Create a realistic Goal.
2. Create a realistic Objective.
3. Develop a corresponding activity or strategy around it.
4. Who is responsible?
5. What is your performance indicator?
6. How will you know progress is being made?

Goal Example: Lead efforts to improve the skilled labor pool for the machine tooling industry.

Objective Example: Secure \$100,000 in state/federal training funds that will train 50 new apprentice tool makers.

Step 6

Implementation



Step 6 *Implementation*

- Often the most difficult phase
- 61% of organizations struggle to bridge the gap between strategy formulation and its day to day implementation (Fast Company)
- 10% of organizations achieve 2/3 of their strategy objectives
 - Poorly defined
 - Lack of resources
 - Poor communication
- Successful implementation
 - Clearly communicating goals, objectives
 - Drive accountability
 - Maintain focus
 - Keep it action oriented
 - Note progress, milestones

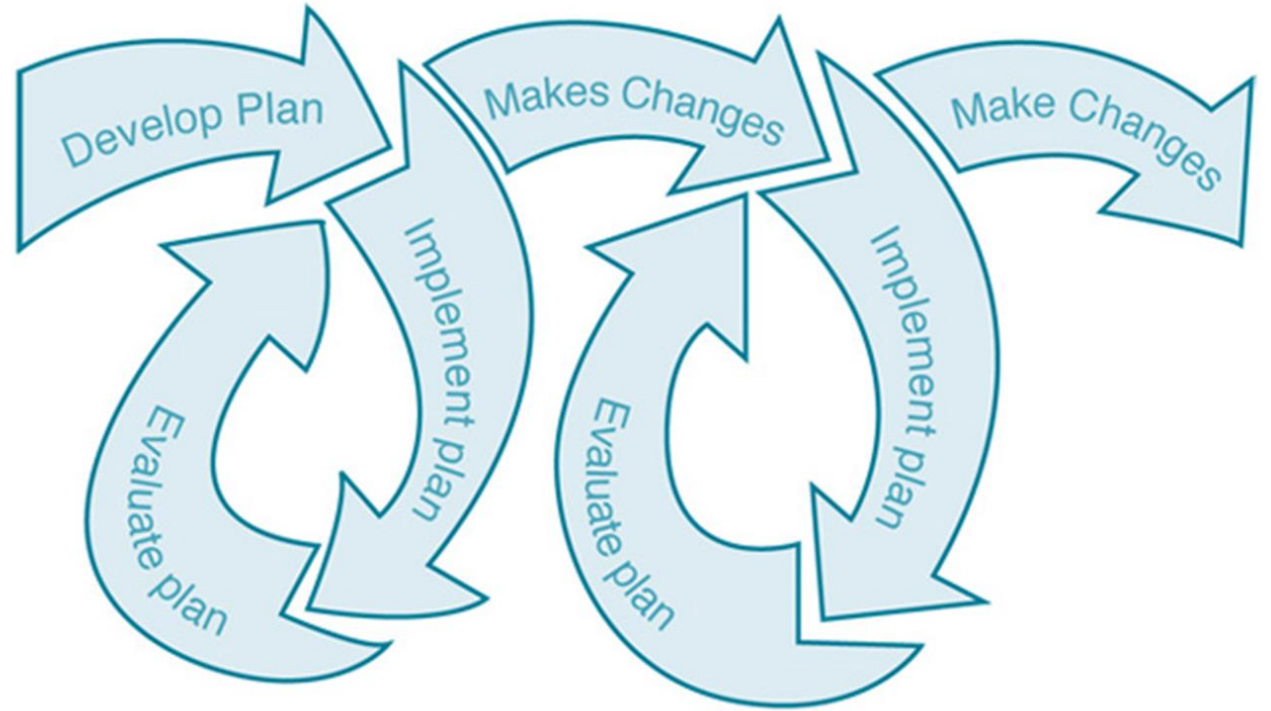
Tell the Masses



Press release, radio, television, social media,
unveiling event.

Communicate, Communicate, Communicate!

Step 7 *Monitor & Evaluate*



Step 7

Monitor & Evaluate

- Monitor and evaluate outcomes along the way to determine effectiveness
- Early detection of problems
- Consider external changes, economic trends and other conditions that may influence outcome
- Monitoring tracks performance and outcomes
- Evaluation compares benchmarks to the plan as a whole



Where did you fall short?

Measuring Success

“What gets measured, gets done.” –
David Osborne & Ted Gaebler

- Benchmarking – communities, state and national averages
- Completion ≠ Success
- Organizational efficiency
- Economic impact
- Customer satisfaction
- ROI



Step 8 *Retool*

- Review the plan and progress on a regular basis to determine which goals have been achieved or if those goals are still relevant
- Are the projects and programs implemented still viable?
- Are leaders still heralding its success?
- What national or local events or economic trends are on the horizon?

Associated Costs



COST VARIES - FREE
TO \$500,000



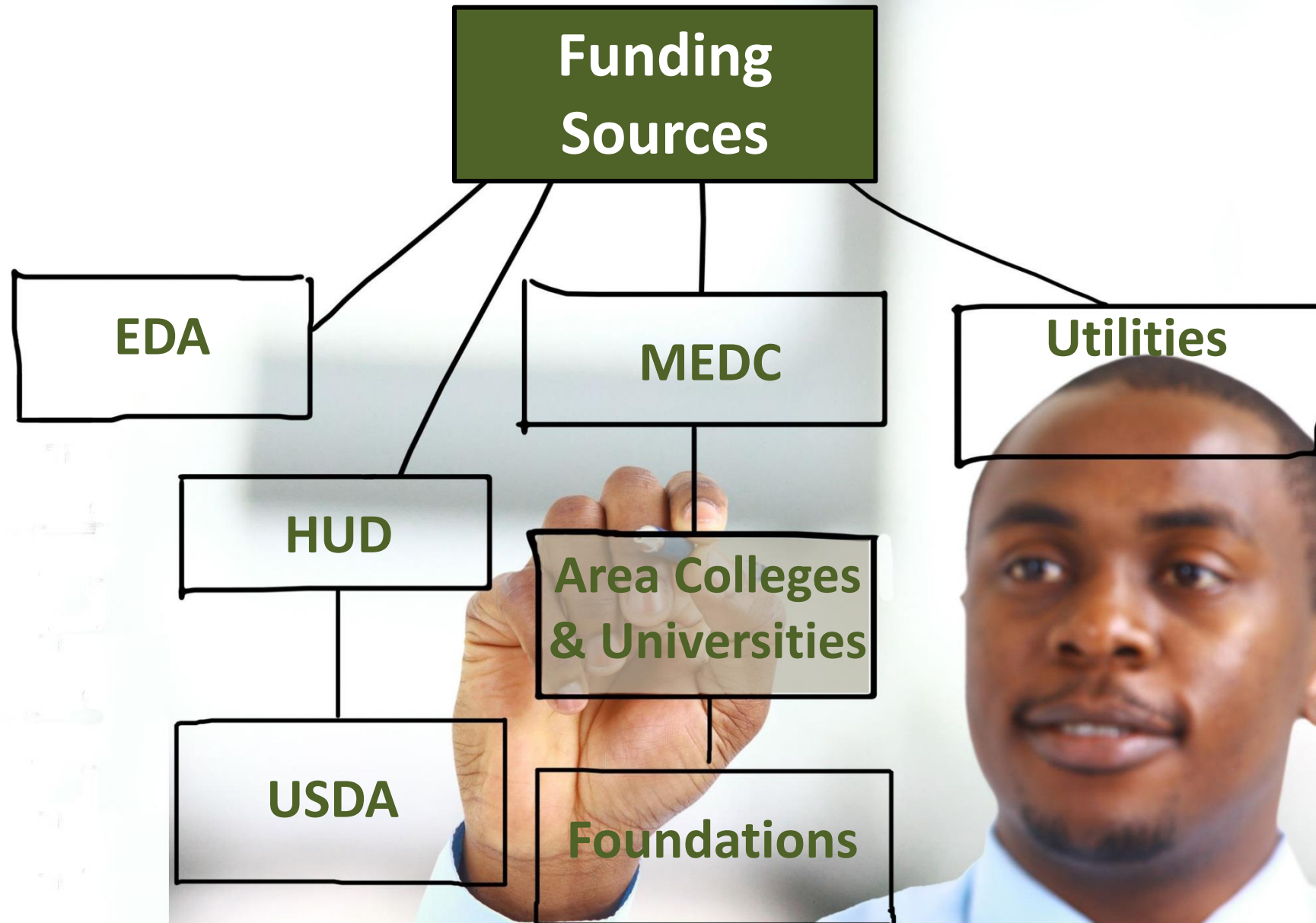
RESEARCH, DATA
SETS, 3RD PARTY
CONSULTANTS,
STAFFING,
EQUIPMENT



SCOPE AND LEVEL OF
ANALYSIS DETAIL



SIZE OF COMMUNITY



Common Missteps

Failure to involve broad cross-section of leadership or general public

Misunderstanding of the strategic planning process resulting in bad design

Spending too much time on visions and aspirations and not enough on effective, actionable tasks

No means for evaluating performance

Mission drift

Reminder: Role of the ED Professional

Motivator-in-Chief

Set the agenda;
active participant

Convene a diverse
team, drive
collaboration

Translate the data

Encourage previews,
incorporate
revisions and
suggestions

Coordinate PR





Keith Gillenwater
President & CEO
Keith@acceleratejacksoncounty.org
517-788-4455 (office)
260-350-3454 (cell)

www.acceleratejacksoncounty.org



ACCELERATE
JACKSON COUNTY