



Amery Economic Development Corporation 2010-2012 Strategic Plan

Participants

Dan Draxler-President
Matt Johnson-Vice President
Carl Glocke-Secretary
Tim Christensen-Treasurer
Tom Bensen-Director
Brian Byrnes-Director
Paul Isakson-Director
Scott Jensen-Director
Darcy Long-Director
Doug Rinehart-Director
Ed White-Director

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Facilitated and compiled by:
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Amery Economic Development Corporation

Amery Economic Development Corporation (AEDC), Inc. is a 501 (c.6) non-profit business development organization. Articles of incorporation were filed with the Wisconsin Department of Financial Institutions on March 30, 2009. Thereafter, organizational bylaws and initial Directors were adopted and became effective on June 10th, 2009. The general purposes of the organization, as outlined in the bylaws, states:

- The AEDC will encourage and promote economic development and the improvement of all business conditions in the City of Amery.
- The AEDC will solicit businesses to locate in Amery
- The AEDC will encourage the retention and expansion of existing businesses
- The AEDC will act as a central source of economic development information and resources
- The AEDC will participate in regional economic development organizations
- The AEDC will assist the City of Amery and other organizations with financing and permit applications for economic development

As part of the AEDC efforts to begin working strategically to meet its general purposes, AEDC Officers and Board director began a strategic planning process in May 2005. Strategic Planning is a disciplined effort to produce fundamental decisions and actions that shape and guide what an organization is, what it does and why it does it. The process allows organizations to increase effectiveness and efficiency; make better decisions; enhance organizational capabilities; improve communication and public relations; and increase political support. The Strategic Planning Committee was comprised of AEDC board members, area residents and representatives from other groups that have interest in the welfare of this new organization. The Strategic Planning Committee developed the information contained in this report and will be shared with participants and then turned over to the AEDC board of directors for refinement of action plans and implementation schedules.

Amery EDC Core Values

The AEDC planning committee identified the following organizational values to provide a framework for addressing economic development issues in Amery:

- Community minded volunteer-based group made up of area representatives.
- Continual promotion of the City of Amery's strengths
- Provide tools, information and resources that foster community and economic development in Amery and surrounding communities.
- Supportive organizational environment that recruits and retains its members.
- Maintain and enhance Amery's quality of life.

Organizational Mandates

Mandates prescribe what must or should be done under the organization's charter and policies, as well as under federal, state and local laws, codes and regulations. A mandate can be expressed formally or informally through elections, community expectations, legislation, policy, regulations, procedures and budget requirements.

FORMAL MANDATES (requirements)

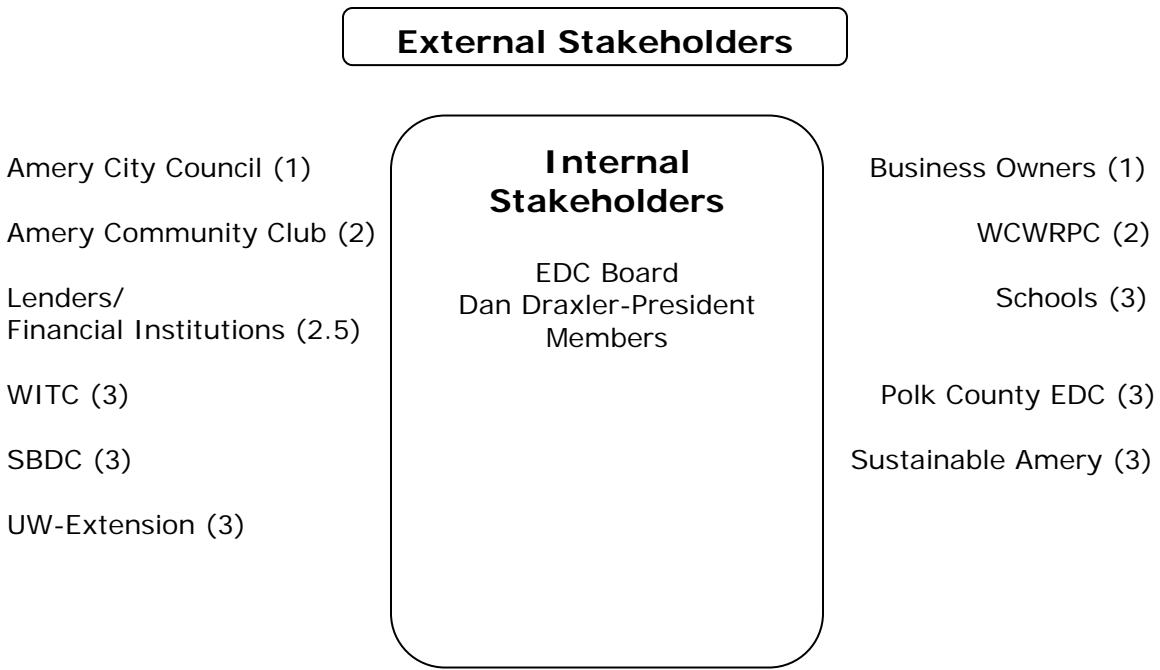
- 501.c(6) IRS code
- Membership (two types)
 - Voting member-pay annual membership
 - Legacy member-not entitled to vote
 - Membership year – July 1 – June 30
- 4 officers-President, Vice-President, Secretary and Treasurer
 - Serve term of two years
 - Serve on Executive Committee
- Consists of no more than 11 board members
 - 3 year terms-unlimited number of successive terms
- 51% of board members = quorum
- May establish special committees
- Annual Meeting – third Wednesday of June
- Monthly meeting – 2nd Weds/Month
- Fiscal year ends December 31st

INFORMAL MANDATES – (key stakeholder’s expectations)

- New business start-up assistance
- Bring new businesses to Amery
- Fill vacant buildings
- Help current businesses expand
- Retain jobs and businesses
- Share information with other businesses (e.g. economic development programs)
- Creating a shared vision of what/who to attract to Amery
- Community development be considered when engaging in economic development
- EDC become knowledgeable of comprehensive land use plan

Stakeholders- “Those you affect...those who affect you.”

A stakeholder is any person, group or organization that can place a claim on AEDC’s resources, attention or output (or is affected by AEDC’s output. The key to success for public organizations is satisfying important stakeholders according to each stakeholders criteria for satisfaction. The following Stakeholders were identified and ranked by priority:



(1)= Highest importance
(2)= Very important
(3)= Important

Mission Statement

A mission statement is an action-oriented formulation of AEDC's reason for existence. The mission statement also defines how the organization proposes to get from where it is currently to where it wants to be in the future.

Amery Economic Development Corporation Mission:

The Amery Economic Development Corporation will proactively promote the economic development and long-term prosperity and quality of life for the greater Amery area by securing resources and providing practical direction for all businesses, including industrial and commercial development, tourism, job creation, retention, and training.

Amery EDC Issues

A strategic issue is a fundamental challenge affecting AEDC's mandates, mission, service level, clients or users, financing, organization and management. The identification of the top strategic issues is the heart of the strategic planning process. Strategic issues are fundamental policy questions or critical challenges that affect an organization. Based upon a Mission Statement and SWOT Analysis, the strategic planning committee identified, organized and prioritized several strategic issues of the Amery Economic Development Corporation. The top three (3) strategic issues were recognized as critical and need to be addressed:

1) Funding:

'How do we raise funds to sustain EDC/hire staff?'

2) Organization Development:

'How do we build capacity within the EDC?'

3) Public Relations:

'How do we promote EDC as a resource in the community?'

Other issues:

- **Operational Projects:** How do we develop next industrial park; improve technological infrastructure beyond typical-state of the art; encourage local spending program; create an environment that encourages business development and expansion?
- **Partnerships:** How do we understand expectations from city/build relations; utilize older workers/recent retirees to improve E.D. climate/create jobs?
- **Others:** What are the rising costs of energy a threat to Amery; limitations of infrastructure?

Strategy Formulation

In order for the committee to better fulfill its mission, meet its mandates and achieve its issue specific objectives and goals, the strategic planning committee created a set of strategies to address the top three strategic groupings identified above. Using SMART tool, the strategies were organized into well-devised steps. Listed below are action plans that can serve as a project management tool for the AEDC

Amery Economic Development Corporation: 2010-12 Action Plan Worksheets

Goal Strategies	Who Responsible	Time <i>Due Date</i>	Disposition <i>What is the status and/or disposition of the goal?</i>	Revision (if appropriate) <i>What is the new or revised statement? OR What are comments about the goal?</i>
<p>Specific Goal #1 – Fundraising Fundraise \$30,000 to secure financial stability/hire staff</p> <p>Establish individual/corporation membership fees based upon size of organization</p> <ul style="list-style-type: none"> • Goal: raise \$15,000 • Develop policies and procedures <u>brochure</u> explaining EDC and membership fees • Create a reasonable, yet sustainable, rate for annual membership • Use brochure to solicit and obtain memberships – develop PR process <p>Research and apply for grants</p>	Board	May 1, 2010	<input type="checkbox"/> Maintain <input type="checkbox"/> Replace with a new or revised statement <input type="checkbox"/> Completed <input type="checkbox"/> Discontinue	
		Jan 1, 2010		
	Board	May 1, 2010		

Goal Strategies	Who Responsible	Time Due Date	Disposition <i>What is the status and/or disposition of the goal?</i>	Revision (if appropriate) <i>What is the new or revised statement? OR What are comments about the goal?</i>
<ul style="list-style-type: none"> • Apply for 6 grants (as much as possible) • Recruit individual to lead grant writing process • Establish subcommittee whose <u>sole</u> responsibility it is to research and filter all government and private fund sources available to EDCs <ul style="list-style-type: none"> ○ Area foundations ○ State grants ○ Federal grants ○ City of Amery ○ Other local EDC's <p>Solicit funds from local groups</p> <ul style="list-style-type: none"> • Goal: raise \$10,000 • City • Townships • School • EDC Rep. (president) to approach local govt. agency with request for funds <p>Establish annual event (dinner) to raise funds.</p> <ul style="list-style-type: none"> • Goal: raise \$5,000 • Establish EDC committee to organize annual event 	<p>Executive Committee</p> <p>Board/Pres.</p> <p>Committee</p>	<p>Jan 1, 2010</p> <p>Jan 1, 2010</p> <p>Nov 1, 2009</p> <p>Fall, 2010</p>		

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(reception & speaker) Devise a fundraising plan to raise \$_____ per year with alternatives to direct solicitation Other strategies: <ul style="list-style-type: none"> • Work with retirees to fill 'staff roles' rather than hire • Hire a grant writer • Fundraiser – hot dog stand at Dicks 	Committee	Fall, 2010		
Specific Goal #2 – Organizational Development Build capacity- organize effectively and then demonstrate ability to carry through with mission Identify applicable sub committees <ul style="list-style-type: none"> • Establish subcommittees and chair for each committee; i.e. funding, public relations, 	Executive Committee	Nov, 2009	<input type="checkbox"/> Maintain <input type="checkbox"/> Replace with a new or revised statement <input type="checkbox"/> Completed <input type="checkbox"/> Discontinue	

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<p>education, promotional (business development or recruitment), membership</p> <ul style="list-style-type: none"> • Develop committee structure within board and assign specific responsibilities for each group <p>Develop roles and responsibilities/orientation packet for new board members</p> <ul style="list-style-type: none"> • Require 100% attendance by all board members • Require board members to find one business membership • Define responsibilities for board fundraising make amounts attainable • Increase board size • Stress fundraising in board orientation • Survey board for what they feel most comfortable with – i.e. write articles, solicit, speak, organize • Set goals for each board member 	<p>Committee</p>	<p>Dec, 2009</p>		
<p>Establish kick-off event</p>	<p>Board</p>	<p>Jan,</p>		

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<ul style="list-style-type: none"> • Send out invites to a “kick-off” meeting to local businesses/stakeholders • Make presentation of our strategic plan to various committees and organizations <ul style="list-style-type: none"> • Ace • Lions Club • Senior Center • City Council • Rotary • School Board • WXCE • WPCA • Amery Free Press • Hometown Gazette • Polk County • Regional Hospital • And any other groups as appropriate <p>-Define how involvement can be win/win – show how it will benefit members and businesses; Ask for help and volunteers. Invite them to meetings. Post public notices for upcoming meetings.</p>	Board	2010 Jan, 2010		

Goal Strategies	Who Responsible	Time <i>Due Date</i>	Disposition <i>What is the status and/or disposition of the goal?</i>	Revision (if appropriate) <i>What is the new or revised statement? OR What are comments about the goal?</i>
<p>Other strategies:</p> <ul style="list-style-type: none"> • Invite people with knowledge in an area of concern to speak and learn from • Meet monthly – make sure that each meeting requires reporting/involvement from each committee members and assigned tasks for the next meeting • Review mission statement and strategic plan on an ongoing basis • Identify a plan(s) or model(s) that engages the board and members and the community over a sustained period of time • Make regular/consistent presentations of the EDC at City Council and community club meetings 				

Goal Strategies	Who Responsible	Time <i>Due Date</i>	Disposition <i>What is the status and/or disposition of the goal?</i>	Revision (if appropriate) <i>What is the new or revised statement? OR What are comments about the goal?</i>
<p>Specific Goal #3 – Public Relations Promote EDC as a resource in the community</p> <p>Outreach:</p> <ul style="list-style-type: none"> • Hold education/informational meetings on relevant business topics – i.e. SBA programs, RBF loans, writing a business plan • Develop/coordinate activities and projects with the Amery Community Club • Monthly news articles <p>Advertising:</p> <ul style="list-style-type: none"> • Professional business cards • Placemat menu at restaurants • Direct mail • Publish newsletter • <p>Web-based marketing:</p> <ul style="list-style-type: none"> • Improve/update web-page • Get link on City of Amery site 	Board/ Committee	Nov, 2011	<input type="checkbox"/> Maintain <input type="checkbox"/> Replace with a new or revised statement <input type="checkbox"/> Completed <input type="checkbox"/> Discontinue	

Notes: