

Economic  
Development  
Strategic Plan

2022

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Combining IEDC Best Practices with Private Sector Tactics



A SPECIAL THANK YOU TO OUR REAL ESTATE DEVELOPMENT, WORKFORCE AND BUSINESS COMMITTEE VOLUNTEERS FOR THEIR INSIGHT IN CREATING THIS PLAN.

- THE BLOOMINGTON-NORMAL ECONOMIC DEVELOPMENT COUNCIL

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## PROCESS

YOUR BLOOMINGTON-NORMAL ECONOMIC DEVELOPMENT COUNCIL CREATED A STRATEGIC PLAN IN 2020. THE 2020 STRATEGIC PLAN WAS BUILT ON THE 2015 BN ADVANTAGE STRATEGIC PLAN BY CREATING 20 ECONOMIC DEVELOPMENT INITIATIVES.

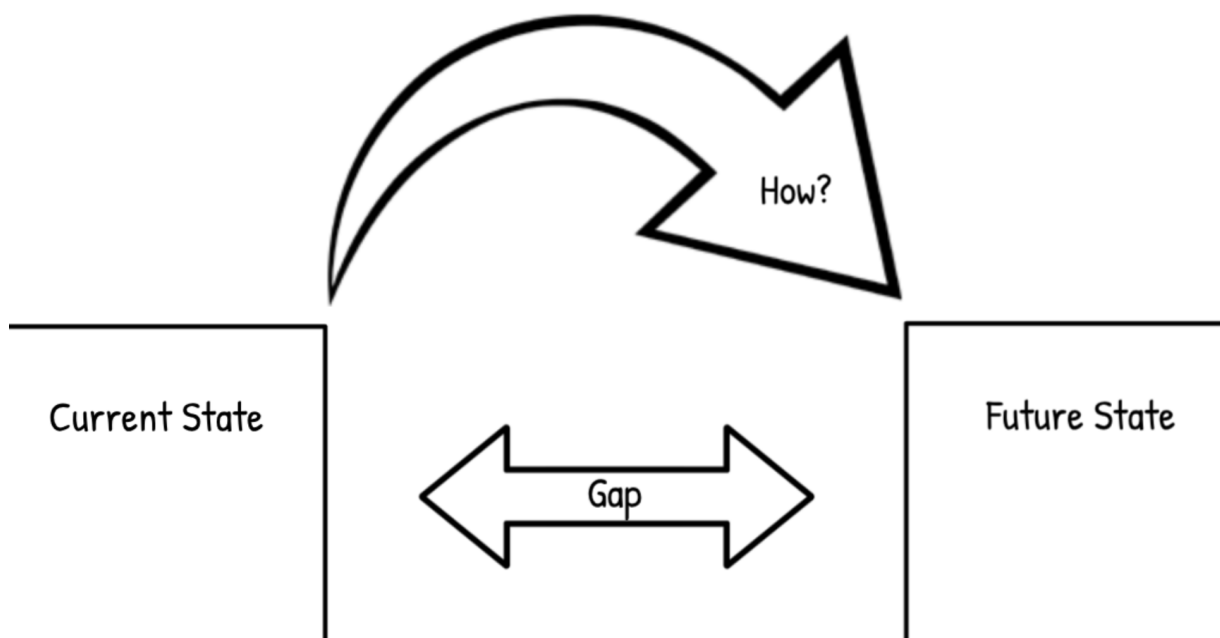
THE EDC COMPLETED 3 INITIATIVES FROM THE 2020 STRATEGIC PLAN AND KEPT 11 TO WORK ON IN THIS PLAN, LEAVING ROOM FOR 9 INITIATIVES. THE EDC HELD THREE STRATEGIC PLANNING WORKSHOPS, ONE WITH EACH COMMITTEE (REAL ESTATE DEVELOPMENT, WORKFORCE, AND BUSINESS). THE GOAL OF THE WORKSHOPS WAS TO REVISIT OUR SWOT ANALYSIS TO IDENTIFY AND PRIORITIZE 9 INITIATIVES TO ADDRESS OUR OPPORTUNITIES.

**REAL ESTATE WORKSHOP** - FOCUSED ON IMPROVING OUR AVAILABLE LAND, BUILDINGS, AND INFRASTRUCTURE.

**WORKFORCE WORKSHOP** - FOCUSED ON WORKFORCE READINESS, UPSKILLING, RETENTION, AND ATTRACTION.

**BUSINESS WORKSHOP** - FOCUSED ON BUSINESS RETENTION, EXPANSION, ATTRACTION, AND ENTREPRENEURSHIP.

THIS DOCUMENT AIMS TO BUILD UPON THE COMMUNITY'S WORK IN THE 2015 BN ADVANTAGE STRATEGIC PLAN AND THE 2020 BNEDC STRATEGIC PLAN, PROVIDE THE EDC STAFF WITH 5 SMART GOALS, AND PRIORITIZE SHORT TERM AND LONG TERM INITIATIVES TO ACCOMPLISH THE GOALS IN THE NEXT 24-36 MONTHS.



## DEFINITIONS

**STRATEGY** - UNDERSTANDING OUR CHOICES AND WHAT CHANGES NEED TO BE MADE TO REACH THE FUTURE WE ENVISION FOR OURSELVES.

**ECONOMIC DEVELOPMENT** - NO SINGLE DEFINITION INCORPORATES ALL THE DIFFERENT STRANDS OF ECONOMIC DEVELOPMENT. TYPICALLY, ECONOMIC DEVELOPMENT CAN BE DESCRIBED IN TERMS OF OBJECTIVES. THESE ARE MOST COMMONLY DESCRIBED AS THE CREATION OF JOBS AND WEALTH AND THE IMPROVEMENT OF QUALITY OF LIFE.

## MISSION STATEMENT

To proactively drive growth in the local economy through local business expansion and new business attraction.

## VISION STATEMENT

TO FOSTER GROWTH AND DIVERSIFY OUR ECONOMIC BASE THROUGH THE ADVANCEMENT OF OUR REGION AS A PREMIER BUSINESS LOCATION FOR THE MIDWEST AND THE UNITED STATES.

## GUIDING PRINCIPLES

**COLLABORATION** - WORK COLLABORATIVELY WITH OUR BUSINESS, DEVELOPERS, AND COMMUNITY PARTNERS.

**RESOURCEFUL** - ANSWER INQUIRIES RESOURCEFULLY BY MAINTAINING A BUSINESS, DEVELOPMENT, AND INITIATIVE DATABASE.

**INNOVATIVE** - APPROACH OPPORTUNITIES INNOVATIVELY BY STUDYING BEST PRACTICES AND INDUSTRY TRENDS.

**EFFECTIVE** - WORK EFFECTIVELY BY PRIORITIZING ACTIVITIES THAT RETURN VALUE.

**ACCOUNTABLE** - REPORT ACTIVITY ACCOUNTABLY BY RELEASING UPDATES WEEKLY, MONTHLY, AND QUARTERLY FOR REVIEW.

**INTEGRITY** - VALUE INTEGRITY-DRIVEN ACTIVITIES ABOVE ALL ELSE BY MAINTAINING TRUST THROUGH CONFIDENTIALITY.

## CURRENT STATE

EVERY JOURNEY NEEDS A STARTING POINT. OUR CURRENT STATE IS WHERE WE ARE NOW—A COMBINATION OF AN ENVIRONMENTAL ASSESSMENT, 5 FORCES, SWOT ANALYSIS AND VOICES. WE MAPPED OUT OUR ECONOMIC DEVELOPMENT RESOURCES ACROSS OUR ORGANIZATION AND OUR COMMUNITY.

### ENVIRONMENTAL ASSESSMENT

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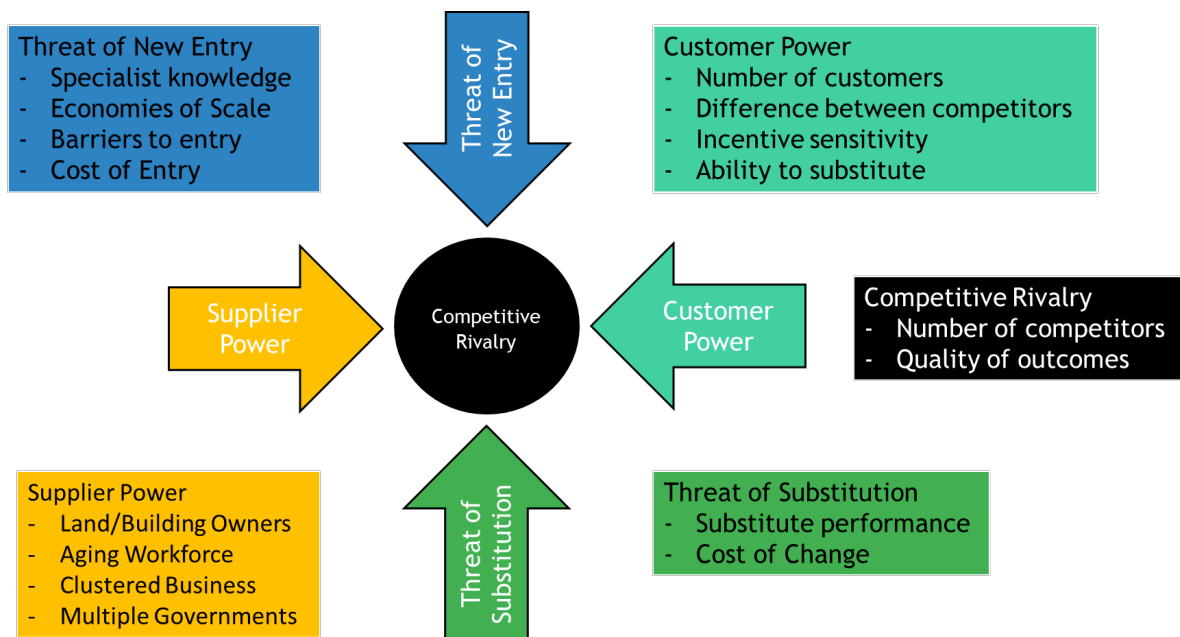
REVIEWING THE 2015 BN ADVANTAGE STRATEGIC PLAN AND PAST DEMOGRAPHIC PROFILES DETAILS TRENDS IN POPULATION, WORKFORCE, INDUSTRY, AND WAGES.

FOR MORE INFORMATION, VISIT [BNBIZ.ORG/DATA/DEMOGRAPHIC-PROFILES/](http://BNBIZ.ORG/DATA/DEMOGRAPHIC-PROFILES/)

### FORCES

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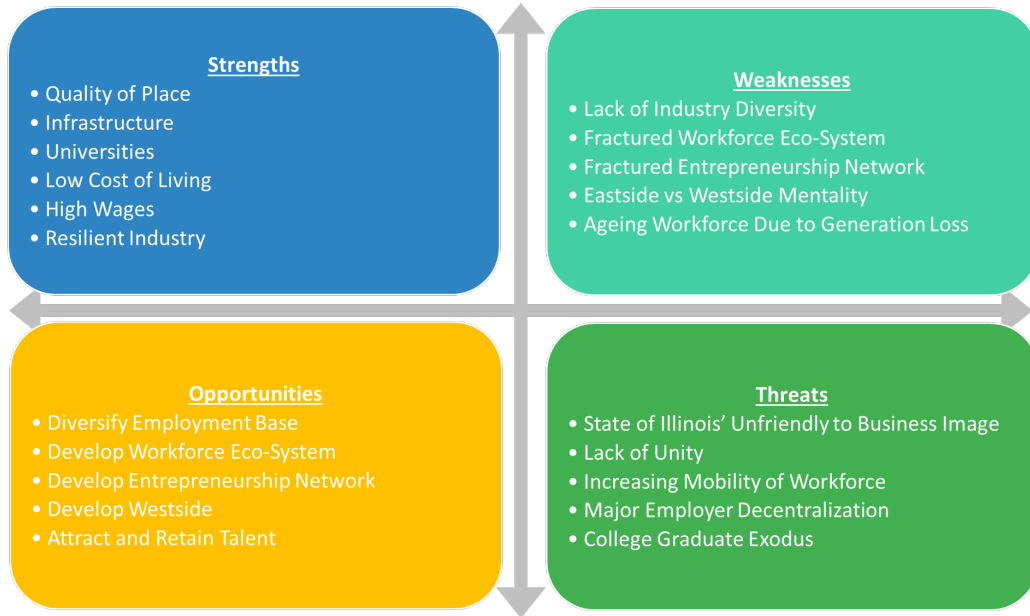
PORTER'S FIVE FORCES IS A FRAMEWORK TO ANALYZE AN ORGANIZATION'S FIVE COMPETITIVE FORCES: SUPPLIER POWER, CUSTOMER POWER, THREAT OF SUBSTITUTION, THREAT OF NEW ENTRY, AND COMPETITIVE RIVALRY.



# SWOT SHIFT

A SWOT ANALYSIS COMPARES STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS. FOR THIS SWOT ANALYSIS, THE EDC BOARD LOOKED ANALYZED BLOOMINGTON-NORMAL'S ECONOMY.

## 2020 SWOT



## 2022 SWOT

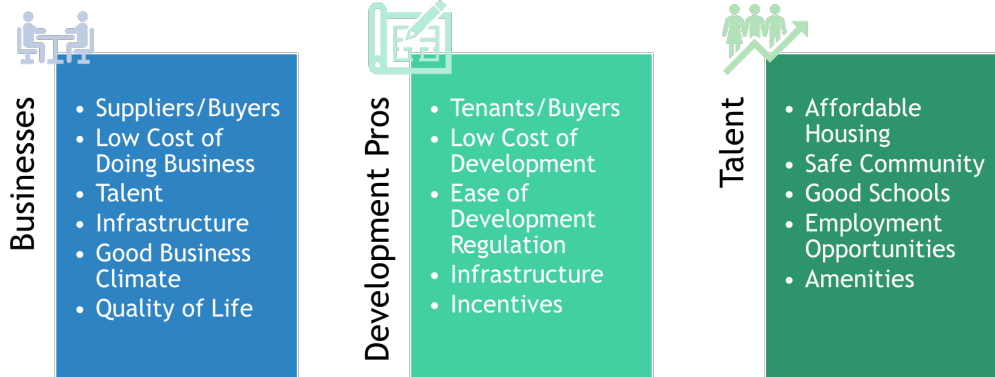




## VOICES

THE EDC BOARD DISCUSSED THE VOICES OF OUR BLOOMINGTON-NORMAL CUSTOMERS, STAKEHOLDERS, AND COMPETITION.

### VOICE OF THE CUSTOMER



### VOICE OF THE STAKEHOLDERS



### VOICE OF THE COMPETITION



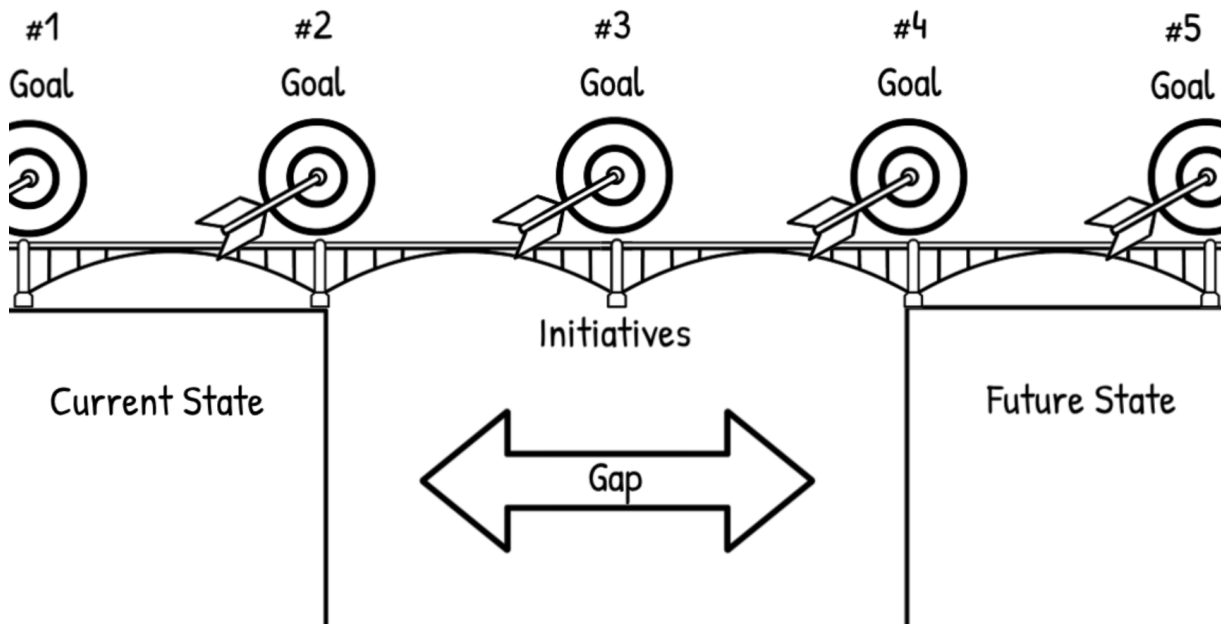
## GOALS

TO BRIDGE THE GAP BETWEEN OUR CURRENT AND FUTURE STATE, WE ASSIGNED 3 PUBLIC GOALS FOR OUR 4 CAPABILITY CATEGORIES. ONE SEPARATE GOAL FOR EACH SECTION OF OUR IMPACT CAPABILITY.

**#1 DEVELOP RESOURCES** - ESTABLISHED A WORKFORCE DEVELOPMENT SYSTEM BY THE END OF 2023 TO MEET THE INFRASTRUCTURE AND WORKFORCE NEEDS OF OUR BUSINESSES AND DEVELOPERS

**#2 DEVELOP BUSINESS** - ASSIST 100 BN BUSINESSES TO INVEST IN THEMSELVES AND HIRE MORE EMPLOYEES ANNUALLY

**#3 DEVELOP INVESTMENT** - ASSIST OUR LOCAL BUSINESSES AND RESIDENTIAL DEVELOPERS IN EXPANDING AND ATTRACTING COMPLEMENTARY BUSINESSES AND RESIDENTIAL DEVELOPMENT TO BN TO INDUCE \$100M IN ECONOMIC IMPACT ANNUALLY



# OBJECTIVES

Three of our goals: develop resources, develop business, and develop investment, are broken down into twelve objectives in economic development. This plan will utilize prioritized initiatives to accomplish these goals, but not necessarily in this order. Objectives in grey are not a priority in this plan. The other two goals are categorized under the administrative objective.



# INITIATIVES

WE WILL REACH OUR GOALS BY COMBINING 15 PUBLIC ONGOING, SHORT-TERM, AND LONG-TERM INITIATIVES. EACH INITIATIVE HAS AN OWNER, A STRATEGIC FIT, EXPECTED BENEFITS AND RISKS, SUCCESS METRICS, AND LEADING INDICATORS.

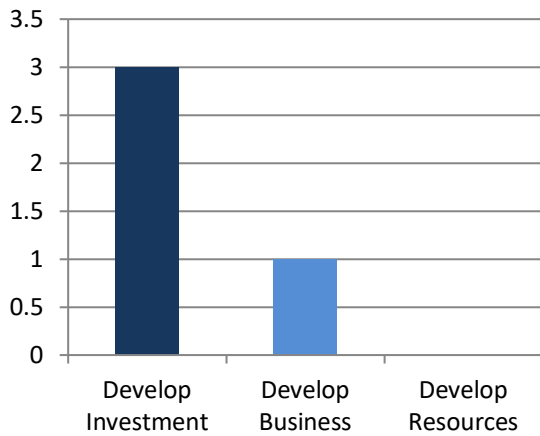
## ONGOING

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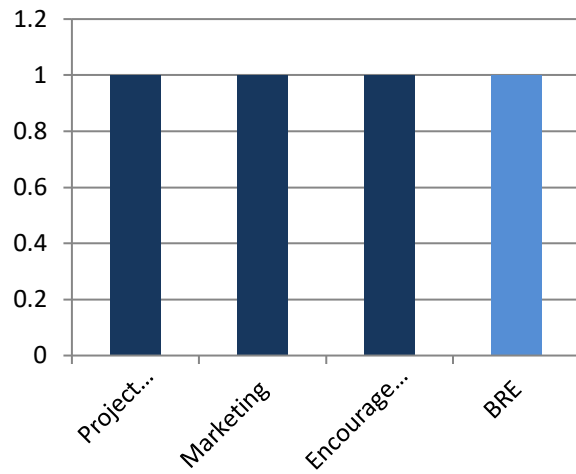
ONGOING INITIATIVES ARE BUSINESS-AS-USUAL DAY-TO-DAY OPERATIONS. OUR 4 PUBLIC ONGOING INITIATIVES INCLUDE THE FOLLOWING:

1. PROJECT MANAGEMENT
2. BUSINESS RETENTION AND EXPANSION (BN GROWS)
3. DEVELOPMENT RETENTION AND ATTRACTION
4. BUSINESS ATTRACTION

### Initiative Count by Goal



### Initiative Count by Objective



## 1 – PROJECT MANAGEMENT

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Working with businesses, developers, and municipalities to close deals by completing RFPs, acting as a liaison, and administering incentives

<b>Initiative Owner</b>	Patrick (lead), Nik
<b>Strategic Fit</b>	Impact – Investment Development – Project Management  Goal #5 Develop Investment
<b>Expected Benefits</b>	Short Term:      New investment (\$) Retained jobs (#) Long Term:        New jobs (#) New taxes received (\$)
<b>Key Risks</b>	Alternate initiative priorities
<b>Success Factor Metrics</b>	Short Term:      Investment (\$) Jobs retained (#) Long Term:        Jobs created (#) Taxes collected (\$)
<b>Leading Indicators</b>	Short Term:      Leads (#) Long Term:        Conversions (#)
<b>Committee</b>	NA

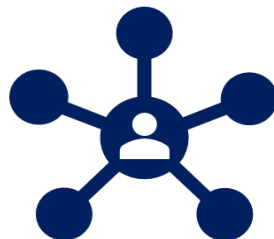


## 2 – BN GROWS

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Retain our current businesses and provide them with tools to expand, assist local businesses, and build relationships

<b>Initiative Owner</b>	Casey (lead), ISU Fellow
<b>Strategic Fit</b>	Impact – Business Development – Business Retention & Expansion Impact – Investment Development – Project Management  Goal #4 Develop Business
<b>Expected Benefits</b>	Short Term:      Retained businesses (#) Retained jobs (#) Long Term:        New jobs (#) New investment (\$) New taxes received (\$)
<b>Key Risks</b>	lack of resources (workforce), tax environment
<b>Success Factor Metrics</b>	Short Term:        Jobs retained (#) Investment in machinery/equipment (\$) Long Term:        Jobs created (#) Investment in facilities (\$)
<b>Leading Indicators</b>	Short Term:        Businesses assisted (#) Long Term:        Project leads (#)
<b>Committee</b>	Business and Entrepreneurship



### 3 – DEVELOPER RETENTION & ATTRACTION

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Retain and attract development professionals to invest in our buildings and sites  
Tracking available properties and developing relationships with developers

<b>Initiative Owner</b>	Nik (lead), ISU Fellow
<b>Strategic Fit</b>	Impact - Investment Development – Encourage Development Impact – Investment Development – Project Management  Goal #5 Develop Investment
<b>Expected Benefits</b>	Short Term: All available & pocket listings in the Site Selection system (LOIS) (#) Long Term: Reinvestment in current buildings (\$) New construction projects (#) New taxes received (\$)
<b>Key Risks</b>	Tax environment, lack of available buildings/sites, lack of incentives
<b>Success Factor Metrics</b>	Short Term: Low vacancy rates (%) Long Term: Investment in facilities (\$)
<b>Leading Indicators</b>	Short Term: Developers assisted (#) Developer leads (#) Project leads (#) Long Term: Developer conversions (#) Project conversions (#)
<b>Committee</b>	Real Estate and Development



## 4 – BUSINESS ATTRACTION

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Marketing to complementary BN businesses

Targeting businesses and site selectors to recruit to BN

<b>Initiative Owner</b>	Patrick (lead), Courtney
<b>Strategic Fit</b>	Impact – Investment Development – Marketing and Attraction Impact – Investment Development – Project Management  Goal #5 Develop Investment
<b>Expected Benefits</b>	Short Term:      New project leads (#) New project conversions (#) Long Term:        New investment (\$) New jobs (\$) New tax contributors (\$)
<b>Key Risks</b>	Tax environment, a contracting economy, political instability
<b>Success Factor Metrics</b>	Short Term:      Project leads (#) Long Term:        Project conversions (#)
<b>Leading Indicators</b>	Short Term:      Prospect pitches (#) Long Term:        Prospect conversions (#)
<b>Committee</b>	Business and Entrepreneurship



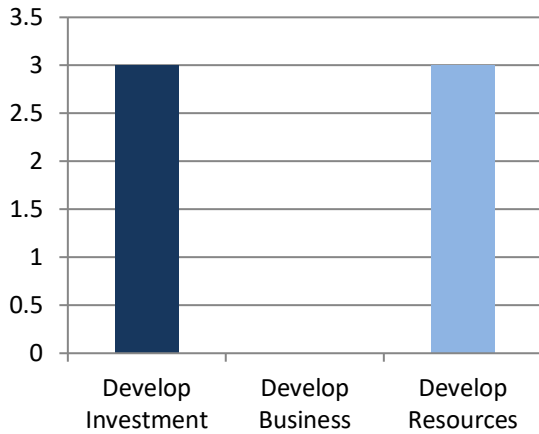


## SHORT TERM

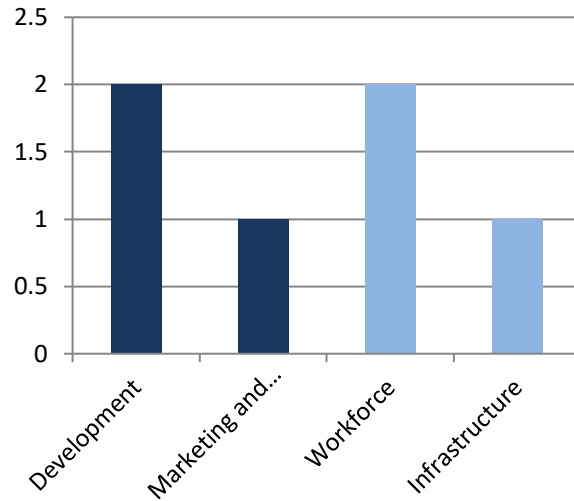
OUR SHORT-TERM INITIATIVES SHOULD BE ATTAINABLE IN 12-18 MONTHS. OUR 6 SHORT-TERM INITIATIVES INCLUDE:

5. ONE VOICE
6. BN STEM
7. RURAL DEVELOPMENT FELLOWSHIP
8. WORKFORCE RETENTION AND ATTRACTION
9. REAL ESTATE DEVELOPMENT SUMMIT
10. RESIDENTIAL EXPANSION AND ATTRACTION

### Initiative Count by Goal



### Initiative Count by Objective



## 5 – ONE VOICE

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Return federal dollars to fund BN projects

Fly into DC with a team of 30 local leaders to pitch projects to our Federal representatives

<b>Initiative Owner</b>	Stephanie (lead)
<b>Strategic Fit</b>	Impact – Resource Development – Adequate Infrastructure Impact – Business Development – Issue Advocacy  Goal #3 Develop Resources
<b>Expected Benefits</b>	Short Term: Project awareness (#) Business satisfaction (%) Long Term: Federal Funds received (\$)
<b>Key Risks</b>	A travel ban, political change
<b>Success Factor Metrics</b>	Short Term: Federal Funds received (\$) Long Term: Completed projects (#)
<b>Leading Indicators</b>	Short Term: Satisfied participants (%) Projects pitched (#) Long Term: BN brand (%)
<b>Committee</b>	Real Estate and Development



## 6 – BN STEM

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Introduce students to Science, Tech Engineering, and Math occupations  
A variety of consultant-led workforce readiness STEM initiatives

<b>Initiative Owner</b>	Stephanie (lead), Casey
<b>Strategic Fit</b>	Impact – Resource Development – Workforce Development  Goal #3 Develop Resources
<b>Expected Benefits</b>	Short Term: Student awareness (%) Long Term: Student retention (#)
<b>Key Risks</b>	Defunding, initiative ownership change
<b>Success Factor Metrics</b>	Short Term: Program awareness (%) Long Term: Program attendance (%)
<b>Leading Indicators</b>	Short Term: Program awareness (#) Long Term: Program attendance (#)
<b>Committee</b>	Workforce



## 7 – RURAL DEVELOPMENT FELLOWSHIP

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Host an ISU Stevenson Center Fellow  
Hire an intern to assist in developing rural communities

<b>Initiative Owner</b>	Casey (lead), ISU Fellow
<b>Strategic Fit</b>	Impact - Investment Development – Encourage Development Impact – Investment Development – Project Management  Goal #5 Develop Investment
<b>Expected Benefits</b>	Short Term: List available sites on LOIS (#) Long Term: Reinvestment in current buildings (\$) New construction projects (#) New taxes received (\$)
<b>Key Risks</b>	Lack of funding
<b>Success Factor Metrics</b>	Short Term: Low vacancy rates (%) Long Term: Investment in facilities (\$)
<b>Leading Indicators</b>	Short Term: Municipalities assisted (#) Long Term: Project leads (#)
<b>Committee</b>	Real Estate and Development



## 8 – WORKFORCE RETENTION AND ATTRACTION

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Retain and attract workers to fill vacant positions and residential units

Workforce retention, commuting, and relocation campaign targeted at common occupational clusters

<b>Initiative Owner</b>	Courtney (lead), ISU Fellow
<b>Strategic Fit</b>	Impact – Resource Development – Workforce Development  Goal #3 Develop Resources
<b>Expected Benefits</b>	Short Term: Increase in commuters (#) Long Term: Increase in the population (#)
<b>Key Risks</b>	A decline in employment opportunities, lack of housing
<b>Success Factor Metrics</b>	Short Term: Prospect conversion (#) Long Term: New employees (#)
<b>Leading Indicators</b>	Short Term: Prospect awareness (%) Long Term: Leads assisted (#)
<b>Committee</b>	Workforce



## 9 – REAL ESTATE DEVELOPMENT SUMMIT

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An event to retain and attract commercial and residential development professionals  
Showcasing available properties, economic trends, and local development best practices

<b>Initiative Owner</b>	Patrick (lead), Nik
<b>Strategic Fit</b>	Impact - Investment Development – Encourage Development Impact – Investment Development – Project Management  Goal #5 Develop Investment
<b>Expected Benefits</b>	Short Term: Create real estate development leads (#) Long Term: Reinvestment in current buildings (\$) New construction projects (#) New taxes received (\$)
<b>Key Risks</b>	Tax environment, lack of shovel-ready building/sites, lack of incentives
<b>Success Factor Metrics</b>	Short Term: Building permits filed (#) Long Term: Investment in facilities (\$) Investment in sites (\$)
<b>Leading Indicators</b>	Short Term: Developers assisted (#) Developer leads (#) Project leads (#) Long Term: Developer conversions (#) Project conversions (#)
<b>Committee</b>	Real Estate and Development



## 10 – RESIDENTIAL EXPANSION AND ATTRACTION

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Marketing to diversify BN's residential product mix  
Targeting residential developers and contractors to recruit to BN

<b>Initiative Owner</b>	Nik (lead), Casey
<b>Strategic Fit</b>	Impact – Investment Development – Marketing and Attraction Impact – Investment Development – Project Management  Goal #5 Develop Investment
<b>Expected Benefits</b>	Short Term:      New project leads (#) New project conversions (#) Long Term:        New investment (\$) New housing units (#) New tax contributors (\$)
<b>Key Risks</b>	A decline in employment opportunities, inflation, supply chain
<b>Success Factor Metrics</b>	Short Term:      Project leads (#) Long Term:        Project conversions (#)
<b>Leading Indicators</b>	Short Term:      Prospect pitches (#) Long Term:        Prospect conversions (#)
<b>Committee</b>	Real Estate and Development



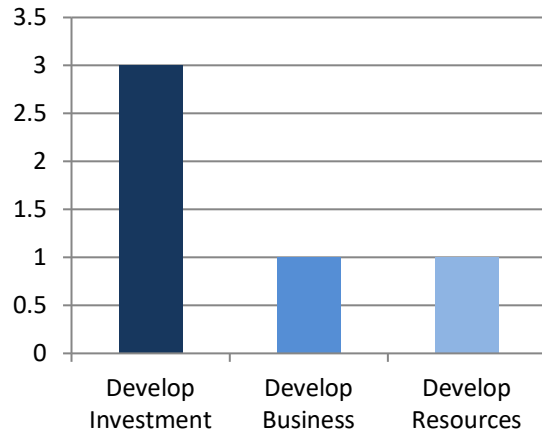
## LONG TERM

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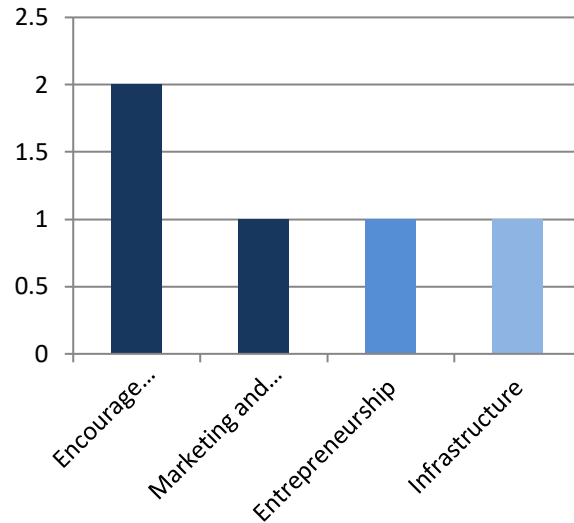
OUR LONG-TERM INITIATIVES HAVE A LONGER EXPECTED COMPLETION TIMELINE COMPARED TO OUR SHORT-TERM INITIATIVES. OUR LONG-TERM INITIATIVES INCLUDE:

11. INDUSTRIAL PARK
12. ENTREPRENEURSHIP ECOSYSTEM
13. VIRTUAL TOURS
14. BN INNOVATION ALLIANCE
15. REGIONAL ECONOMIC DEVELOPMENT

### Initiative Count by Goal



### Initiative Count by Objective





## 11 – INDUSTRIAL PARK

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Campaign to recruit Industrial Park developers to meet the commercial building demand

**Initiative Owner** Nik (lead), Patrick

**Strategic Fit** Impact – Investment Development – Encourage Development

Goal #5 Develop Investment

**Expected Benefits**

Short Term:	Increase available space Increase tax base
Long Term:	Business expansion/attraction Job creation

**Key Risks** Prioritization, lack of collaboration, inflation, supply chain

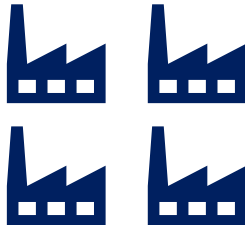
**Success Factor Metrics**

Short Term:	Industrial Park(s) Planned (Y/N)
Long Term:	Industrial Park(s) Investment (\$)

**Leading Indicators**

Short Term:	RFP issued (Y/N)
Long Term:	Proposals received (#)

**Committee** Real Estate and Development



## 12 – ENTREPRENEURSHIP ECOSYSTEM

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Establish a community framework for startup companies

<b>Initiative Owner</b>	TBD (lead)
<b>Strategic Fit</b>	Impact – Business Development – Entrepreneurship  Goal #4 Develop Business
<b>Expected Benefits</b>	Short Term: Startup pipeline in place Long Term: Thriving startup economy
<b>Key Risks</b>	Prioritization, lack of collaboration
<b>Success Factor Metrics</b>	Short Term: Current state mapped out (Y/N) Long Term: Strategy in place (Y/N)
<b>Leading Indicators</b>	Short Term: Unknown Long Term: Unknown
<b>Committee</b>	Business and Entrepreneurship



## 13 – VIRTUAL TOURS

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Enhance property packages

Drone videos and 3d models of virtual and augmented reality property tours

**Initiative Owner** Nik (lead)

**Strategic Fit** Impact - Investment Development – Encourage Development  
Impact - Investment Development – Marketing & Attraction

Goal #5 Develop Investment

**Expected Benefits** Short Term: Property package downloads (#)  
Long Term: Project leads (#)

**Key Risks** Funding, lack of adoption

**Success Factor Metrics** Short Term: Property packages (#)  
Long Term: Virtual Tours given (#)

**Leading Indicators** Short Term: Developers assisted (#)  
Long Term: Virtual Tours created (#)

**Committee** Real Estate and Development



## 14 – BN INNOVATION ALLIANCE

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Smart City Infrastructure Collaborate on open data sharing, smart city technology, and best practices

<b>Initiative Owner</b>	Casey (lead), ISU Fellow
<b>Strategic Fit</b>	Impact – Resource Development – Adequate Infrastructure  Goal #3 Develop Resources
<b>Expected Benefits</b>	Short Term: Efficient infrastructure Long Term: Sustainable Community
<b>Key Risks</b>	Prioritization
<b>Success Factor Metrics</b>	Short Term: Unknown (goals not identified) Long Term: Unknown (goals not identified)
<b>Leading Indicators</b>	Short Term: Unknown (goals not identified) Long Term: Unknown (goals not identified)
<b>Committee</b>	Real Estate and Development



## 15 – REGIONAL ECONOMIC DEVELOPMENT

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Nurture relationships between regional economic development organizations (EDOs) and base employers to strengthen our regional economy

<b>Initiative Owner</b>	Patrick (lead), Courtney
<b>Strategic Fit</b>	Impact – Investment Development – Marketing and Attraction  Goal #5 Develop Investment
<b>Expected Benefits</b>	Short Term: Increase RFPs Long Term: Increase investment Increase tax base
<b>Key Risks</b>	Prioritization, lack of collaboration
<b>Success Factor Metrics</b>	Short Term: Launch regional brand (Y/N) Long Term: Generate leads (#)
<b>Leading Indicators</b>	Short Term: Develop regional brand (Y/N) Long Term: Develop marketing materials (Y/N)
<b>Committee</b>	Business and Entrepreneurship



# ACCOUNTABILITY

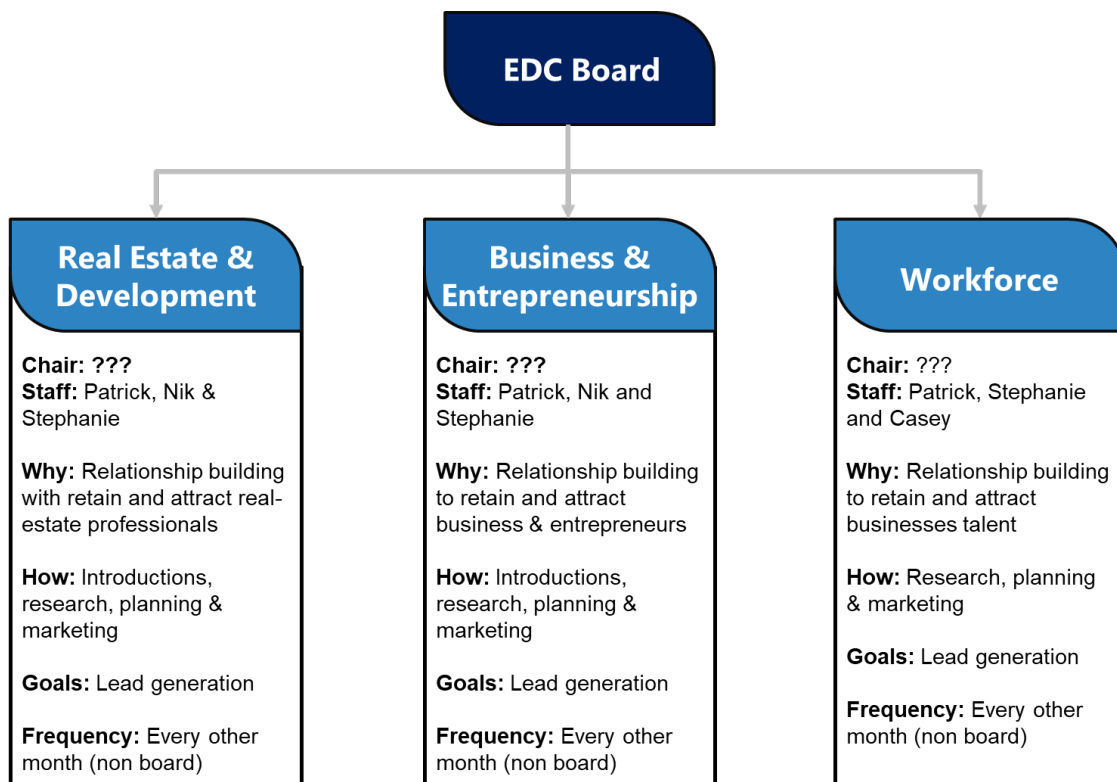
TO STAY THE COURSE, THE EDC BOARD CREATED 3 COMMITTEES TO ASSIST WITH ACCOMPLISHING OUR 3 IMPACT GOALS. EACH COMMITTEE HAS A METRIC FUNNEL ASSOCIATED WITH IT AND ITS DASHBOARD SECTION WITH LEADING AND LAGGING INDICATORS.

## COMMITTEES

**REAL ESTATE & DEVELOPMENT** – FOCUSED ON THE ENCOURAGING DEVELOPMENT OBJECTIVE UNDER THE DEVELOP INVESTMENT GOAL AS AVAILABLE SITES AND LAND AS ONE OF OUR TOP SUPPLIES

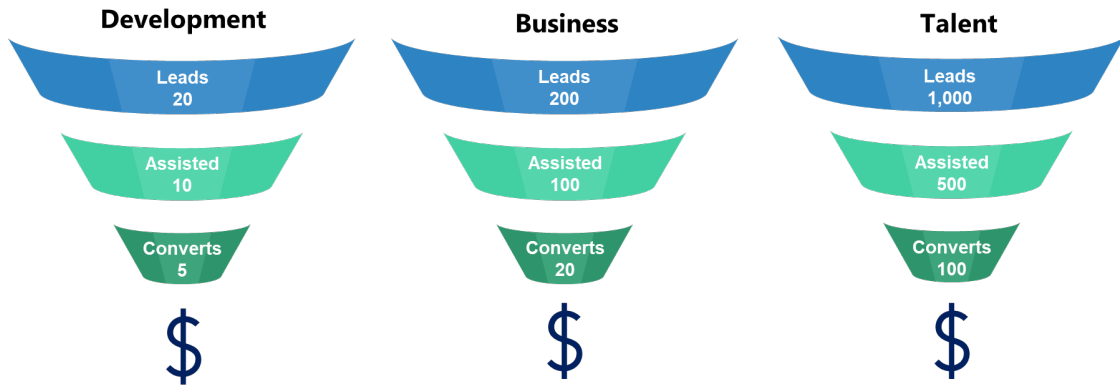
**BUSINESS & ENTREPRENEURSHIP** – FOCUSED ON THE BRE OBJECTIVE UNDER THE DEVELOP BUSINESS GOAL AS 80% OF ECON DEV GROWTH COMES FROM EXISTING BUSINESSES AND THE CREATING AN ENTREPRENEURSHIP NETWORK TO INDUCE STARTUP ACTIVITY. BOTH ARE UNDER THE DEVELOP BUSINESS GOAL.

**WORKFORCE** – FOCUSED ON THE WORKFORCE OBJECTIVE UNDER THE DEVELOP RESOURCES GOAL, AS TALENT IS OUR TOP RESOURCE



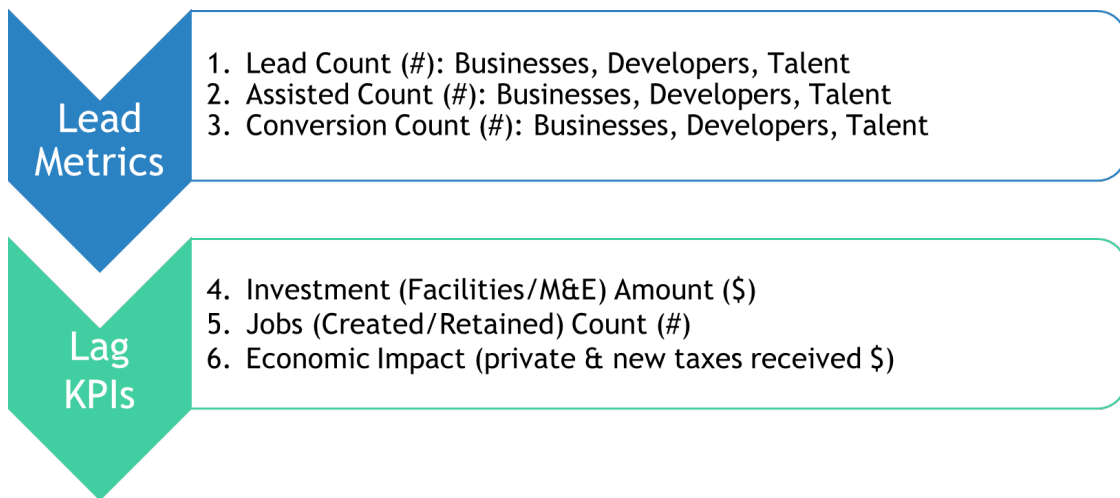
## FUNNELS

EACH COMMITTEE HAS A DIRECT DATA FUNNEL ASSOCIATED WITH IT. THE PROJECTED METRICS BELOW ARE ESTIMATES BASED ON THE 2020 STRATEGIC PLAN.



## DASHBOARD

OUR DASHBOARD WILL BE AVAILABLE WEEKLY TO BOARD MEMBERS, MONTHLY TO INVESTORS, AND QUARTERLY TO THE PUBLIC. THE DASHBOARD WILL ALLOW THE EDC TO TELL OUR STORY AND EXPAND OR RETRACT ACTIVITY BASED ON RETURN ON INVESTMENT (ROI).



# AUTHORS

## EDC BOARD OF DIRECTORS

BOARD MEMBERS VOLUNTEER THEIR TIME TO SERVE THE COMMUNITY BY PARTICIPATING IN THE EDC, AND AS SUCH, NO BOARD MEMBER RECEIVES ANY MATERIAL BENEFIT FROM THEIR POSITION ON THE BOARD.

**CINDY BLACKBURN**  
**AFNI**

**MAYOR MBOKA MWILAMBWE**  
**CITY OF BLOOMINGTON**

**KEITH CORNILLE**  
**HEARTLAND COMMUNITY COLLEGE**

**JOHN MCINTYRE, BOARD CHAIRMAN**  
**MCLEAN COUNTY**

**ZACH DIETMEIER**  
**RIVIAN**

**JOHN PENN**  
**GREAT PLAINS LABORERS**

**NEIL FINLEN**  
**FARNSWORTH GROUP**

**J PHILLIPS, EDC VICE-CHAIR**  
**COMMERCE BANK**

**RYAN GAMMELGARD**  
**STATE FARM INSURANCE COMPANIES**

**PAM REECE**  
**TOWN OF NORMAL**

**TIM GLEASON**  
**CITY OF BLOOMINGTON**

**CASSEY TAYLOR**  
**MCLEAN COUNTY**

**JOHN HESSE**  
**CARLE MEDICAL CENTER**

**ANDY SHIRK, EDC CHAIR**  
**BEER NUTS**

**MAYOR CHRIS KOOS**  
**TOWN OF NORMAL**

**DAN STEPHENS**  
**ILLINOIS STATE UNIVERSITY**

**PUNEET LEEKHA, EDC PAST CHAIR**  
**CHESTNUT HEALTH SYSTEMS**

**RYAN WHITEHOUSE**  
**ILLINOIS FARM BUREAU**

## EDC STAFF

COMPRISED OF FIVE PROFESSIONALS FROM A WIDE RANGE OF BACKGROUNDS AND AN ISU GRADUATE STUDENT, OUR EDC STANDS READY TO ASSIST OUR CURRENT AND FUTURE BUSINESSES, DEVELOPERS, AND WORKFORCE.

**RANDALL DIMMETTE-SCHWEIGERT**  
**ISU FELLOW**

**CASEY PETERSON**  
**BRE MANAGER**

**NIK DUFFLE**  
**PROJECT MANAGER**

**COURTNEY SCHAFER**  
**COMMUNITY MARKETING MANAGER**

**PATRICK HOBAN, CECD**  
**CEO**

**STEPHANIE STONE**  
**OFFICE MANAGER**