



# **MEDC**

## **Strategic Plan Overview**

**February, 2013**

PURE *M*ICHIGAN®

# Mission

*The mission of the MEDC is:*

To **market Michigan** and provide the tools and environment  
to **drive job creation** and **investment**.

# Vision

*The vision of the MEDC is:*

To **reinvent** the Michigan economy by:

- growing and attracting business
- keeping talented residents here, and
- revitalizing our urban centers.

As a result, Michigan will be a **top ten state in:**

- **employment**
- **GDP growth**
- **per capita income, and**
- **young adult population growth.**

# Values

*The MEDC's values are aligned with the state's team culture:*

## **Excellence**

- Vision - Believing in our vision, goals and culture
- Integrity - Always do what is right
- Measures - Results through measures that matter
- Transparency and Accountability - Acting decisively, delivering on commitments
- Customer Focus - Exceptional service and satisfaction

## **Leadership**

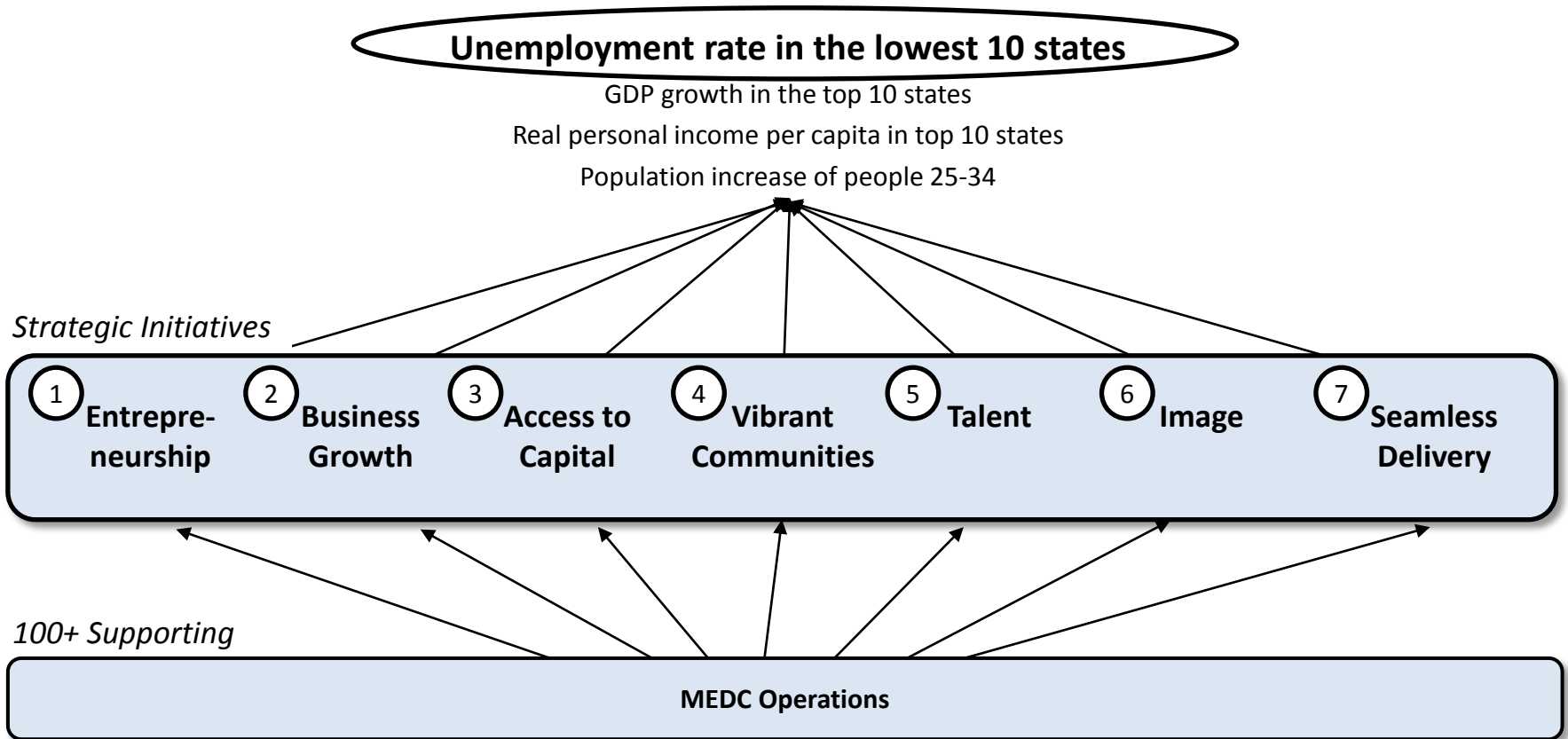
- Enthusiasm - “Can do” and “will do” attitude
- Courage - Expressing viewpoints constructively
- Duty - Commitment to Michigan in word and deed
- Focus - Addressing and solving critical issues

## **Teamwork**

- Results - Valuing team results and sharing credit
- Collaboration - Respecting and engaging colleagues
- Loyalty - Supporting decisions and those who make them
- Camaraderie - Having fun together, reinventing our State

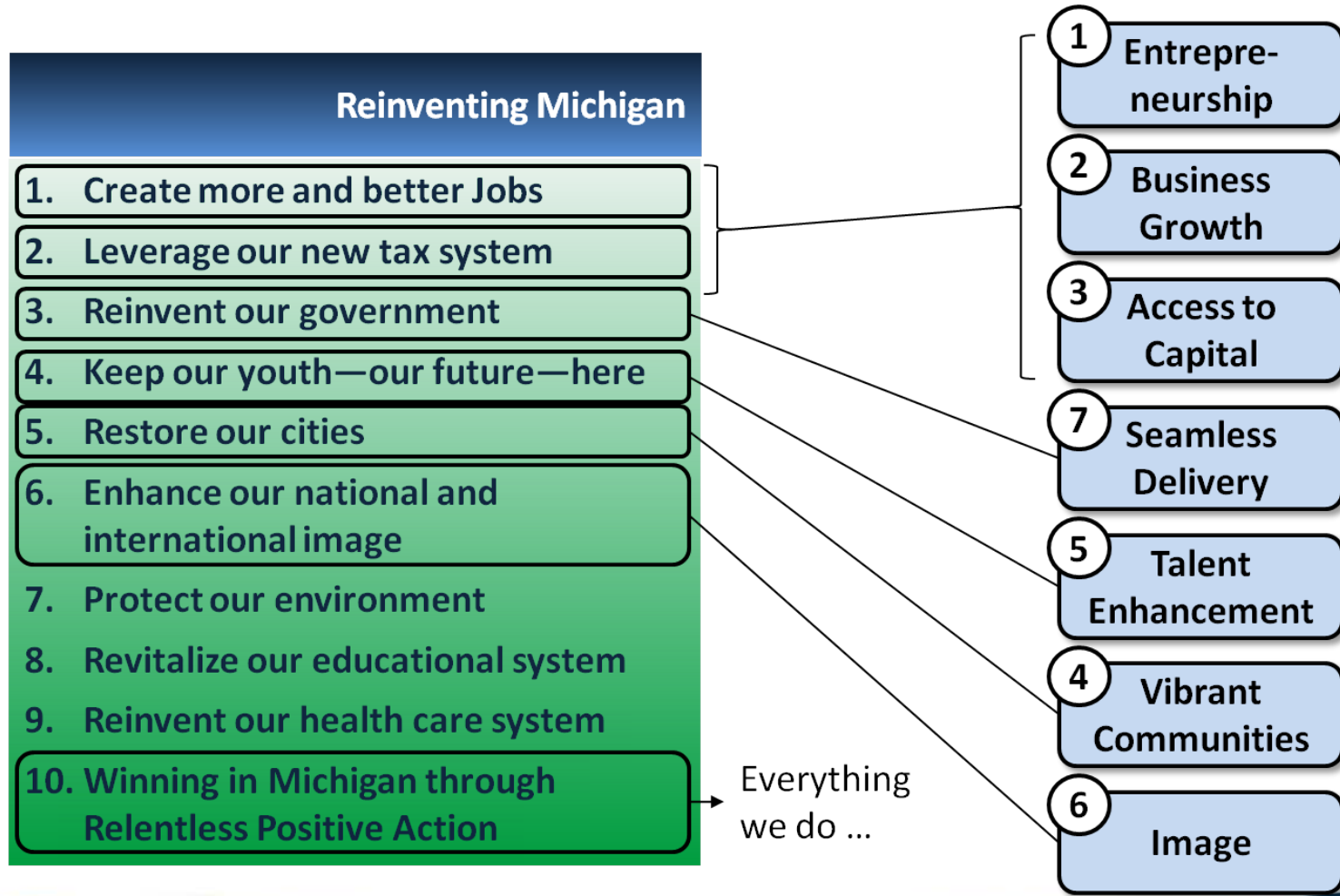
# Strategy

The MEDC's jobs strategy consists of seven initiatives aligned to drive job growth.



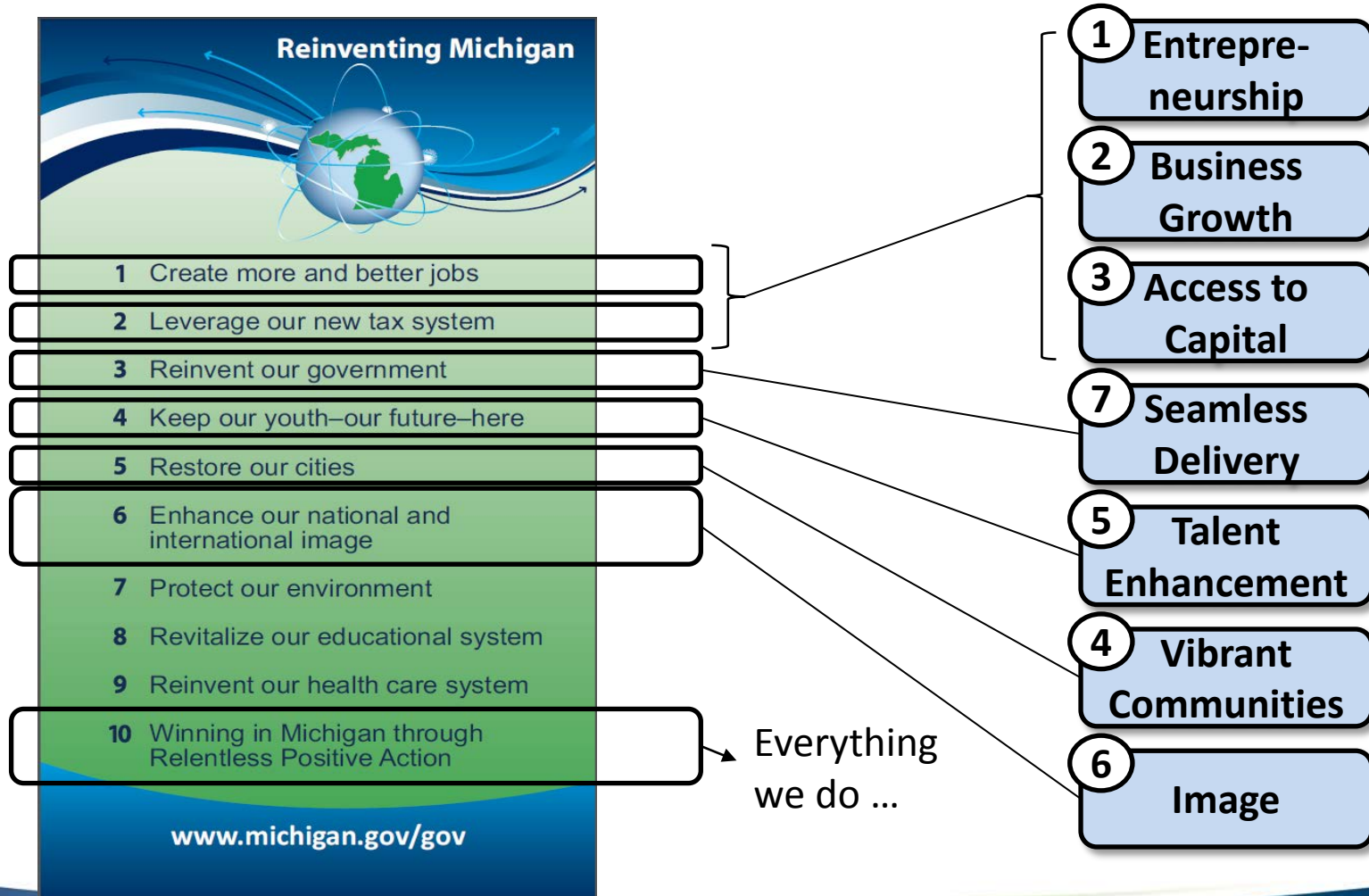
# Integration and Statewide Alignment

*The MEDC's jobs strategy is integrated into the statewide plan for reinvention.*



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# Objectives and Key Activities

## Business Investment

*Promote a culture of entrepreneurship and the development of high-growth, technology ventures by:*

- Facilitating the commercialization of technology
- Ensuring the availability of key entrepreneurial services
- Strengthening the state's entrepreneurial infrastructure

*Provide high-value services to retain, grow, and diversify existing Michigan businesses by:*

- Delivering a toolbox of economic gardening services, and aligning services regionally
- Growing exports
- Opportunistically attracting businesses to Michigan

*Attract and leverage capital for business growth at all stages of the business lifecycle by :*

- Providing loan enhancement to increase bank lending
- Expanding early-stage and venture capital access
- Incenting high-impact business expansion

1

**Entrepreneurship**

2

**Business Growth**

3

**Access to Capital**

# Objectives and Key Activities (cont'd)

## Community Vitality

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### Vibrant Communities

*Deploy programs to facilitate the reinvigoration of city centers and rural communities across Michigan with a focus on:*

- Optimizing available funding sources for community revitalization
- Investing in downtown mixed-use development, high-density corridors and anchor institutions

## Talent Enhancement

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### Talent Enhancement

*Develop, retain, attract and match an exceptional talent base with guidance from the needs of Michigan's growing employers by:*

- Improving talent matching
- Attracting and retaining talent
- Developing talent

# Objectives and Key Activities (cont'd)

## State Branding

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Image

*Improve Michigan's image as a business location and travel destination by:*

- Deploying a multi-channel tourism advertising campaign
- Leveraging the *Pure Michigan* brand for business marketing
- Coordinating *Pure Michigan* branding and messaging across state departments and with business and private partners

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Seamless  
Delivery

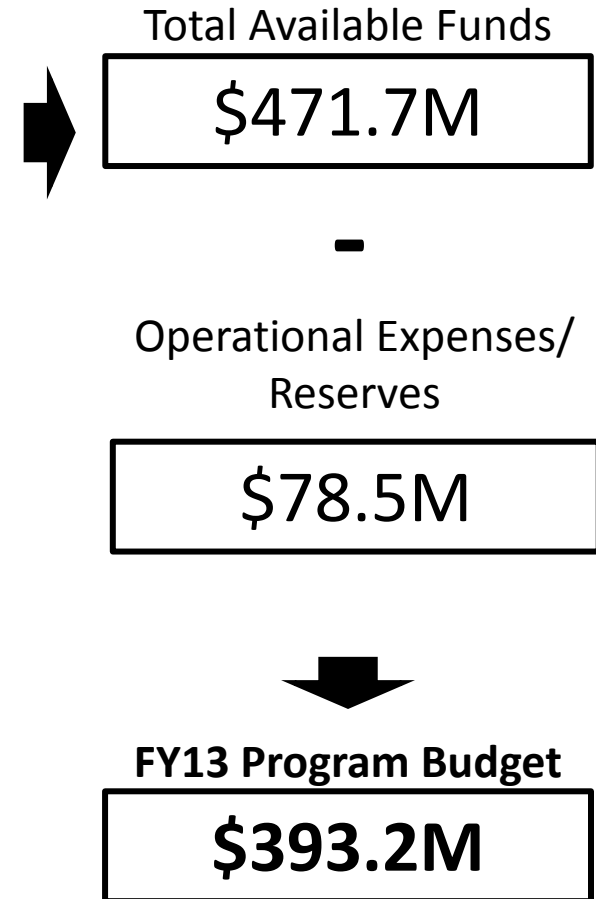
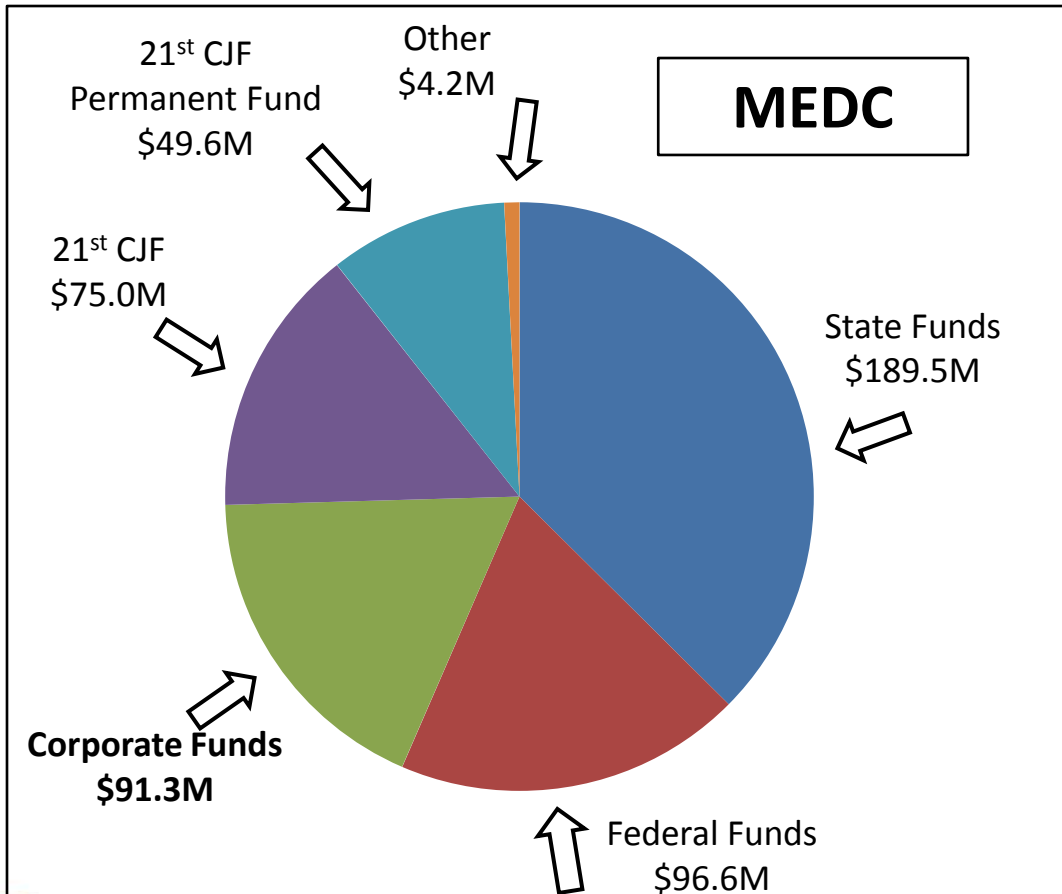
*Coordinate business service delivery across state government by:*

- Interdepartmental coordination
- A common customer experience across the state
- Continuous problem solving

# FY13 Approved Budget\*

The MEDC is budgeting \$393.2M to deploy against the strategic plan in FY13 (from \$471.6M of available funds, including \$91.3M in corporate revenue).

## Total Available Funds by Source

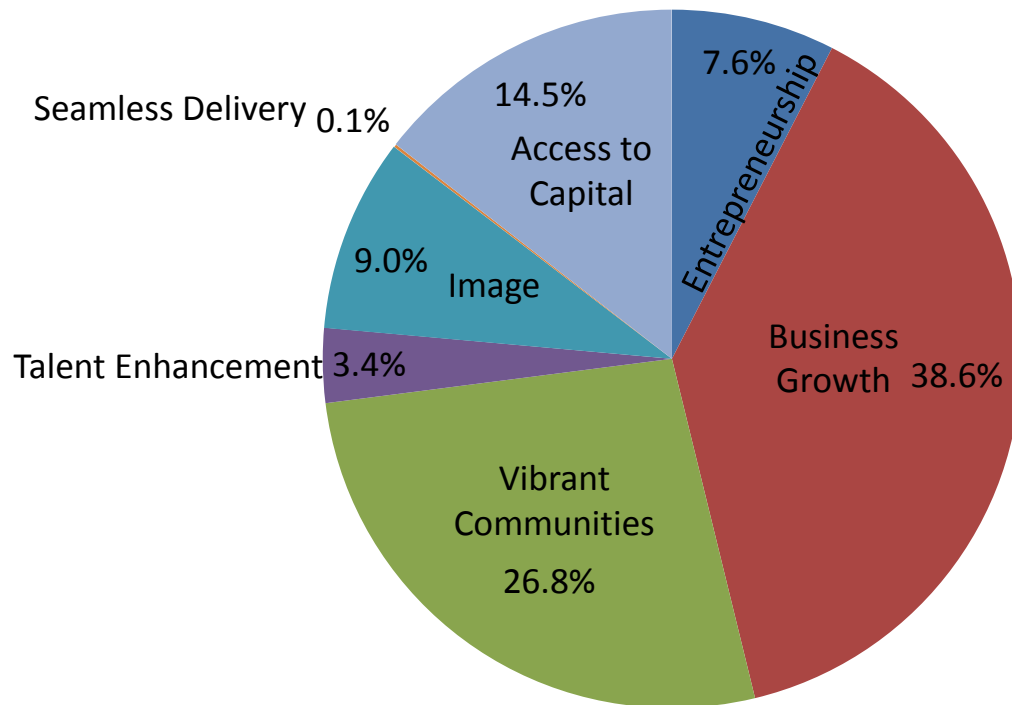


\* Excludes predominantly pass-through federal Workforce Development Agency revenue and associated expenses

# Resource Allocation by Strategic Initiative

*Just over half of FY13 program resources are deployed against the Business Growth and Access to Capital objectives.*

**FY13 Program Budget Excluding Workforce Development\***

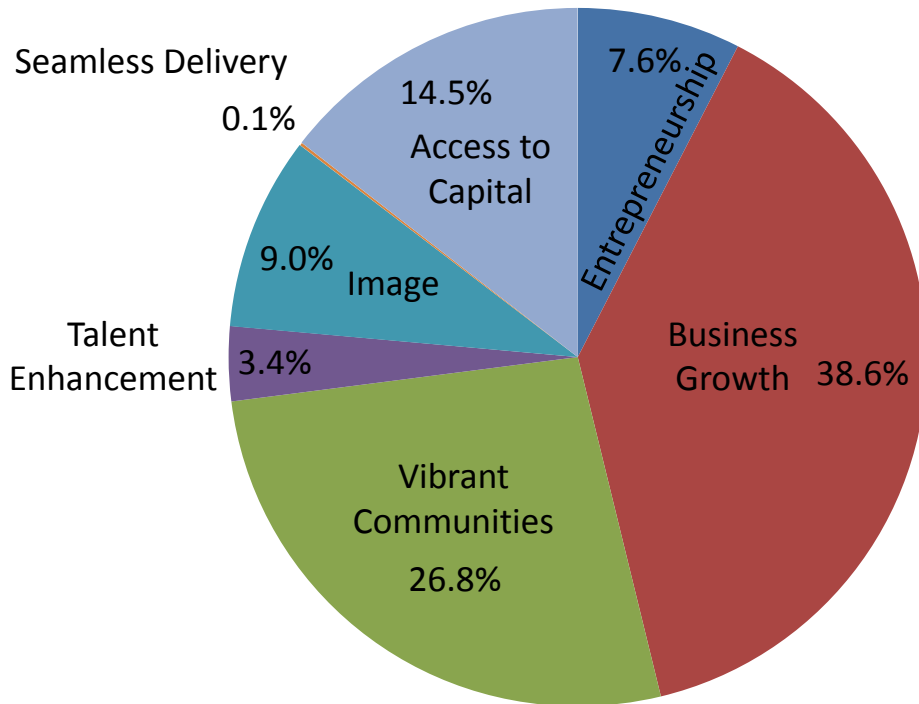


\* Excludes predominantly pass-through, non-discretionary federal Workforce Development Agency revenue and associated expenses.

# Resource Allocation by Strategic Initiative

*Just over half of FY13 program resources are deployed against the Business Growth and Access to Capital objectives. Funding sources constrain how resources are allocated.*

**FY13 Budget by Strategic Initiative**



**Major Programs**

Program	Funding Source	Strategic Initiative Constraints	Amount
Michigan Incentives Funds	State	<i>Business Growth Or Vibrant Communities</i>	\$100M
Michigan Business Growth Fund	Federal	<i>Business Growth</i>	\$39.6M
Community Development Block Grants	Federal	<i>Vibrant Communities</i>	\$47M
Film Incentives	State	<i>Business Growth</i>	\$50M
Tourism Marketing	State	<i>Image</i>	\$25M
<b>Total</b>			<b>\$261.6M</b>
<b>Total (% of Budget)</b>			<b>66.5%</b>

\* Access to Capital programs directly support Business Growth and Entrepreneurship activities.

# Performance Outcomes

*The MEDC is committed to transparent assessments of performance against the plan.*

Initiative	Measured Outcomes
<i>Entrepreneurship</i>	<ul style="list-style-type: none"> <li>• Venture-Backed Businesses</li> <li>• High-Tech Business Starts</li> </ul>
<i>Business Growth</i>	<ul style="list-style-type: none"> <li>• Jobs Committed</li> <li>• Wages Committed</li> <li>• Private Investment</li> <li>• Export Value</li> </ul>
<i>Access to Capital</i>	<ul style="list-style-type: none"> <li>• Deployed Capital</li> <li>• Capital Leverage Ratio</li> </ul>
<i>Vibrant Communities</i>	<ul style="list-style-type: none"> <li>• Downtown Redevelopment Projects</li> <li>• Downtown Private Investment Leveraged</li> <li>• Attendance Supported By MCACA Grants</li> </ul>
<i>Talent Enhancement</i>	<ul style="list-style-type: none"> <li>• Employment Matches</li> </ul>
<i>Image</i>	<ul style="list-style-type: none"> <li>• Visitor Spending</li> <li>• Travel Advertising ROI</li> <li>• Business Climate Perception</li> </ul>
<i>Seamless Delivery</i>	<ul style="list-style-type: none"> <li>• Cross-Departmental Platforms And Processes Implemented (ICC)</li> <li>• Champions</li> </ul>

# Communication and Alignment

*The organization is actively communicating its strategic plan to staff, partners and customers to maximize alignment and output.*



## 2012-2017 Strategic Plan

**OUR MISSION**

We market Michigan and provide the tools and environment to drive job creation and investment.

**VISION**

We will transform the Michigan economy by growing and attracting business, keeping talented residents here, and revitalizing our urban centers.

**A TOP 10 STATE FOR:**

- Low unemployment
- GDP growth
- Per capita income
- Young adult population growth

**OUR CUSTOMERS**

We engage with customers globally, including:

- Businesses, entrepreneurs and communities
- Travelers and tourists
- A talented workforce that adds value to Michigan businesses

**CORE VALUES**

**EXCELLENCE**

- **VISION** — Believing in our vision, goals and culture
- **INTEGRITY** — Always do what is right
- **MEASURES** — Results through measures that matter
- **TRANSPARENCY AND ACCOUNTABILITY** — Acting decisively, delivering on commitments
- **CUSTOMER FOCUSED** — Exceptional service and satisfaction

**VALUES**

- **ENTHUSIASM** — “Can do” and “will do” attitude
- **COURAGE** — Expressing viewpoints constructively
- **DUTY** — Commitment to Michigan in word and deed
- **FOCUS** — Addressing and solving critical issues

**TEAMWORK**

- **RESULTS** — Valuing team results and sharing credit
- **COLLABORATION** — Respecting and engaging colleagues
- **LOYALTY** — Supporting decisions and those who make them
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**BUSINESS INVESTMENT**





**ENTREPRENEURSHIP**  
Promote a culture of entrepreneurship and the development of high-growth, technology ventures by:

1. Facilitating the commercialization of technology
2. Ensuring the availability of key entrepreneurial services
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**BUSINESS GROWTH**  
Provide high-value services to retain, grow, and diversify existing Michigan businesses by:

1. Delivering a toolbox of economic gardening services
2. Growing exports
3. Opportunistically attracting businesses to Michigan

**ACCESS TO CAPITAL**  
Attract and leverage capital for business growth at all stages of the business lifecycle by:

1. Providing loan enhancement to increase bank lending
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**COMMUNITY VITALITY**



**VIBRANT COMMUNITIES**  
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1. Optimizing available funding sources for community revitalization
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**STATE BRANDING**




**IMAGE**  
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3. Coordinating Pure Michigan branding and messaging across state departments and with business and private partners

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