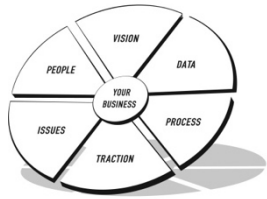


THE VISION/TRACTION ORGANIZER™

VISION

| | | |
|---|--|--|
| <p>CORE VALUES</p> | <ol style="list-style-type: none"> 1. Yes...AND 2. First to do the right thing 3. CEO of your own responsibilities 4. Come to the rescue 5. Lead the standing ovation | <p>3-YEAR PICTURE™</p> |
| <p>CORE FOCUS™</p> | <p>Our Why: Ensuring current and future generations want to live and work in our vibrant economy.</p> <p>Our How:</p> <ol style="list-style-type: none"> 1. Maintain a robust primary business base at all stages of development. 2. Tackle economic challenges and opportunities. 3. Look forward to ensure long term economic health. | <p>Future Date: 12/31/2023</p> <p>Revenue: \$1.8M</p> <p>Current Primary Employers in support area: 541</p> <p>Current Primary Employers Engaged: at or above 50%</p> <p>What does it look like?</p> |
| <p>10-YEAR TARGET™</p> | <p>By 2030: Ranking at or above our comparative communities for Median Household Income, Average Annual Pay and Total Employment Growth, and at or above the national average for Education Attainment.</p> | <ul style="list-style-type: none"> • West Michigan is known and recognized as an Industry 4.0 leader. (Lead) • Our region experiences significant strides forward in affordability and accessibility of higher education. (Lead/Engage) • Broadband becomes more accessible in our region. (Engage) • Lakeshore Advantage is celebrating new regional business and talent attraction partnerships. (Engage) • Our region’s startup community is buzzing with robust programming, access to capital and growing companies receiving national recognition. (Lead) • Lakeshore Advantage is supporting efforts to overcome identified economic challenges, including: (Support) <ul style="list-style-type: none"> ○ Housing ○ Childcare ○ Transportation ○ Career awareness & readiness ○ Emerging/diverse workforce |
| <p>MARKETING STRATEGY</p> <p>Business leaders grow companies. We give them an advantage.</p> <p>West Michigan’s Business Advantage</p> | <p>Target Market:</p> <ol style="list-style-type: none"> 1. Growth minded entrepreneurs, business leaders and decision makers at current or future primary employers who: <ul style="list-style-type: none"> • See obstacles and opportunities for growth • Are willing to ask for help • Are located in or considering location in Ottawa and/or Allegan Counties 2. Investors that support our primary employers. <p>Our Niche: Supporting primary employers, from startups to grownups. * A primary employer grows our region’s GDP.</p> <p>Four Uniques:</p> <ol style="list-style-type: none"> 1. Driven by unique primary research to determine real time business needs and we utilize secondary data to benchmark our region’s competitiveness. 2. Act as a member of a current or future primary employer’s team to tackle challenges and assist with growth opportunities. 3. Cultivate ideas between public, private and non-profit sectors to position our community for growth. 4. Share the region’s business value proposition & provide thought leadership to the broader community. <p>Proven Process: See proven process chart in LSA Way folder</p> <p>Guarantee: Response within 48 hours</p> | |



THE VISION/TRACTION ORGANIZER™

TRACTION

| 1-YEAR PLAN | SCORECARD | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|---|---|--|----------|---|----|---|----|--|----|--|----|---|---|--|--|--|------------|-----|------|----|-------------------------------------|-----|-----|----|--------------------------|----|-----|----|---------------------------------------|--------|-------|----|----------------------------------|----|----|----|--------------------------------|--------|------|----|------------------------|----|-----|----|---------------------|----------|-----|----|--------------|-----|----------|
| <p>Future Date: 12/31/2021 Revenue: \$1.6M</p> <p>Goals for the Year:</p> <table border="1" data-bbox="300 683 926 1209"> <tr> <td>1.</td> <td>Develop the Industry 4.0 roadmap to success.</td> </tr> <tr> <td>2.</td> <td>Community college millage model developed and shared.</td> </tr> <tr> <td>3.</td> <td>Support and engage in Ottawa County's digital/broadband action plan and extend knowledge to Allegan County.</td> </tr> <tr> <td>4.</td> <td>Secure additional state and federal dollars for business and talent attraction programs.</td> </tr> <tr> <td>5.</td> <td>Incubator study complete and action plan established and approved.</td> </tr> <tr> <td>6.</td> <td>Three-year contract for services with the SmartZone approved.</td> </tr> </table> | 1. | Develop the Industry 4.0 roadmap to success. | 2. | Community college millage model developed and shared. | 3. | Support and engage in Ottawa County's digital/broadband action plan and extend knowledge to Allegan County. | 4. | Secure additional state and federal dollars for business and talent attraction programs. | 5. | Incubator study complete and action plan established and approved. | 6. | Three-year contract for services with the SmartZone approved. | <p>Measuring Lakeshore Advantage Impact and Health:</p> <table border="1" data-bbox="1094 690 1883 1360"> <thead> <tr> <th></th> <th>Measurable</th> <th>YTD</th> <th>Goal</th> </tr> </thead> <tbody> <tr> <td>1.</td> <td>Number of primary employers engaged</td> <td>168</td> <td>270</td> </tr> <tr> <td>2.</td> <td>BIR Interviews completed</td> <td>22</td> <td>120</td> </tr> <tr> <td>3.</td> <td>Funds leveraged for primary employers</td> <td>\$2.9M</td> <td>\$10M</td> </tr> <tr> <td>4.</td> <td>Startups/Entrepreneurs Navigated</td> <td>21</td> <td>60</td> </tr> <tr> <td>5.</td> <td>Startup company capital raised</td> <td>\$200K</td> <td>\$1M</td> </tr> <tr> <td>6.</td> <td>Positive media stories</td> <td>39</td> <td>120</td> </tr> <tr> <td>7.</td> <td>Investment Retained</td> <td>On Track</td> <td>95%</td> </tr> <tr> <td>8.</td> <td>Cash on hand</td> <td>Yes</td> <td>5 months</td> </tr> </tbody> </table> | | | | Measurable | YTD | Goal | 1. | Number of primary employers engaged | 168 | 270 | 2. | BIR Interviews completed | 22 | 120 | 3. | Funds leveraged for primary employers | \$2.9M | \$10M | 4. | Startups/Entrepreneurs Navigated | 21 | 60 | 5. | Startup company capital raised | \$200K | \$1M | 6. | Positive media stories | 39 | 120 | 7. | Investment Retained | On Track | 95% | 8. | Cash on hand | Yes | 5 months |
| 1. | Develop the Industry 4.0 roadmap to success. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2. | Community college millage model developed and shared. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 3. | Support and engage in Ottawa County's digital/broadband action plan and extend knowledge to Allegan County. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 4. | Secure additional state and federal dollars for business and talent attraction programs. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 5. | Incubator study complete and action plan established and approved. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 6. | Three-year contract for services with the SmartZone approved. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Measurable | YTD | Goal | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 1. | Number of primary employers engaged | 168 | 270 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2. | BIR Interviews completed | 22 | 120 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 3. | Funds leveraged for primary employers | \$2.9M | \$10M | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 4. | Startups/Entrepreneurs Navigated | 21 | 60 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 5. | Startup company capital raised | \$200K | \$1M | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 6. | Positive media stories | 39 | 120 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 7. | Investment Retained | On Track | 95% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 8. | Cash on hand | Yes | 5 months | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |