



York County
Development
Corporation
COMING TOGETHER TO GROW

2017 Strategic Plan

Mission Statement:

To promote, encourage, and facilitate quality growth of
York County Nebraska.

Tag Line:

Coming together to grow



1.) **Goal Statement: Retention and expansion of existing businesses**

Estimated Completion Date: on-going

Strategies (How do we get it done)

- Business Retention expansion (BRE) interviews (On-going) – 30 per year
- Utilize e-Synchronist for tracking
- Business meetings and phone calls to continue relationship between BRE interviews
 - Coffees/breakfasts/lunches meetings
-
- Corporate headquarter visits (as identified or requested)
 - Include Community/NPPD/Black Hills & DED)
- Coordinate resource meetings for business expansions when appropriate, and coordinate available resources such as DED and other regional and state resource providers
- Provide information and education for business
 - Continue partnership with Chambers on workshops –
 - Email information out to members through YCDC email distribution list and Chamber Chat as appropriate
- Continue participation with SCC York Regional Learning Center Advisory Board and Task Forces
 - Participate on Advisory Committee and do needed outreach
- Conduct appreciation to members and other businesses
 - Utilize website and social media accounts for business spotlights and videos
 - Recognize members in print ads (YNT), twice a year
 - Host YCDC members and partners at YCDC annual meeting
 - Hold Salute to Manufactures as a Business Afterhours on National Manufacturing Day (1st Friday of October)
 - Coordinate with County to designate October as Manufacturing Month in York County
-
- Have traveling office hours in each member community
- Utilize labor study and wage & benefit analysis completed 12/31/15 with existing businesses
- Participation in 4 Lanes 4 Nebraska initiative for completion of expressway corridors

Action Plan (Who does what? When?)

Timeline: On-going annually

Dollars Needed & Possible Sources:

- \$2,000 for business travel (corporate HQ visits)
- \$1,000 for Salute to Manufactures Business After Hours
- \$1,000 for Lunch & Learns
- Other costs are within covered with YCDC staff time

Responsible Person (s): YCDC staff, YCDC Marketing Committee (current members are: Tony as Chair, Brad, Carrie, and Pat), BRE volunteers

Potential Sources of Assistance: Schools, Cities, Villages, County, NPPD, Black Hills, DED, & York Printing

2.) Goal Statement: long term economic development funding and economic education (new goal 2015)

Estimated Completion Date: annually.

Strategies (How do we get it done?)

- Annual Membership Drive using Membership Committee {current members are Kelly Kadavy (YCDC President) Chair, Brad L, YCDC staff}
 - Annual Update included in membership packets
 - Identify members for increases, and non-member businesses to recruit via personal visits
- LB840
 - Work with City of York to create an advisory committee to develop an action plan to take LB840 to the Council and voters - potential November 2017 or May 2018 election
 - Work with the City of York to develop an Economic Development Strategy for LB840
- Public private partnerships
- TIF (education for businesses and communities)
- Foundations – explore/research
- Investor clubs – possible ways to utilize them
- ED -communications/education of why it is important
 - Include in Content Strategy Document and weekly releases via social media and website
 - Outside resources – USDA, DED, site selection consultants
 - Presentations in community
- Testimonials through business spotlights and videos
- Stay-up-to date on what other communities are doing – other Economic Development professionals – inside and outside of state
- Highlight features of what economic development is & YCDC activities– each month – newsletter, radio, newspaper, social media
 - On-going communication to the city council and county commissioners
 - Follow Content Strategy for weekly releases

Action Plan (Who does what? When?)

Timeline: on-going

- Membership Campaign main focus December - March

Dollars Needed & Possible Sources: \$249,000 (Communities, County, memberships)

Responsible Person (s): YCDC staff, YCDC BOD, Membership and Marketing committees, City of York

Potential Sources of Assistance: DED, Golden Shovel, members

3.) Goal Statement: Promote availability of industrial/commercial properties and complete due diligence and master planning on controlled sites

Estimated Completion Date: on-going

Strategies (How do we get it done?)

- Continue to review and identify feasible sites in Olsson Associates plan as sites become available
- Conduct basic analysis of all properties
 - As new sites are identified as being for sale, gather information to keep LOIS up-to-date
 - As new sites are identified, develop marketing fliers
- Look for potential new areas for industrial development (Complete)
- Establish industrial/business/transportation park
 - Continue to work with city of York on identification, due diligence and master planning in 2017
 - Create and market virtual buildings and site build outs (long-term goal)
- Work with appropriate partners on establishing buildings and guidelines
- Work with appropriate partners on completing site build outs
- Explore more options for land
- Identify financial resources
- Education – importance of the need for an industrial site – options
 - City and town council/boards
 - County board

Action Plan (Who does what? When?)

Timeline: 2017

Dollars Needed & Possible Sources: \$30,000 for master planning (City), \$10,000 for virtual spec building (long-term goal)

Responsible Person (s): YCDC staff, York City Administrator, YCDC Site Committee

Potential Sources of Assistance: Olsson Associates, Ayars & Ayars, city and county officials

4.) Goal Statement: Recruitment of new businesses

Estimated Completion Date: on-going

Strategies (How do we get it done?)

- Review and respond according to Request for Information (RFI) from DED, NPPD, Black Hills, Community Venture Network or directly from business prospects or consultants

- Analyze RFI requirements to site/local assets.
- Analyze RFI workforce requirements against labor study completed 12/31/15
- Review Target industrial Study update
 - Use committee to narrow 14 recommend targets to a narrower focus
 - Include a strategy for marketing to those industries in marketing plan
- Increase inventory of available sites & buildings
 - Conduct analysis of all properties in phases
 - Look for potential new areas for industrial development
 - Enter new properties/buildings onto LOIS
- Establish industrial/business/transportation park
 - Continue to work with City of York on identification and development of properties
- Create & market virtual buildings and site build outs (long-term goal)
 - Work with appropriate partners on establishing buildings and guidelines
 - Work with appropriate partners on completing site build outs
- Participate with regional and other economic development partners on shows, conferences, etc.
 - Lincoln Area Development, NDED, NPPD, Black Hills Energy
 - Regional marketing efforts
 - FAM tours
- Develop relationships with site consultant and industry leaders
 - Participation in IEDC, Diplomats, NEDA, Mid-America EDC, Forums
 - Do call trips that includes site consultant visits
 - On-going communication with existing relationships
- Identify opportunity to do lead generation (regional partnerships)
- Develop funding sources for business incentives
 - Look at potential discounts for land/buildings
 - Pools of money to assist new companies – form of loans or grants (allocate funding every year from YCDC Budget as able)

Action Plan (Who does what? When?)

Timeline: annually

Dollars Needed & Possible Sources: YCDC Annual Budget

- \$8,600 for tradeshow
- \$5,000 for LAD membership
- \$2,500 for business travel

Responsible Person (s): YCDC staff, YCDC BOD, York City Administrator, Village of McCool, property owners, YCDC Site Committee (Current committee: Amie, Tara, Jim, Tony, Lisa, Deb)

Potential Sources of Assistance: YCDC membership, existing businesses, NPPD, LAD, DED, Black Hills Energy

5.) Goal Statement: develop housing program

Estimated Completion Date: Late 2016

Strategies (How do we get it done?)

- Implement strategies identified in housing plan (complete summer 2016)
 - Hire Development Coordinator
 - Form housing committee
 - Visit with existing contractors, bankers, realtors
 - Research what other communities are doing
- Possible Solutions – identify feasibility
 - Work with Midwest Housing Development Fund
 - Consider outside contractors and developers
 - Rehab homes
 - Free lot option
 - Community housing committee/organization – need
 - Discussion on feasibility and structure
- Identify funding options (LB840, TIF, new market tax credits, investment clubs) as strategies are developed in the housing study
- Education – how to become a homeowner
- Disconnect from the generations
- Review entities already involved in housing
- Attend housing conference March 2017

Action Plan (Who does what? When?)

Timeline: progress over the next year, then re-evaluate for additional strategies

Dollars Needed & Possible Sources:

- \$25,000 NIFA Grant + \$25,000 local match
- Additional dollars will be identified as plan is developed

Responsible Person (s): Cindy, Tony, county housing taskforce

Sources of assistance: SENDD, Board, committee groups, NIFA, USDA, DED, Midwest Housing Development Fund, Inc.

6.) Goal Statement: Marketing Plan (Public Relations) (New goal 2015)

Estimated Completion Date:

Strategies (How do we get it done?)

- Completion of Marketing Hometown America for people recruitment
- Keep Marketing Plan current
- Market the region
- Tell your story – York County
- Commercials – highlight happenings in the county
-

Action Plan (Who does what? When?)

Timeline: now

- **Dollars Needed & Possible Sources:**

Responsible Person (s): ED, Marketing Committee

Source of assistance: NE Extension, NPPD, Visitors Bureau, Chambers, Communities

7.) Goal Statement: Develop a workforce plan and high pay/skill employment opportunities

Estimated Completion Date: Annual/On-going depending on strategies

Strategies (How do we get it done?)

- What programs do we already do?
 - Tri-county Career and Job Fair Day March (annually, budget \$14,000)
 - Educational tours of businesses
 - Industry Tours for Educators October (annually)
 - Work with existing businesses on succession plans
 - Social media promotion aimed at people recruitment (\$500 annually)
 - Jobs directory on website
- Stay current on resources for businesses
 - Vet programs
 - Work with counter partners throughout the state
 - Intern programs
 - Connect businesses with NEIntern
- Research other ideas and strategies
 - Agriculture – education
 - Need for workforce representative contact
 - Match jobs to the skill
 - Future workforce – Career Academy's
 - Career pathways
 - Nebraska Workforce Investment
 - Educate the parents/teachers on opportunities within the businesses
- Skill gaps: Skills Gap Study completed December 2015
 - Work with educational entities develop strategies to address skill gaps
- Utilize wage and benefit analysis (completed December 31, 2015) with existing businesses for their internal comparison.

Action Plan (Who does what? When?)

Timeline: now

Dollars Needed & Possible Sources:

- \$14,000 Job Fair / Career Day – booth fees and sponsorships
- \$1,000 Social Media promotion – YCDC annual budget

Responsible Person (s): Lisa, Development Coordinator, BOD, Job Fair Committee, Workforce Committee, schools, York College, SCC

Source of assistance :): schools, Nebraska Workforce Investment group, Chambers

8.) Small Business and Entrepreneurship

- Utilize the Investment Club for Start-ups
 - Take Projects to the Investment Club
- Offer Business Development classes (Lunch & Learns)
- Establish a Mentoring Program
 - Identify potential mentors
 - Pair mentors/mentees
- Connect entrepreneurs with innovation programs, gap financing and other resources as needed
- Work with entrepreneurs and small businesses on business plan development and marketing strategies
- Garner Youth involvement and education
 - Work with YHS and York College on projects
 - Speak to students about possibilities
 - ESI Camp

Action Plan (Who does what? When?)

Timeline: now

Dollars Needed & Possible Sources:

- \$1,000 Lunch & Learns (YCDC Annual Budget)
- Other Activities are within staff expenses (YCDC Annual Budget)

Responsible Person (s): Lisa and BOD, Workforce Committee, schools, York College, SCC, Schools

Source of assistance: schools, Nebraska Workforce Investment group, Chambers, Southeast Nebraska Economic Development District, Nebraska Investment Fund, and Center for Rural Affairs

9.) Goal Statement: Develop a strategy to address telecommunications for the county. (Broadband)

Estimated Completion Date: Long-term goal (3 – 5 years)

Strategies (How do we get it done?)

- Feedback from businesses – existing BRE's – survey the rest of the population/survey
- Look at starting a Broadband committee in 2017
 - Medical/health Broadband representatives
 - Potential businesses/prospects

- Contact schools and colleges
- Committee needs to be formed – contact provider
- Someone that understands the industry
- Existing business owner spokesperson
- Visit with providers here first then corporate about needs

Action Plan (Who does what? When?) City leadership

Timeline: long-term goal (3 years)

Dollars Needed & Possible Sources:

- YCDC staff time expense
- City staff time expense
- Implementation costs unknown at this time

Responsible Person (s): YCDC staff, York City Administrator, committee, city council, other communities, county

Potential Sources of Assistance: schools, colleges, existing businesses, broadband committees, Jim Keeler, city officials, county commissioners