



York County
Development
Corporation
COMING TOGETHER TO GROW

2021 5-year Strategic Plan

Approved by YCDC Board of Directors January 26, 2021

Facilitated By



Nebraska Public Power District

"Always there when you need us"

Vision Statement

The York County Development Corporation will be the catalyst for economic and community vitality, resulting in York County, Nebraska, becoming widely recognized as the first choice for businesses and families in the region

Mission Statement

To promote and encourage quality economic growth in York County, Nebraska

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YCDC Strategic Plan 2021-2026

PEOPLE

Goal Statement – Continue to develop, retain, and recruit talent to help meet York County businesses workforce needs

Five Year Aspirations

- York County is home to a microbrew that becomes a gathering place for young professionals and community gathering.
- There is sufficient daycare and preschool openings to meet the demand.
- York County sees a continuation of more young couples moving to York County.
- There is an increase in broadband and fiber connectivity.
- York County is an inclusive welcoming community.
- York County is seeing people moving to the county and bringing their jobs with them
- An incubator/coworking/makers space has been established to allow for more collaboration between entrepreneurs, telecommuters, and community
- YCDC supports and encourages community initiatives that help add to the quality of life
- York County places a focus and encourages partnership on the agriculture/entrepreneurial spirit pipeline.
- Hemp/other specialty crop/bio-fuels curriculum developed

Steps

Ongoing

- Continue to adapt marketing to what people are wanting to do, what they are currently doing, what they would like to see, and what activities attract and retain people
Continue working with businesses, York County Schools, York County Daycare Alliance
- Continue involvement in Nebraska Talent Committee
- Identify additional opportunities to retain students from York College
- Support quality of life initiatives
- Look at what tourism activities we can consider partnering with a focus on talent
- Continue marketing for new talent
- Current Programs: Out of state and local talent marketing, Career Day (2014), 17 County Leadership (2021), Jobs Directory (2014), Why York County branding and videos (2018), Involvement Fair (2020), 17 County Podcast (2020), ESI Camp (2016), Impact Awards (2019), York County Fair booth (2019), manufacturing collaboration (2018), VR Talent Video (2018)
 - Partnerships with Schools on new academies and JAG (Example: Past partnership – YMS Manufacturing Academy)
 - Support day cares/pre-school programs and expansions

Year 1 2021

- Consider a workforce/talent/quality of life study and find funding if feasible
 - Identify a specific person – more specific market of who we are attracting – develop a specific profile of who we are trying to attract – primary and then secondary
- Identify what people are wanting to do, what they are currently doing, what they would like to see, and what activities to attract and retain people
- Start looking at what data needs to be collected for each program
- Explore partnership with PBL on doing an educational session on DACA (Deferred Action for Childhood Arrivals).
- Research type of skills needed for different processes of hemp and other future bio/specialty crop production
- Explore possibility of doing a drive through job fair

Year 2 2022

- Explore partnership with PBL on doing more on DACA
- Explore education on work visa's
- Develop 2-3 programs or marketing initiatives for talent recruitment
 - Find Funding
- Data Collection & Reporting
- Research and education of skills needed for different processes of hemp and other future bio production
- Create committee to process data on how to implement partners/schools for different processes of hemp and other future bio/specialty crop production

Year 3 2023

- Implementation/refinement of 2-3 new and existing programs
- Data Collection
- Develop education/program on how to implement partners/schools for different processes of hemp and other future bio/specialty crop production

Year 4 2024

- Program/Marketing updates and revisions
- Utilize data to present need for talent focus staff only
- Continue development of education/program on how to implement partners/schools for different processes of hemp and other future bio/specialty crop production

Year 5 2025

- Program/Marketing updates and revisions
- If everything falls into place, present to the school boards of education/program on how to implement partners/schools for different processes of hemp and other future bio/specialty crop production

Who

- YCDC Talent Committee
- Chambers of Commerce
- Young Professionals
- York College and SCC
- YCDC Marketing Committee
- Communities & Parks & Rec
- York County Schools
- York County Businesses
- York County Daycare Alliance
- Nebraska Talent Committee

BUSINESS

Goal Statements

- **Ensure that there is always controlled industrial land for expansion and recruitment possibilities**
- **Market available sites and building**
- **Continue providing technical assistance to York County entrepreneurs, start-ups, expanding and transitioning businesses**

Five Year Aspirations

- LB840/Local Option municipal Economic Development Act is a tool that can be used to support business activity in York County.
- York County is home to a microbrew that becomes a gathering place for young professionals and community gathering.
- Target companies that require an associate's degree or master's degree, focused in the following areas:
 - Advanced manufacturing, logistics, ag-tech/hemp/GPS, metal fabrication
 - Tech companies that want a rural environment
 - Large logistics facilities
 - Bio/R&D in the ag sector
- Businesses and eating establishments have filled the pads in the space in front of the convention center.
- York County has seen investment in opportunity zone areas
- York County has a commercial kitchen, incubator/co-working space for small businesses and entrepreneurs to utilize

Steps

On-going Timeline

- Continue to coordinate with talent committee, regional manufacturing collaboration, and educational institutions to help meet the current and future business talent needs in York County
- Meet regularly with department heads/officials/city/county/village clerks and administrators to continuously improve upon York County's pro-business environment
- Work with community leaders on the benefit of local incentives in York County
- Continue to offer business education opportunities
- Respond to RFIs as appropriate
- Continuously improve and expand upon BR&E program (visits, coffee, surveys, technology/connections, and corporate visits)
- Consider technology opportunities that would support the York County business community
- Continue to expand and make new connections and relationships with existing businesses, prospective businesses, and site selectors
- Continuously improve upon and market site and building inventory
- Market available technical service to members
- Continue to work with manufacturers on proto-type grants

Year 1 2021

- Develop Business education program beyond Lunch and Learns – Zoom option
 - Analyze survey results and develop plan from there
 - DACA as a potential
 - Ag Communication Education
 - Potential HR training
- Continue exploring the creation of a Food Policy Council
- Form relationship with the new York City Administrator and York County Commissioner
- Explore option for additional (larger) City site
- Consider NPPD Site Funding for additional due diligence
- Follow marketing plan on marketing services available to businesses
- Work with City of York and City of Henderson on LB840 need and education
 - Form new committees
 - Develop new plan
 - Raises Marketing Money
 - Develop marketing plan
- Research different type of processes of hemp and other future bio/specialty crop production
- Attend trainings and gain knowledge of the Imagine NE Act application process as the application is finalized.
- Work with communities on streamlining permit & zoning processes

Year 2 2022

- Work with partners on LB840 to determine timeline
 - May 22 as election
- Explore option for additional (larger) City site
- Continue to work with communities on streamlining permit & zoning processes

Year 3 2023

- Due diligence and master planning on larger site

Who

- YCDC
- YCDC Marketing Committee
- Schools
- Community leaders, city councils, county commissioners, village boards
- Nebraska DED, NPPD, Department of Labor, SCC, York College, Blackhills Energy

INFRASTRUCTURE

Goal Statement

- **Support large scale infrastructure projects within York County or those that impact York County**

Five Year Aspirations

- There is more fiber connectivity throughout York County
- Highway 81 is finished out of York County
- YCDC has partnered with communities and parks/rec staff for quality-of-life initiatives such as parks, trail systems, and community art
- Natural Gas expansion

Steps

Ongoing Timeline

- Work with communities on streamlining permit & zoning processes
- Participate with SENEDD to help develop a good road map for broadband in York County
- Advocate for additional fiber buildout
- Advocate for completion of Highway 81
- Support community and business efforts for expanded natural gas capacity
- Continue to expand and make new connections and relationships with existing businesses, prospective businesses, and site selectors
- Continuously improve upon and market site and building inventory

Year 1 2021

- Establish relationships with new NDOT Director when announced

- Participate in Four Corners Health Department Walkability Study and future steps as needed
- Market the SENDD broadband mapping
- Talk with Mainstay on expansion of service area
- Continue conversation with Black Hills on natural gas expansion

Who

- YCDC Marketing Committee
- YCDC Staff and Board
- SENEDD
- City, County, Villages, Parks & Rec Committees, Chambers of Commerce
- State Department of Transportation
- Four Corners Health Department
- Black Hills Energy

HOUSING

Goal Statements

- **Continue momentum in reaching housing goals as it relates to the housing study.**

Five Year Aspirations

- There is visible new housing development, specifically apartment style housing near Interstate
- Countywide minimum rental standards have been established and education and awareness around them
- Meet goals in new study
- Infrastructure in Henderson's new development is built out
- Assist in create a partnership between local builders and YPS
- Start redeveloping of Epworth Campus
- Investment club involved in housing

Steps

Ongoing Time-line

- Need more affordable housing (under \$200,000)
- Education of resources for purchase and renovation
- Ask realtors to market events as QOL while selling
- Attend planning commission more regularly

Year 1 2021

- Understand updated housing study

- Release updated housing study information to partners and developers
- Hold housing info meeting
- Work with communities on streamlining permit & zoning processes
- Identify potential locations for 55+ housing
- Identify why someone would move to York County
- Implement goals and action steps once update housing study has been completed
- Assist the City of Henderson on new development
- Research other grant/funding opportunities for housing development/rehab.
- Explore options on property for property development

Year 2 2022

- Identify partners/funders for 55+ housing
- Identify project for Trust Fund application
- Develop project for potential spec home
- Explore options on property for property development
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Year 3 2023

- Trust funds applied for identified project
- Partner with local (preferred) contractor to do a spec home and roll the funds on
- Develop program to connect families with contractors to show timeline/quote on pre-spec house or improvements. Use realtors to market

Year 4 2024

- Identify project that needs seed money from RWHF (\$100,000)

Year 5 2025

- Identify project that needs seed money from RWHF (\$150,000) .

Who

- YCDC Housing Committee
- Realtors
- Planning Commissions
- City Councils/Village Boards/committees
- Lenders
- Contractors
- YCDC

ORGANIZATIONAL

Goal Statements

- **YCDC is known as a high performing economic development organization making positive long-term impact for the County**

Five Year Aspirations

- Relationships with Cities, Villages and County are strong and healthy
- YCDC's 501(c)3 organization has been established
- YCDC is known for its countywide support and assistance in addressing the needs and priorities of all York County communities
- Long-term funding and feasibility have been established for YCDC

Steps

Ongoing Time-line

- Continue to expand private partnerships/members (on-going)
- Continue traveling offices in member communities throughout York County
- Continue involvement in local, regional, state, and national organizations that bring value to YCDC and York County
- Continue to implement new technology and resources for maximum efficiencies
- Continue to research and implement best industry practices for operating an economic development organization
- Expand local knowledge of YCDC
- Professional Development
- Maintain 50% operating reserves
- On-going education with exec, BOD & communities on what money is used for

Year 1 2021

- Finish updating YCDC bylaws
- Establish revised vision statement for YCDC
- Continue working with attorney to establish a sister non-profit
- Research and find sustainable funding sources to replace the NIFA Community Outreach Grant (\$25,000)
- Explore the feasibility of a multi-year capital campaign for YCDC programming and capacity building
- Completion of a YCDC Investment Policy
- Share strategic plan with stakeholders
- 200 Members goal
- Explore projects and potential partners if needed for Rural Prosperity Initiative

Year 2 2022

- Start marketing, financials and operating agreement for the non-profit
- Start receiving donations – identify key donors to start
- Identify project for YCDC that could be a campaign through non-profit
- Start identifying grants/resources for non-profit

- Budget and apply for Rural Fellows (Rural Prosperity Initiative). Roughly \$12,000.
<https://ruralprosperityne.unl.edu/rural-fellows>
- 220 Members goal
- Derek graduates from EDI

Year 3 2023

- 240 Members goal
- Derek takes CEcD test

Year 4 2024

- 260 Members goal

Year 5 2025

- 280 Members goal

Who:

- YCDC Staff, Executive Committee, and Board of Directors
- YCDC Attorney
- York County and communities
- YCDC Marketing Committee