



York County
Development
Corporation
COMING TOGETHER TO GROW

2016 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)
 - Utilize e-Synchronist for tracking
- Business meetings and phone calls to continue relationship between BRE interviews
- 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
 - Partnership with Chambers on workshops – financing programs, business start-ups; disaster planning, succession planning; worker training, customer service, legislative issues, economic development 101, generational differences, human resources
 - Development of coffees/breakfasts/lunches meetings
 - Email information out to members through YCDC email distribution list and Chamber Chat as appropriate
- Participate in the development of programs at SCC York Regional Learning Center
 - 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 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
- Create a value added Ag group focused on ag-related opportunities 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

- \$2,000 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, Todd 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, Craig H, Brad L, Aaron H, 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
 - 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
- 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: \$239,000 (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: 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
- Start Broadband committee in 2016
- 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?)

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

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
- Conduct target industry study update
 - Analysis how DED’s revised targets and strategic plan effect our targets

- 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
- 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, I-80 Coalition, NPPD, NDED
 - 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
 - Distribute labor study completed 12/31/15 information to existing relationships
- Identify opportunity to do lead generation
- 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
- \$9,000 (estimate) for lead generation

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

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

5.) 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?)

- Review and identify feasible sites in Olsson Associates plan
- Conduct analysis of all properties (Complete)
 - 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 2016
 - 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: 2016

Dollars Needed & Possible Sources: \$30,000 for master planning (City)

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

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

6.) Goal Statement: develop housing strategies

Estimated Completion Date: Late 2016

Strategies (How do we get it done?)

- Countywide housing plan (complete summer 2016)
 - Housing survey – what are the needs
 - Visit with existing contractors, bankers, realtors (focus groups – what is needed)
 - Research what other communities are doing
- Possible Solutions – identify feasibility
 - 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 22-23, 2016

Action Plan (Who does what? When?)

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

Dollars Needed & Possible Sources:

- \$24,000 Housing Study + staff time expense
- Technical assistance to community will be covered by YCDC general staff
- Additional dollars will be identified as plan is developed

Responsible Person (s): YCDC staff, Cindy (York Housing Authority and YCDC Board member), Tony, county housing taskforce

Sources of assistance: SENDD, Board, committee groups, NIFA, USDA, DED

7.) Goal Statement: Follow Marketing Plan (Public Relations) and develop needed tools

Estimated Completion Date: annual activities and updates

Strategies (How do we get it done?)

- Follow YCDC Marketing Plan for marketing strategies and implementation <http://yorkdevco.com/york/about-us/strategic-plan/?item=7816>, and budget accordingly. Continue partnership with York County on receiving Livestock Friendly designation

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Action Plan (Who does what? When?)

Timeline: Update and implement annually

Dollars Needed & Possible Sources:

- \$9,500 tradeshows/forums/diplomats, etc. (YCDC Budget)
- \$6,000 website (YCDC Budget)
- \$14,000 general marketing (YCDC Budget)

Responsible Person (s): YCDC staff, Marketing Committee (current committee is Tony North (Chair), Brad Leggett, Todd Kirshenbaum, Taylor Siebert, Pat Hanrahan, Lisa)

Source of assistance: KAWL/104.9 Max Country, York News Times, County and communities, NPPD, Black Hills Energy

8.) Goal Statement: Develop a workforce plan and spousal employment opportunities

Reword?

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
- Form a workforce committee of employer leaders to analysis additional strategies that would be of value (1st Quarter 2016)
- 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
- Identify 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
- \$500 Social Media promotion – YCDC annual budget

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

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

9.) Small Business and Entrepreneurship

- Utilize the Investment Club for Start-ups
 - Work with Investment Club on information piece for clients
- 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:

- \$2,000 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