

Blueprint for 2016 Marketing of the GGI Initiative

The Vision Statement:

Grow Grand Island cultivates bold ideas that create business and quality of life opportunities in our region through planning, partnering and doing.

The Mission Statement:

Grand Island, Nebraska is committed to growth. As such, in 2014 the business community, in concert with city and county government, undertook a strategic planning process. This resident-driven, inclusive effort resulted in the development of a collaborative and comprehensive approach to business and community growth and progress.

GGI Marketing Goals and Objectives:

Objective: Launch a thoughtful, well-coordinated simple message to the people of our community that explains what Grow Grand Island is about and how it will direct community growth for years to come.

Marketing Plan Benefits:

- **Rallying point:** Your marketing plan gives your troops something to rally behind. You want them to feel confident that the captain of the vessel has the charts in order, knows how to run the ship, and has a port of destination in mind. Companies often undervalue the impact of a "marketing plan" on their own people, who want to feel part of a team engaged in an exciting and complicated joint endeavor. If you want your committee members, elected officials, and community to feel committed to GGI, it's important to share with them your vision of where the company is headed in the years to come. People don't always understand financial projections, but they can get excited about a well-written and well-thought-out marketing plan. You should consider releasing your marketing plan--perhaps in an abridged version--companywide. Do it with some fanfare and generate some excitement for the adventures to come.

- **Chart to success:** We all know that plans are imperfect things. How can you possibly know what's going to happen 12 months or five years from now? Isn't putting together a marketing plan an exercise in futility . . . a waste of time better spent meeting with customers or fine-tuning production? Yes, possibly but only in the narrowest sense. If you don't plan, you're doomed, and an inaccurate plan is far better than no plan at all. To stay with our sea captain analogy, it's better to be 5 or even 10 degrees off your destination port than to have no destination in mind at all. The point of sailing, after all, is to get somewhere, and without a marketing plan, you'll wander the seas aimlessly, sometimes finding dry land but more often than not floundering in a vast ocean. Sea captains without a chart are rarely remembered for discovering anything but the ocean floor.
- **Company operational instructions:** Your child's first bike and your new VCR came with a set of instructions, and your company is far more complicated to put together and run than either of them. Your marketing plan is a step-by-step guide for your company's success. It's more important than a vision statement. To put together a genuine marketing plan, you have to assess your company from top to bottom and make sure all the pieces are working together in the best way. What do you want to do with this enterprise you call the company in the coming year? Consider it a to-do list on a grand scale. It assigns specific tasks for the year.
- **Captured thinking:** You don't allow your financial people to keep their numbers in their heads. Financial reports are the lifeblood of the numbers side of any business, no matter what size. It should be no different with marketing. Your written document lays out your game plan. If people leave, if new people arrive, if memories falter, if events bring pressure to alter the givens, the information in the written marketing plan stays intact to remind you of what you'd agreed on.
- **Top-level reflection:** In the daily hurly-burly of competitive business, it is hard to turn your attention to the big picture, especially those parts that aren't directly related to the daily operations. You need to take time periodically to really think about your business--whether it's providing you and your employees with what you want, whether there aren't some innovative wrinkles you

can add, whether you're getting all you can out of your products, your sales staff and your markets.

Short term

- Develop a 1-Year Plan
- Strategy statement (objective)
 - Narrative to help explain GGI
 - Grow Grand Island is all-in-all a grander vision for the future of Grand Island. The Grow Grand Island Initiative is an approach to business and community growth and progress as Grand Island has been committed to growth. This five-year development growth strategic plan focuses on assisting businesses, entrepreneurs, our image, the work force and the community assets.
- Develop 4-5 Strategies for 2016 by December 1st, 2015
 - Talking pieces, events, etc.
- Establish leadership team (no more than 6 people)
- Develop marketing plans/strategies for various audiences
 - Elected officials
 - Business community
 - Community at large
- Deliverables for marketing team with timeline and spokes people
 - Create storylines/manifesto
 - Graphically appealing, lead in, photography
 - Statement as to why we're excited and what we expect to accomplish
 - Summarize initiatives
 - GGI Committee Chairs "speak" in piece
- Continuity of look and feel of marketing materials

Long term

- Develop a timetable for GGI initiatives to 'roll out'
- Community buy-in/participation on committees
 - *Create a sense of community by evaluating buy-in/participation on committees*
- Identify funding sources and secure grants/investments of \$_____ by _____ with phase 2 and additional phases to occur in subsequent years with an increasing financial investment by the business community and governmental entities

The Market

Target market: (Who are we selling to and why would they buy your product/service over others?)

Elected officials

Business community

Community at large

Ethnic Residents

Educational Institutions

Marketing strategy:

[How do you plan to enter the market? How do you intend to attract customers? How and why will this work?]

Note: We recognize that preferences of marketing vary by demographics, and, as such, we are developing strategies for marketing to the various demographics.

Service club circuit, public relations, training programs, social media, videos, powerpoint, monthly report, celebrity columns, special events, eBlasts, Smart phone app, Snap Chat filter, website

- Personal Selling
- One-on-One Opportunity
- Allows audience's input
- Answers Concerns
- Time Efficient
- Special events allow for interaction with others about same concerns and ideas

Business community (Under 40 years of age) – *Public relations, brochures, service club circuit, social media, training programs, videos, monthly report, celebrity columns, special events, Human Resources Departments, Governor Pete Ricketts presentation, website, eBlasts, Smart phone app, Snap Chat filter*

- Ability to reach larger crowds
- Already have large business base
- Efficient use of time
- Young Professional members
- Special events allow for interaction with others about same concerns and ideas

Business community (Over 40 years of age) – *Public relations, brochures, service club circuit, training programs, videos, monthly report, celebrity columns, special events, Human Resources Departments, Governor Pete Ricketts presentation, website, eBlasts*

- Ability to reach larger crowds
- Already have large business base
- Efficient use of time

- Special events allow for interaction with others about same concerns and ideas

Community at large – *Newspaper, radio, television, giveaways, social media, videos, brochures/posters, billboard, special events, direct mail, website, Smart phone app, Snap Chat filter*

- Ability to reach larger crowds
- Time Efficient
- Can be visible all around the city
- Non-invasive
- Easy to access

Community at large – *Newspaper, radio, television, giveaways, videos, brochures/posters, billboard, special events, direct mail, website*

- Ability to reach larger crowds
- Can be visible all around the city
- Non-invasive
- Easy to access

Ethnic Residents – *Newspaper, radio, television, giveaways, social media, videos, billboard, special events, direct mail, website, Smart phone app, Snap Chat filter*

Educational Institutions – *Public relations, brochures, giveaways, service club circuit, social media, videos, special events, website, eBlasts*

Campaign Ideas:

- Public relations more important than media
 - People to people; people sell Grand Island better than logos/brands/etc.
 - A brand is a promise; better live up to it
 - Powerpoint
- Marketing Missions – travel to domestic or international markets to meet with and attract targeted companies
- Expand Inbound Marketing Events – centered around a festival where the targets are already planning to attend
- Brochure – need to design an elegant, simple explanation of the “Grow” idea
- Radio – morning shows, Latino, PSAs
- Newspaper – editorial, paid advertising, message from leaders, ¼ page ads developed from the same graphics as the brochure
- Celebrity Columns
- Television – talk show circuit, NTV/Good Life
 - Talk about the initiatives
- Giveaways – buttons, shirts, events, tables in public locales
- Service club circuit – a presentation that makes the rounds
 - Nicki Stoltenberg has a list
- Social media – imagery and videos that stand out and amplify our messages
 - Online Discussion Boards
- Videos
 - Written copy or a script needs to be developed. From this, a series of short (1-2 minute) films can be produced and used on social media.
- Training programs/video for businesses and elected officials to increase the awareness
- Billboard
- Monthly Report out to Community
- Guerilla Marketing
- Explore hiring an outside marketing firm
 - Archrival – Contact Anthony Galvan
 - Hurrrdat – Contact Blake Laurence
- Special Events
 - Existing Businesses
 - Food trucks
 - Farmers Markets
 - Live concerts from up and coming artists
 - Promote new areas for development
 - Wildwood Business Park
 - Entrepreneurs
 - Partner with CCC, UNK, and UNL to ask for their entrepreneurs to come out and set up a ‘kiosk’ to run their business for a specific amount of time
 - Image
 - Mirrors set up around town that has a different copy about the current and future image of Grand Island
 - Workforce
 - Guided exercises (ex. Yoga in every park every Saturday of the month)
 - Health/Wellness
 - Give out “medicine bottles” with specific labels
 - Inside could be popcorn kernels or something local to Nebraska

- Human Resources Departments
- Governor Pete Ricketts presentation
- Direct Mail
- Website
 - Drop down on the EDC, Chamber and Visitor's Bureau sites directing towards website
- eBlasts
- Smart phone app
 - Add Community Calendar
- Snap Chat Filter
- Weekly maintenance of growgrandisland.com

Marketing Strategies:

Leader: Nicki Stoltenberg

Strategy: **Website Maintenance**

Action Steps

Action Step	Responsibility	Description	Date Assigned	Target Date for Completion	Cost / Sources / Resources	Notes	Measure of Success
1	Nicki Stoltenberg, Tara Purdie, Brad Mellema, Dave Taylor	Create a drop down on websites directing toward GGI website	Q1	15-Feb	0		
2	Nicki Stoltenberg, Tara Purdie, Casey Bartels	Weekly maintenance of growgrandisland.com	1-Dec	Ongoing	0		
3							
4							
5							

Leader: Implementation Committee, Marketing

Strategy: **Explore Marketing Tactics**


Action Steps

Action Step	Responsibility	Description	Date Assigned	Target Date for Completion	Cost / Sources / Resources	Notes	Measure of Success
1	Marketing, Implementation Committee	Explore hiring an outside marketing firm	Q1	1-Apr	0		
2	Marketing	Explore guerrilla marketing tactics	Q1	1-Mar	0		
3							
4							
5							

Leader: Marketing

Strategy: Educate Elected Officials and Businesses on Grow Grand Island

Action Steps

Action Step	Responsibility	Description	Date Assigned	Target Date for Completion	Cost / Sources / Resources	Notes	Measure of Success
1	Nicki Stoltenberg	Develop powerpoint	30-Nov	1-Jan	0	Use powerpoint created for Leadership Tomorrow	Distribute and present 50 powerpoints per year 
2	Marketing Committee	Schedule meetings to share GGI powerpoint with Elected Officials and Businesses	Q1	Ongoing	0		
3	Nicki Stoltenberg	Develop and schedule service club circuit presentation	1-Dec	18-Dec	0		
4	Nicki Stoltenberg, Casey Bartels	Create training program/video	Q1	Q2	0		
5	Nicki Stoltenberg, Marketing, GIPR	Create presentation for Human Resource Departments	Q1	Q1	0		

6	Tara Purdie, Implementation Committee, Executive Committee	Design and schedule eBlasts	Q1	Ongoing			
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Leader: Marketing

Strategy: Educate Public on Grow Grand Island

Action Steps

Action Step	Responsibility	Description	Date Assigned	Target Date for Completion	Cost / Sources / Resources	Notes	Measure of Success
1	Nicki Stoltenberg, Casey Bartels, Tara Purdie	Develop Brochure	1-Dec	15-Feb	0		
2	Marketing, Beth Frierichs, Brad Mellema, Nicki Stoltenberg, Don Smith, Tara Purdie	Develop and schedule social media posts	Q1	Ongoing	0		
3	Nicki Stoltenberg, Cindy Johnson, Brad Mellema	Develop short videos for social media	1-Dec	1-Jan Ongoing	0	2-3 60 second slots in January	2 videos a month
4	Nicki Stoltenberg	Request Governor Ricketts to make a presentation about GGI	Q1	Q1			

5	Nicki Stoltenberg	Request Governor Ricketts to make a presentation about GGI	Q1	Q1	0		
6	Marketing	Create and maintain Smart Phone app	Q2	Ongoing			
7	Marketing	Create Snap Chat filter	Q2	Q2			

Leader: Marketing

Strategy: Advertising

Action Steps

Action Step	Responsibility	Description	Date Assigned	Target Date for Completion	Cost / Sources / Resources	Notes	Measure of Success
1	Marketing	Design and schedule billboard advertisements	Q1	Ongoing		Every 2 months	
2	Nicki Stoltenberg, Tara Purdie	Create direct mailing advertisement	Q1	Ongoing			
3	Nicki Stoltenberg, Cindy Johnson, Casey Bartels	Develop and schedule series of newspaper advertisements	Q1	Ongoing		Run in February or March	
4							
5							

Leader: Marketing

Strategy: Events for the public

Action Steps

Action Step	Responsibility	Description	Date Assigned	Target Date for Completion	Cost / Sources / Resources	Notes	Measure of Success
1	Marketing, Consulting Firm	Expand Inbound Marketing Events	Q1	1-Aug		<i>Events centered around the public is already planning to attend</i>	
2	Beth Frerichs, Marketing	Purchase and schedule giveaway activities	Q1	Q2			
3	Marketing	Plan and schedule special events	Q1	Ongoing			
4							
5							

Leader: Don Smith

Strategy: Newspaper items

Action Steps

Action Step	Responsibility	Description	Date Assigned	Target Date for Completion	Cost / Sources / Resources	Notes	Measure of Success
1	Don Smith, Casey Bartels	Develop and Schedule series of GGI Progress Summaries	8-Dec	20-Dec	0	Committee Summaries	
2	Don Smith, Nicki Stoltenberg, Cindy Johnson	Identify and schedule authors for celebrity columns	1-Dec	Ongoing	0		
		Dave Taylor-Exports	17-Dec		0		✓
		Tammy Morris or Densel Rasmussen - Grant for Sculpture	30-Dec		0		✓
		Robin Dexter - Early Childhood or CPI	Q1	Jan	0		✓
		Mike Olson - Airport	Q1	Jan	0		
		Tonja Brown - Local Sourcing	Q1	Feb	0		
		MPO - Olsson Associates	Q1	Feb	0		
		GILCA –	Q1	Feb	0		

		Joseph/Cindy					
		Nicki or Charley - Housing	Q2	Mar	0		
		Nicki or Amos - Downtown	Q2	Mar	0		
		Mayor Jeremy Jensen - Vet's Home	Q2	Mar	0		
		Carlos Barcenas - Cultural Assessment	Q2	Apr	0		
		John Hoggatt/Karen - Project GAIN	Q2	Apr	0		
3	Don Smith, Nicki Stoltenberg, Cindy Johnson	Create Monthly Report	Q1	Ongoing	0		
4							
5							

Leader: Don Smith

Strategy: Press


Action Steps

Action Step	Responsibility	Description	Date Assigned	Target Date for Completion	Cost / Sources / Resources	Notes	Measure of Success
1	Don Smith	Schedule Press Releases	Q1	Ongoing	0		
2	Don Smith	Schedule Press Conferences	Q1	Ongoing	0		
3							
4							
5							

Leader: Brad Mellema, Nicki Stoltenberg

Strategy: **Media**

Action Steps

Action Step	Responsibility	Description	Date Assigned	Target Date for Completion	Cost / Sources / Resources	Notes	Measure of Success
1	Brad Mellema	Establish schedule of television community show appearances	8-Dec	18-Dec			
2	Nicki Stoltenberg	Establish schedule of morning radio show appearances	8-Dec	18-Dec			
3							
4							
5							

CALL TO ACTION:

- Plant a seed
- Cultivate an idea
- Shape Grand Island's future, today

Go to GrowGrandIsland.com and click on the Get Involved tab! Deepen the roots; grow the vision.

Concept for Campaign:

Nebraska is known for its agriculture, especially in Central Nebraska. Many of our businesses and livelihood comes from “feeding America” and providing them “fuel” for their future.

Taglines/Slogans:

1. Get Fueled (#getfueled)
2. Get Out There/Get Out Here

Vanity URL's Available:

- Gifueled.com
- Fuelgi.com

Campaign Slogan Ideas:

- Centered on your success
- The next big thing
- A place for your big ideas

**Need to finish out the list...*

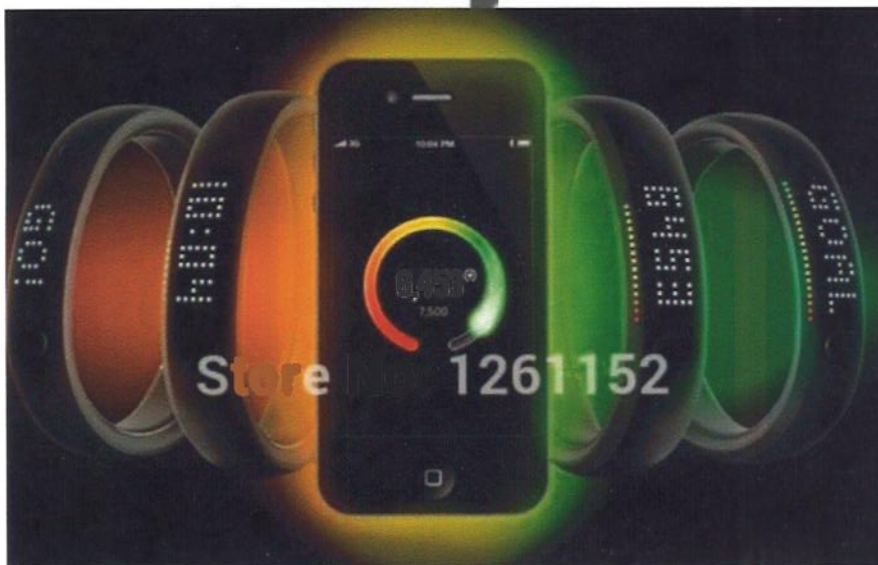
Brand-*an umbrella for which all marketing falls under*

- Logo
- Graphics Standards Manual (colors, fonts, etc.)
- Favicon for website
- Copy Platform

IMAGE IDEAS:

Note: These are just concepts and would need to be updated/transformed to have specific look and wording for the brand.







(Fuel Your Business)





The Finances

[Briefly outline your sales forecast. How much money will you need up-front? Where will you obtain these funds from? What portion of funds will you be seeking from other sources? How much of your own money are you contributing towards the business?]

Money needed up front?

In our hands, we have \$50,000 to spend on the *entire* GGI Initiative. We will be seeking funds of \$1.3 million per year for 5 years. However, this is for the *entire* GGI Initiative. For marketing purposes, we have allocated \$_____.

The Business

Business overview

[Who are the current business owners? What products/services does the business provide? Where it is located? How long has it been operating?]

The current “business owners” are: City of Grand Island, Hall County, Grand Island Area Chamber of Commerce, Grand Island Convention and Visitors Bureau, and Grand Island Economic Development Corporation.

The partnering non-profits (C of C, EDC, CVB) are charged, by their articles of incorporation, with _____. These three entities undertook the inaugural Grow Grand Island Business Development Strategic Plan initiative in order to _____.

The City of Grand Island and Hall County coordinated the Grander Vision process in _____.

With the election of Mayor Jeremy Jensen in November, 2014, a new charge was issued to the two groups – combine efforts for maximum chance of success.

Aligning the two strategic planning processes was completed in early 2015. The Grow Grand Island, a Grander Vision for the Heartland initiative was kicked off publicly in _____. In _____, ____ committees were formed and leadership identified for each committee. Since that time, committees have been meeting and addressing their individual recommendations.

S.W.O.T. analysis (GGI Documentation/deliverables)

Strengths	Weaknesses
<p><i>Surrounded by bedroom communities whose residents work in Grand Island</i></p> <p><i>Strong work ethic</i></p> <p><i>Strong retail hub (second highest per capita spending)</i></p> <p><i>Transportation hub (rail, interstate, air service, state and federal highway system)</i></p> <p><i>Quality of life</i></p> <p><i>Low crime</i></p> <p><i>Ease of traffic movement (no traffic jams; rush hour is really minutes)</i></p> <p><i>Diversity of cuisine</i></p> <p><i>Variety of retail shops (chain and boutique)</i></p> <p><i>Growing attractions and visitor industry (State Fair, HPSP, cranes, livestock shows, horse racing)</i></p>	<p><i>Recruitment to rural Nebraska is challenging</i></p> <p><i>Under-educated residents</i></p> <p><i>Culture/quality of life</i></p> <p><i>Housing availability and cost of housing is high</i></p> <p><i># of post-secondary offerings available</i></p> <p><i># of higher educated residents</i></p> <p><i>Difficult for new professionals to break into established social networks</i></p> <p><i>Difficult for immigrants to assimilate</i></p> <p><i>Dilapidated buildings/exterior are off-putting</i></p> <p><i>Entrances to community do not reflect the vibrancy of our community</i></p> <p><i>Distance to interstate is perceived to be longer than it is; no signage or lighting shortens that gap</i></p> <p><i>Limited higher end, professional clothing stores</i></p> <p><i>Limited stock of attractive, available office space</i></p> <p><i>Limited recreational activities</i></p>

Opportunities	Threats
<i>Leadership</i> <i>Relationships</i> <i>Interstate development</i> <i>Patriot Gardens (redevelopment of Veterans Home land)</i> <i>Continued Fonner Park/State Fair campus development</i> <i>New housing construction</i> <i>Water supply/abundance</i> <i>Redevelopment of Husker Harvest Days site</i> <i>Development of outdoor recreation facilities and activities, ie trails</i> <i>Agri-tourism</i> <i>Highway 281/34 development (medical services, housing, retail, office)</i> <i>Alignment of community's marketing efforts</i> <i>Strengthen neighborhoods</i> <i>Expanded use of unique facilities (ie Barn Bar)</i>	<i>Internet sales</i> <i>Transition from locally owned businesses to larger corporate owned businesses</i> <i>Consolidation/mergers (banks, businesses)</i> <i>Tax environment</i> <i>Loss of higher paying jobs (engineers, IT)</i> <i>Medical community splintered</i>

S.W.O.T. activity sheet (Include GGI Grid)

[Outline how and when you plan to address each of the weaknesses/threats from your S.W.O.T. analysis above. Completion dates are outlined in the GGI Implementation Grid.]

Pillar	S.W.O.T weakness or threat	Activity to address weakness/threat
Existing Business – Create business opportunities that Grow Grand Island	Difficult for new professionals to break into established social networks	1.6 – See Addendum A
	Difficult for immigrants to assimilate	1.5, 1.6 – See Addendum A
	Internet Sales	1.4 – See Addendum A
	Transition from locally owned businesses to larger corporate owned businesses	1.4 – See Addendum A

Pillar	S.W.O.T weakness or threat	Activity to address weakness/threat
	Consolidation/mergers (banks, businesses)	<i>1.1, 1.4, 1.5 – See Addendum A See Addendum A</i>
	Loss of higher paying jobs (engineers, IT)	<i>1.1, 1.2 – See Addendum A</i>
	Tax Environment	
Entrepreneur – Identify people with great ideas and enable them to launch	Recruitment to rural Nebraska is challenging	<i>2.4, 2.5 – See Addendum B</i>
	Difficult for new professionals to break into established social networks	<i>2.3, 2.5 – See Addendum B</i>
	Limited higher end, professional clothing stores	<i>2.2, 2.3 – See Addendum B</i>
	Tax Environment	
	Permit acquisition is slow and difficult	
Image – What do we think of ourselves and what is our image to others?	Recruitment to rural Nebraska is challenging	<i>3.1, 3.2, 3.5 – See Addendum C</i>
	Culture/Quality of Life	<i>3.1, 3.2 – See Addendum C</i>
	Dilapidated buildings/exterior are off-putting	<i>3.3, 3.7 – See Addendum C</i>
	Not enough aesthetics and beautification	<i>3.3, 3.7 – See Addendum C</i>
	Entrances to community do not reflect vibrancy of our community	<i>3.3 – See Addendum C</i>
	Distance to interstate is perceived to be longer than it is; no signage or lighting shortens that gap	<i>3.3 – See Addendum C</i>
	Internet Sales	<i>3.1 – See Addendum C</i>
	Transition from locally owned businesses to larger corporate owned businesses	<i>3.1 – See Addendum C</i>
	Loss of higher paying jobs (engineers, IT)	<i>3.6 – See Addendum C</i>

Pillar	S.W.O.T weakness or threat	Activity to address weakness/threat
	Tax Environment	
Workforce – a well-educated and trained workforce is the backbone of our community	Under-educated residents	4.1, 4.2, 4.3, 4.4, 4.5 <i>See Addendum D</i>
	Culture/Quality of Life	4.1, 4.2 – <i>See Addendum D</i>
	# of post-secondary offerings available	4.2, 4.5 – <i>See Addendum D</i>
	# of higher educated residents	4.1, 4.2, 4.3, 4.4, 4.5 <i>See Addendum D</i>
	Loss of higher paying jobs (engineers, IT)	4.1, 4.2 – <i>See Addendum D</i>
	Tax Environment	
Community Assets - develop and enhance community assets	Housing availability and cost of housing is high	5.9, 5.10 – <i>See Addendum E</i>
	Difficult for immigrants to assimilate	5.4, 5.8 – <i>See Addendum E</i>
	Dilapidated buildings/exterior are off-putting	5.1, 5.2, 5.8, 5.10 – <i>See Addendum E</i>
	Limited stock of attractive, available office space	5.4, 5.9, 5.10 – <i>See Addendum E</i>
	Limited higher end, professional clothing stores	5.4, 5.8, 5.10 – <i>See Addendum E</i>
	Internet Sales	5.8 – <i>See Addendum E</i>
	Transition from locally owned businesses to larger corporate owned businesses	5.3 – <i>See Addendum E</i>
	Medical community splintered	
	Limited entertainment and recreational activities	5.12 – <i>See Addendum E</i>

Pillar	S.W.O.T weakness or threat	Activity to address weakness/threat
	Limited cultural arts facilities and programs	5.8, 5.14, 5.16 – See Addendum E
	Limited nightlife options	5.8 – See Addendum E
	Untapped potential in Downtown	5.8, 5.10 – See Addendum E

Market position: *[Where do your products/services fit in the market? Are they high-end, competitive or budget? How does this compare to your competitors?]*

WHAT HAPPENS IF WE DON'T MOVE FORWARD WITH A STRATEGIC BUSINESS DEVELOPMENT PLAN????

If we do not move forward with the strategic business development plan, job creation in our targeted sectors will not occur, specifically in Manufacturing, Transportation and Distribution, and Repair, Reuse, and Recycling. These three targeted sectors have the potential to create a Foreign Trade Zone which would help defer duties during the time of importation.

Unique selling position: *[How will your products/services succeed in the market where others may have failed? What gives your products/services the edge?]*

Stability

- Growing support of local businesses
- Lower than average unemployment rates

Hub

- Centrally located
- Close to the highway where many people travel

Leadership

- Strong forces behind the business - Chamber of Commerce, Economic Development Corporation, Convention and Visitor's Bureau

Energy

- New businesses and programs offered regularly
- Good publicity
- High excitement for changes

Anticipated demand: *[What is the anticipated GGI initiatives that are likely to be supported by the business community and public entities? For example, which public improvements will be budgeted for by the City of Grand Island, educational institutions, Hall County, Department of Roads, State, or other public entity in the next 12-24 months?]*

Value to customer: *[How do your customers view GGI? Are they a necessity, luxury or something in between?]*

- Necessity as to bringing more businesses and people to Grand Island, and keeping them here.
- Something in Between as customers want to see Grand Island grow

Growth potential: *[What is the anticipated percentage growth of GGI in the future? What will drive this growth?]*

Sales/marketing personnel

Organization	Name	Responsibilities
City of Grand Island	Mayor Jeremy Jensen	Promotion of the GGI initiative to the general public Encourage Council support of GGI initiatives Assist in fundraising efforts
	City Administrator Marlan Ferguson	Obtain support from City Department Directors
	Assistant to the City Administrator Nicki Stoltenberg	Assist in obtaining support from City Department Directors
Chamber of Commerce	President Cindy Johnson	Promotion of the GGI initiative to the general public Encourage Council support of GGI initiatives Assist in fundraising efforts

Organization	Name	Responsibilities
EDC	President Dave Taylor	Promotion of the GGI initiative to the general public New business attraction Local business expansion
CVB	Executive Director Brad Mellema	Promotion of the GGI initiative to the general public
Hall County Board		Promotion of the GGI Initiative to the general public Record Keeping
GGI Chair	Don Smith	Promotion of the GGI initiative to the general public Encourage Council support of GGI initiatives Assist in fundraising efforts
GGI Implementation Committee		Promotion of the GGI initiative to the general public Encourage Council support of GGI initiatives Assist in fundraising efforts

Call to action: Plant a seed, cultivate an idea and shape Grand Island's future, today. Go to GrowGrandIsland.com and click on the Get Involved tab! Deepen the roots, grow the vision.

Addendum A: Existing Businesses Implementation Grid

# / GV	Recommendation	Potential Lead Implementer(s)	Potential Implementation Partners	Implementation Start	Potential Cost (Low)	Potential Cost (High)	Cost Notes
1.1 / #7 Work	Launch a collaborative Business Retention and Expansion (BRE) outreach program that seeks to facilitate expansions and mitigate layoffs by conducting a series of site visits and surveys with existing businesses in and around Grand Island.	GGI (COC)	NDED, NDOL, UTIL, GI, LGs, BIZ	2016	\$15,000	\$30,000	Primary cost will be staff-time. The cost estimate captures customized CRM software for BRE outreach and surveying, communications, travel for site visits, and a wide variety of potential costs associated with mitigating closures and alleviating barriers to expansion.
1.2 / #7 Work	Launch the Grow Grand Island Export Initiative to support the development of new international trade relationships for Grand Island area manufacturers.	GGI (EDC), IC	NDED, ITA, EXIM, SBA, BIZ	2018	\$20,000	\$35,000	Primary cost is staff time. Estimated costs cover event hosting and coordination, travel expenses, etc. associated with hosting a "Trade Development Day" and a "Reverse Trade Mission."
1.4 / #7 Work	Launch a local-sourcing campaign - The Grow Grand Island Challenge - that challenges businesses to identify at least one non-local supplier of goods and/or services and switch to a local provider of that same good or service.	GGI (COC), IC	BIZ, NBDC	2016	\$10,000	\$15,000	Primary cost will be staff time. The cost estimate covers the expense associated with developing a database of local companies and their areas of expertise utilizing membership (COC, EDC, etc.) and proprietary (Dun & Bradstreet, ReferenceUSA) databases, and program promotion/marketing.
1.5 / Unite / #10 Learn	Work with neighboring communities in Central Nebraska to evaluate the potential benefits of developing regional cluster councils to address sector-specific issues and challenges that are common throughout Central Nebraska.	GGI (EDC)	SCEDD, IC	2018	Highly variable	Highly variable	There is minimal cost associated with setting up councils. Once convened, any councils' annual expenditures will depend heavily upon the actions that they chooses to pursue.
1.6 / #21 Learn	Launch ENGINE - Engaging the Next Generation of Grand Island, Nebraska - a comprehensive leadership development and community service program that cultivates the next generation of business leadership in Grand Island.	GGI (COC)	BIZ, IC	2017	\$20,000	\$40,000	Cost estimate reflects a presumed cost per participant of roughly \$1,000 but program costs should be covered by tuition/fees that will ideally be supported by sponsorships from the participants' employers.

Addendum B: Entrepreneurs Implementation Grid

# / GV	Recommendation	Potential Lead Implementer(s)	Potential Implementation Partners	Implementation Start	Potential Cost (Low)	Potential Cost (High)	Cost Notes
2.1	Develop a comprehensive database of small businesses in the community that can be used to support a survey-based component of the community's Business Retention and Expansion (BRE) outreach program that specifically targets small businesses.	GGI (COC)	GI	2015	N/A	N/A	Primary cost is staff time. Costs associated with database development using proprietary sources are already covered in 1.1 and/or 1.4.
2.2	Establish a privately-financed pre-seed microloan fund providing small loans to existing and potential future entrepreneurs that currently lack access to traditional bank financing.	GGI (EDC)	NEDCO, IN, FI, NBDC, IC	2017	\$50,000	Variable	Cost estimate reflects a reasonable initial capitalization and annual investment level for a modest microloan program issuing loans ranging from \$5,000 - \$25,000 per company.
2.3	Launch an angel investment fund and complementary forum for entrepreneurs to pitch their business to the fund's investors.	GGI (COC), IN	BIZ, HNWI, IC	In progress	Variable	Variable	Cost to develop the fund will depend largely on methods for recruiting investors; costs associated with fund management and administration will be incurred by investors.
2.4	Establish a comprehensive entrepreneurship program(s) and a complementary student business incubator to promote student entrepreneurship.	GGI (COC), GIPS, GINPS, CPI	YEA, USCOCF, CCC, DC, BIZ, FI, IC	2017	\$7,600	\$10,000	Young Entrepreneurs Academy, Inc. requires chamber commitments of \$7,600 annually for three years to launch the program. USCOCF awards \$2,500 grants. Most chambers require modest tuition (\$300 - \$500 per student) to cover remaining costs.
2.5	Evaluate the viability of developing a Fabrication Lab (also known as a FabLab, TechShop, or MakerSpace) to provide budding entrepreneurs with a place to develop prototypes and advance concepts for marketable goods that could become viable businesses.	CCC, IC	GGI (COC), BIZ, FNDNs	2019	Highly variable	Highly variable	Cost associated with developing a FabLab, TechShop, MakerSpace, etc can vary tremendously depending upon the tools, equipment, and staff that is included in the space. Startup costs can range from as little as \$150,000 to \$1.5 million. Any donated equipment from local employers will greatly reduce startup costs. Other costs savings should be pursued through solicitation of in-kind services, physical space, etc.

Addendum C: Image Implementation Grid

# / GV	Recommendation	Potential Lead Implementer(s)	Potential Implementation Partners	Implementation Start	Potential Cost (Low)	Potential Cost (High)	Cost Notes
3.1 / #6 Work	Launch a comprehensive internal marketing campaign to develop a positive self-image, encourage the community's own residents to be its best ambassadors, and increase resident engagement in community improvement initiatives.	GGI (CVB), IC	BIZ, GI, LGs	Ongoing	Highly variable	Highly variable	Some program costs are already covered by the existing CVB budget. New program costs will be associated with the development of the recommended Ambassadors Program and the recommended Community Improvement Ideas contest (matching grants, contest promotion, etc.). Variability of costs will depend heavily on the scale of the Community Improvement Ideas contest and associated grant monies.
3.2 / #6 Work	Launch a national public relations campaign to promote positive stories about Grand Island and Central Nebraska in national media outlets.	IC, GGI (CVB)	NTC, BIZ	2019	\$40,000	\$60,000	Cost estimate reflects the expenditure associated with retaining an experienced public relations consultant to proactively seed stories, as well as costs associated with inbound events hosting national media representatives.
3.3 / #12 & #18 Play	Develop long-range Corridor Improvement Plans and signature gateway beautification projects to promote positive first impressions upon entering the community.	RPC, IC	NDOR, GI, HC, LGs, CNRA, BIZ	2016	Highly variable	Highly variable	Cost to develop Corridor Improvement Plans can vary tremendously, from as little as \$20,000 and staff time if developed internally to in excess of \$300,000 if a consultant is retained for design services. Cost associated with signature beautification projects can also vary widely depending on scale. A reasonable budget for such projects is, on the low end, \$10,000 for certain artwork and upwards of \$200,000 for "landmark" landscaping and beautification projects.
3.4	Proceed with planned updates to the Grand Island Area Economic Development Corporation and Grand Island Chamber of Commerce websites, and regularly update websites with relevant information demanded by internal and external audiences, consistent with the findings of	EDC, COC	N/A	Ongoing	N/A	N/A	Costs associated with website updates and maintenance are already captured by existing organizational budgets.

	the Marketing Review.						
3.5	Realign marketing expenditures at the Grand Island Area Economic Development Corporation in a manner that is consistent with the findings of the Marketing Review, such that expenditures primarily focus on the most effective techniques including inbound marketing trips.	EDC	N/A	2016	N/A	N/A	No cost associated with expenditure realignment. Recommendation simply relates to shifting expenditures to more productive uses.
3.6 / #6 Work	Proactively maintain strong relationships with NDED staff overseeing business recruitment and regional business development to ensure that state partners are well-informed of the assets in Grand Island, and the planned investments in the Grow Grand Island Business Development Strategy.	GGI (EDC)	NDED	Ongoing	N/A	N/A	Minimal costs are associated with relationship maintenance. Travel expenses will be the primary cost and such expenses are already captured in the budget of the EDC.
3.7	Evaluate a variety of mechanisms to facilitate the acquisition and assemblage of tax-delinquent or otherwise vacant parcels and the subsequent return of these parcels to revenue-generating uses.	IC, GI	HC, RPC	2016	N/A	N/A	Minimal costs are associated with the evaluation process. Costs to acquire and either demolish or revitalize properties should be largely recouped through the resale of any acquired or "banked" land, but such costs will not be incurred by Grow Grand Island or its Foundation as they will not directly administer such a program.

Addendum D: Workforce Implementation Grid

# / GV	Recommendation	Potential Lead Implementer(s)	Potential Implementation Partners	Implementation Start	Potential Cost (Low)	Potential Cost (High)	Cost Notes
4.1 / #22 Learn	Continue to work with regional employers to optimize career pathways and programs offered in public schools, including but not limited to those at Career Pathways Institute (CPI).	CPI, GIPS, GINPS	IC, BIZ, COC, EDC, CCC	Ongoing	N/A	N/A	Cost associated with soliciting input from regional employers should be minimal and captured within costs associated with BRE outreach and surveying (recommendation 1.1).
4.2	Evaluate short-term and long-term opportunities to expand the availability of two-year and four-year degree options in Grand Island, with consideration given to the potentially catalytic redevelopment role of a higher education presence and accompanying student population on downtown Grand Island.	IC	DBID, DGI, GI, CCC, DC, UN, COC	2016	N/A	N/A	Minimal cost associated with the evaluation process and outreach to potential public and private institutions.
4.3 / #22 Learn	Develop a comprehensive internship and apprenticeship initiative - Learn and Earn - that challenges all local businesses to develop at least one internship or apprenticeship for high school students (summer only) and recent college graduates or work-ready individuals (year round).	GGI (COC), BIZ	EDC, CVB, LGs	2017	\$10,000	\$25,000	Cost is primarily associated with retaining an experienced web developer to create a web-based portal to post internships and apprenticeships, and resumes of those interested in available opportunities. Potential exists to receive in-kind web development services from a local partner. Some cost may be associated with outreach and program promotion, including marketing collateral.
4.4	Develop a Parent Academy and Parent Resource Center to promote parental engagement in student learning and school activities, while also supporting basic adult skills attainment in areas of reading, writing, mathematics, and English language to improve employment prospects for interested parents.	GIPS, GINPS	GIEF, GICF, UW, FNDNs	2018	Highly variable	Highly variable	The annual operating cost of maintaining a Parent Resource Center will primarily fit within the school system's budget, with potential support from various foundations. Startup costs could be supported by a small grant from the Grow Grand Island Foundation as well as other foundation with missions supporting public education and adult learning.

4.5 / #20 Learn	Establish a gap-financing scholarship program - Grand Island Graduates (GI Grads) - that provides partial scholarships to supplement all other forms of financial aid for individuals interested in pursuing training, certification, and degree programs offered at Central Community College.	GGI (IC), CCC	FNDNs	2020	Highly variable	Highly variable	Cost will depend highly upon the chosen scale of the program, which should be determined in part by available funds. The GGIF can provide some support but additional funds will need to be raised from other foundations to create a sustainable scholarship fund.
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Addendum E: Community Assets Implementation Grid

# / GV	Recommendation	Potential Lead Implementer(s)	Potential Implementation Partners	Implementation Start	Potential Cost (Low)	Potential Cost (High)	Cost Notes
5.1 / #3 Live & #7 Work	Work with relevant state and local partners to evaluate a variety of potential uses and redevelopment projects for the Veterans Home site that align with and support community improvement and business development objectives.	IC, GOV, GI	Numerous	2015	N/A	N/A	Cost associated with advancing support for identified ideal uses will largely be staff and volunteer time. Some minimal travel expenses may also exist.
5.2 / #7 Work	Work with NDED to develop and pilot a Certified Ready Site program that provides developers and site selectors with confidence that a "certified" industrial site is "shovel ready" for development.	GGI (EDC), NDED	UTIL	2016	N/A	N/A	Cost associated with development of potential Certified Ready Site program is primarily staff time. Some minimal travel expenses may also exist.
5.3	Evaluate the potential benefits of establishing a Foreign Trade Zone to promote job creation in target sectors such as Manufacturing, Transportation and Distribution, and Repair, Reuse, and Recycling.	GGI (EDC)	LCOC, NDED	2018	N/A	N/A	Cost associated with establishing a foreign trade zone (subzone) is primarily staff time. Some minimal travel expenses may also exist.
5.4	Evaluate opportunities to utilize state-enabled "enhanced employment areas" that generate revenues to support redevelopment objectives in targeted areas.	GGI (EDC)	NDED, RPC, GI, HC	2019	N/A	N/A	Cost associated with evaluating the use of EEAs is primarily staff time.
5.5	Develop a local incentive fund to support the attraction of large livestock shows, trade shows, and other events to Grand Island based on their potential economic impact.	GGI (CVB)	GILCA, NTC, BIZ, NSF, FP	2018	\$50,000	Variable	Annual budget for the incentive fund should depend in part upon the success of fundraising efforts for the GGIF.
5.6	Continue to advance the development and utilization of facilities in and around Fonner Park, as well as other unique assets in the community such as the Heartland Public Shooting Park.	IC, GILCA	FP, NSF, GI, HC	Ongoing	N/A	N/A	Cost is primarily staff time. Any resources associated with development of new facilities (such as new hotels or amenities) will be incurred by the private sector.
5.7	Support the implementation of Central Nebraska Regional Airport's (CNRA) Capital Improvement Plan and continue to advance the expansion of passenger air service to major markets.	CNRA, IC	Numerous	Ongoing	N/A	N/A	Costs associated with implementation of the CNRA CAP will not be incurred by the GGIF.

5.8 / Unite	Work with the City of Grand Island and all relevant partners in the community to align implementation efforts associated with Grow Grand Island and the City's Grander Vision process.	IC, GI	Numerous	2015	N/A	N/A	Cost is primarily staff and volunteer time associated with coordination of implementation efforts.
5.9 / #4 & #8 Live	Implement the recommendations of the Community Housing Study for Grand Island to ensure that ample, affordable, and attractive housing is available to meet the diverse needs of existing and potential future residents.	CRA, BIZ, GI, HC	EDC, NIFA	Ongoing	Highly variable	Highly variable	Cost associated with implementing the recommendations of the study will come from a variety of public and private sources, but the financial burden associated with implementation should not fall on the GGIF.
5.10 / #7 Work	Support reinvestment in the downtown area by implementing the recommendations of the Grand Island Downtown Redevelopment Study, focusing on the advancement of three catalytic projects identified in the Study: residential conversions, a boutique hotel, and reuse of the Kauffman Plaza/Park.	GI, DBID, DGI	Numerous	Ongoing	Highly variable	Highly variable	Cost associated with implementing the recommendations of the study will come from a variety of public and private sources, but the financial burden associated with implementation should not fall on the GGIF.
5.11 / #5 Learn	Create an early childhood education plan.	GIPS	Local Schools, Heartland United Way, Headstart, other Education Advocacy Groups	2015	N/A	N/A	Ensure that all communities provide quality pre-K education for students. Examine the roster of programs for early childhood education in Hall Co. Evaluate available funding for pre-K education & expansion of pre-K programs.
5.12 / #9 & #17 Play	Develop entertainment strategies for all of the communities.	Community Arts Groups	GI, FP, Moonshell Arts & Humanities Council of Hall Co., other entertainment providers	2015	N/A	N/A	An exchange of information could be facilitated with existing staff & resources. See a recommended list of Action Steps in Grander Vision plan, page 28 & 36.
5.13 / #11 & #13 Live	Create a regional transportation plan to serve the local communities and beyond. Provide public transportation for all.	GI	GIAMPO	2015	N/A	Variable	Ensure transportation planning ties with land use planning along key corridors. Ensure plans for transit access for various communities & various population segments.
5.14 / #14 Live	Encourage neighborhood associations to enhance community safety, host community activities, festivals, and reduce crime.	GI	Neighborhood associations & other local advocacy groups	Ongoing	N/A	N/A	Conduct neighborhood assessments to help identify neighborhood strengths, weaknesses, & opportunities. Train residents in the use of crime reduction strategies. Strengthen the relationship between

							neighborhoods & emergency responders.
5.15 / #15 Live	Provide support for the region's most vulnerable populations.	Heartland United Way	Grand Generation Center, Social service agencies, the faith-based community, other local advocacy groups.	Ongoing	N/A	N/A	Broaden the range of supportive services that are available to the impoverished, low-income, homeless & recently rehabilitated to include not only food, but also clothing, housing, job training, & health care.
5.16 / #19 Learn	Enhance cultural engagement & understanding	Multicultural Coalition, area school districts	Numerous	Ongoing	N/A	N/A	Provide an emphasis on bi-lingual or multi-cultural knowledge, learning & cultural competencies for everyone.

