





EXISTING BUSINESSES


NAME	Chair(s) & LEAD ORG.	MISSION / GOAL	Funding	NOTES
BUSINESS FIRST 2015 (1.1 & 2.1 / #7 Work)	CINDY JOHNSON *** COC (Michala Soundy) 	<p>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.</p> <p>Continue to enhance ChamberWare by further identifying the 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.</p> <p>Est Cost: \$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.</p>		<p>New chair for 2016 (formerly Chad Hudnal).</p> <p>(Sept 2016) EDC/CoC/DED held annual Business Visitation Program; 22 businesses visited.</p> <p>2017 Goal: 120 Visits</p>
ECONOMIC GARDENING 2017 (1.3)	Kurt Haecker & Dan McElligott COC	<p>Launch an Economic Gardening program in partnership with NDED and the Edward Lowe Foundation.</p> <p>Est. Cost: \$10,000-\$20,000 The cost to participate in Edward Lowe's pilot program is roughly \$5,000 per firm. Costs will presumably be shared between NDED and local funding sources (ICF). Cost estimate reflects the provision of assistance to between 2 and 4 companies each year.</p>		<p>On Hold</p>
INTERNATIONAL TRADE 2016 (1.2 & 5.3/ #7 Work)	DAVE TAYLOR *** EDC 	<p>Launch the Grow Grand Island Export Initiative to support the development of new international trade relationships for Grand Island area manufacturers.</p> <p>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. Review.</p> <p>Est. Cost: \$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." Cost associated with establishing a foreign trade zone (subzone) is primarily staff time. Some minimal travel expenses may also exist.</p>		<p>Goals for 2017 are:</p> <ul style="list-style-type: none"> Identify possible regional customers to utilize sub FTZ. Continue to explore possible funding sources to construct security fence and guard post. Continue conversations with existing sub FTZs. Continue steps toward sub FTZ designation.
LOCAL SOURCING 2015 (1.4 / #7 Work)	PHIL HRANAC & TANYA STEPHENS *** COC 	<p>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.</p> <p>Est. Cost: \$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.</p>		<p>Priority initiative for 2017. Emphasis has moved away from the buyer's guide at this time, and will be focused on the business challenge.</p>

<p>REGIONAL CLUSTER COUNCILS</p> <p>2015 1.5 / Unite / #10 Learn</p>	<p>TONJA BROWN *** EDC & COC (Mary Berlie & Michala Soudy)</p> 	<p>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 (ie 'Come Home Stay Home').</p> <p>Est. Cost: Highly variable. There is minimal cost associated with setting up councils. Once convened, any council's annual expenditures will depend heavily upon the actions that they choose to pursue.</p>		<p>Goals for 2017 are to pursue "stay home, come home" and identify a specific project geared toward young adults.</p>
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ENTREPRENEURS


NAME	Chair(s) & LEAD ORG.	MISSION / GOAL	Funding	NOTES
ANGEL INVESTMENT FUND 2017 (2.3)	GLORIA THESENVITZ & TANYA STEPHENS *** COC	<p>Launch an <u>angel investment fund</u> and complementary forum for entrepreneurs to pitch their business to the fund's investors.</p> <p>Est. Cost: \$50,000 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 (ie 5 @ \$10,000).</p>		On Hold
ENTRENEURSHIP PROGRAM 2017 (2.4)	TWANA GROVER *** COC & GIPS	<p>Establish a comprehensive entrepreneurship program(s) and a complementary student business incubator to promote student entrepreneurship.</p> <p>Est. Cost: \$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.</p>		GIPS is establishing a new program for high school students. Josh McDowell will be instrumental.
FABRICATION LAB 2019 (2.5)	CCC	<p>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.</p> <p>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.</p>		2019
MICROLOANS 2015 (2.2)	DAVE TAYLOR *** EDC	<p>Continue to enhance public and privately financed pre-seed microloan funds providing small loans to existing and potential future entrepreneurs that currently lack access to traditional bank financing (ie Central Nebraska Growth Foundation Grant Opportunity).</p> <p>Est. Cost: \$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.</p>		(6/28/16) Dave will take 2.2 to the Growth Foundation and ask if they still want to be involved with the EDC. (10/12/16) CNGF no longer participating in microloans. (11/9/16) Changed from CENTRAL NE GROWTH FOUNDATION to MICROLOAN. On Hold

IMAGE





NAME	Chair(s) & LEAD ORG.	MISSION / GOAL	Funding	NOTES
<p>CORRIDOR IMPROVEMENT & GATEWAY BEAUTIFICATION</p> <p>2015 3.3 /#12 & #18 Play</p>	<p>DON SMITH *** CITY</p> 	<p>Develop long-range Corridor Improvement Plans and signature gateway beautification projects to promote positive first impressions upon entering the community.</p> <p>Est. Cost: Highly variable. 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.</p>		<p>(November) Exec retreat has set this initiative for partial implementation outcomes for 2017. Land research has taken place to explore opportunities for community entrance signage.</p>
<p>EDC MARKETING</p> <p>2015 (3.5)</p>	<p>EDC</p>	<p><u>Realigned marketing expenditures</u> 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. No cost associated with expenditure realignment. Recommendation simply relates to shifting expenditures to more productive uses.</p>		<p>COMPLETED 2015</p>
<p>MARKETING (GGI & GI/Hall Co.)</p> <p>2015 (3.1 / #6 Work & 3.2 / #6 Work & 3.4)</p>	<p>Image: Brad Mellema, PR: Exec *** CVB, EDC, COC</p>	<p>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 (ie www.grandisland.com).</p> <p>Launch a national public relations campaign to promote positive stories about Grand Island and Central Nebraska in national media outlets.</p> <p>Completed 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 the Marketing Review.</p> <p>Est. Cost: \$40,000-\$60,000 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.</p> <p>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.</p> <p>Costs associated with website updates and maintenance are already captured by existing organizational budgets.</p>		<p>(December 2017) Marketing strategies and 2017 To-Do's established. Discussed with prior GGI initiative committee & Exec committee. Brad to assemble an image group ASAP and begin work. Targeted to begin in April.</p>




WORKFORCE





NAME	Chair(s) & LEAD ORG.	MISSION / GOAL	Funding	NOTES
CAREER PATHWAYS 2015 (4.1 / #22 Learn)	DR. ROBIN DEXTER & Matt Fisher *** GIPS, COC, CCC 	<p>Continue to work with regional employers to optimize career pathways and programs offered in area schools, including but not limited to those at <u>Career Pathways Institute (CPI)</u>.</p> <p>Cost associated with soliciting input from regional employers should be minimal and captured within costs associated with BRE outreach and surveying (recommendation 1.1).</p>		<p>CPI Steering Committee meets annually.</p> <p>Need to determine new pathway opportunities. Funding was provided for workforce analytic software.</p> <p>2017: GISH visioning has been taking place; also, diesel tech is being eyed for CPI expansion.</p>
ENGINE 2016 (1.6 / #21 Learn)	MARCI KIMMITZ & ANGELA DAVIDSON *** COC, CCC 	<p>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 Hall County.</p> <p>Est. Cost: \$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.</p> <p>Merged in 2017:</p> <p>(INTERNSHIPS) Develop a <u>comprehensive internship and apprenticeship initiative</u> - 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).</p> <p>(TWO-FOUR YEAR DEGREE OPTIONS) Evaluate short-term and long-term opportunities to expand the availability of <u>two-year and four-year degree options</u> 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.</p>	\$4000 (2016) \$4000 (2017) \$4000 (2018) Out of \$24k	<p>(11/9/16) Initiatives merged as a “collaborative partnership” for 2017. Need to tap the Housing initiative committee in 2017 discussions. How does new workforce analytics software fit/assist?</p> <p>(2/15/17) Collaborative conversation meeting held—emphasis for 2017 will be “connecting students with employers.” The goals for the ENGINE Collaborative initiatives, chaired by Angela Davidson & Marcie Kemnitz, are:</p> <ul style="list-style-type: none"> Identify the available frameworks/programs currently being provided. Evaluate frameworks/programs for ways to collaborate, coordinate, partner, etc. Establish and implement a set of strategies to maximize our success to increase both business & student engagement.
INTERNSHIPS 2017 (4.3 / #22 Learn)	ANGELA DAVIDSON & KIRK PALMER *** COC	<p>Develop a <u>comprehensive internship and apprenticeship initiative</u> - 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).</p> <p>Est. Cost: \$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.</p>		<p>Merged with ENGINE for 2017.</p>

<p>PARENT</p> <p>2016 (4.4)</p>	<p>JENNY POKORNEY *** GIPS (Lisa Soto)</p> 	<p>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.</p> <p>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.</p>		<p>PARENT (formerly Parent University) – initiative was renamed to PARENT (Parent Assistance, Resources, Education aNd Tips for success) to avoid confusion with the Parent University program launched in the last couple of years by GIPS. Goals for 2017 are:</p> <p>Continue to support GIPS to grow their efforts with Parent University, to include promoting www.gips.org/ParentU.</p> <p>Define & develop strategies to connect business to schools, with early emphasis on Title 1 schools and their needs.</p> <p>Explore what the Library is doing with regard to parent programming & resources.</p> <p>Work with GIPS and other partners to organize & hold an event (in the Fall?) focused on school engagement & valuable information/services.</p>
<p>SCHOLARSHIP PROGRAM</p> <p>2020 (4.5 / #20 Learn)</p>	<p>CCC</p>	<p>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.</p> <p>Cost will depend highly upon the chosen scale of the program, which should be determined in part by available funds. The ICF can provide some support but additional funds will need to be raised from other foundations to create a sustainable scholarship fund.</p>		<p>2020</p>
<p>TWO-FOUR YEAR DEGREE OPTIONS</p> <p>2015 (4.2)</p>	<p>MARCI KEMNITZ *** CCC</p>	<p>Evaluate short-term and long-term opportunities to expand the availability of <u>two-year and four-year degree options</u> 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.</p> <p>Minimal cost associated with the evaluation process and outreach to potential public and private institutions.</p>		<p>(10/14/16) Marcie Kemnitz took over for Thomas Walker. Merged with ENGINE for 2017.</p>

COMMUNITY ASSETS

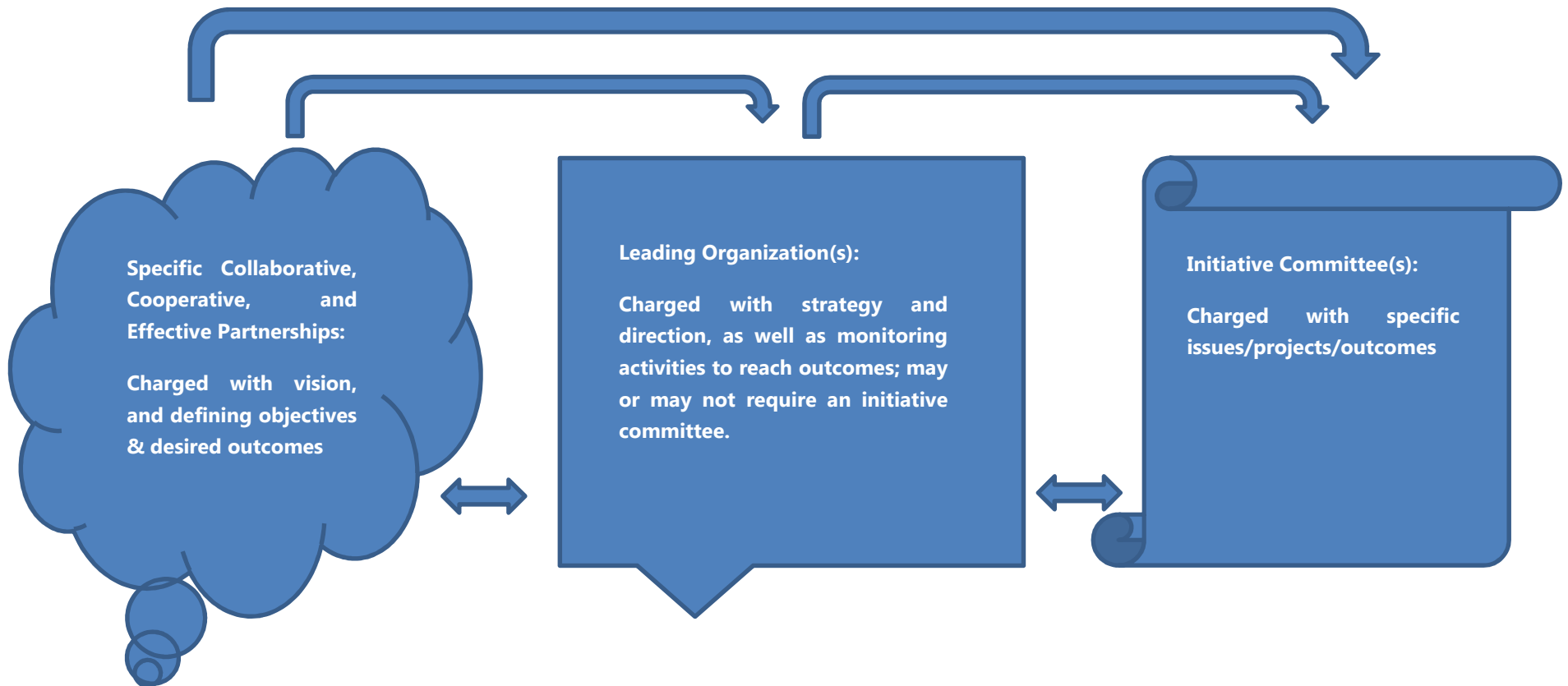
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AIRPORT 2015 (5.7)	MIKE OLSON *** CNRA & CITY 	Support the <u>Central Nebraska Regional Airport (CNRA)</u> in the development of air service strategies. Costs associated with implementation of the CNRA CAP will not be incurred by the ICF.		Recent promo video & publicity.
ARTS & HUMANITIES 2015 (5.12 / #9 & #17 Play)	TAMMY MORRIS *** CVB (Trish Beem) 	Develop arts & humanities strategies for Hall County. 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.	\$15000 (2016) Out of \$116k	(December 2016) Renamed from "Arts & Entertainment" to "Arts & Humanities." And, mission updated accordingly.
CULTURAL ENGAGEMENT & UNDERSTANDING 2015 (5.16 / #19 Learn)	CARLOS BARCENAS *** CITY 	Enhance cultural engagement & understanding . Provide an emphasis on bi-lingual or multi-cultural knowledge, learning & cultural competencies for everyone.		FREE community workshops have been scheduled and will continue through 2016. Approx. 70 community leaders have completed the Intercultural Development Inventory. Goals are: Create / promote more opportunities for learning that reflect our current population (Multicultural Coalition is taking the lead) & Increase diversity (underrepresented groups) in community decision making (Leadership Tomorrow is taking the lead).
DOWNTOWN 2015 (5.10 / #7 Work)	AMOS ANSON & LINNA DEE DONALDSON *** DOWNTOWN BID 	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. Est. Cost: 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 ICF.	\$5000 (2016) Out of \$10,000	All of the GGI Downtown volunteers have been incorporated within the Downtown BID committee structure. (October 2016) grant application submitted and approved for bike racks.
EARLY CHILDHOOD EDUCATION 2015	DR. ROBIN DEXTER *** GIPS	Create an early childhood education plan. 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.		

(5.11 / #5 Learn)				
ENHANCED EMPLOYMENT AREAS 2017 (5.4)	<i>Mitch Nickerson & Tony Schultz</i> *** EDC & CITY	<p>Evaluate opportunities to utilize state-enabled "enhanced employment areas" that generate revenues to support redevelopment objectives in targeted areas.</p> <p>Cost associated with evaluating the use of EEAs is primarily staff time.</p>		2017
HOUSING IMPROVEMENT PARTNERSHIP 2015 (5.9 / #4 & #8 Live & 3.7 & 5.14 / #14 Live)	DAVE RICHARDS ON <i>Justin Oseka & Ray O'Connor</i> *** CITY 	<p>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.</p> <p>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. Land banking would need legislative action.</p> <p>Encourage neighborhood associations to enhance community safety, host community activities, festivals, and reduce crime.</p> <p>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 ICF.</p> <p>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.</p> <p>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.</p>		Housing Improvement Partnership Summit to be held April 19. Visit www.grand-island.com/hip-summit for all of the details on the breakout sessions and for the online registration information (https://www.eventbrite.com/e/housing-improvement-partnership-summit-tickets-32294033323).
LONG RANGE TRANSPORTATION PLAN 2015 (5.13 / #11 & #13 Live)	Jane Richardson & Marlan Ferguson *** GIAMPO 	<p>Create a regional transportation plan to serve the local communities and beyond. Provide public transportation for all. (ie Hike & Bike trails)</p> <p>Ensure transportation planning ties with land use planning along key corridors. Ensure plans for transit access for various communities & various population segments.</p>		<p>Regional Transit Needs Assessment & Feasibility Study: Council approved consultant contact in Feb., be watching for public meetings being scheduled for April & May w/final report presented to the public in November.</p> <p>Bicycle & Pedestrian Mater Plan: Policy Board & Council will approve consultant in May with final plan adoption scheduled for November.</p>
MERGE GV & GGI 2015 (5.8 / Unite)	CITY, COUNTY, CVB, EDC, COC	<p>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 Grand Vision process.</p> <p>Cost is primarily staff and volunteer time associated with coordination of implementation efforts.</p>		COMPLETE 2015

<p>INCENTIVES</p> <p>2015 (5.5 & 5.6)</p>	<p>JOSEPH MCDERMO TT & Bruce Swihart & Andrew Hanquist *** STATE FAIR, CVB, COC</p> 	<p>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, as well as to ensure existing events/sites are continuously maintained, improved and upgraded.</p> <p>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, Husker Harvest Days, Hike & Bike trails, etc. << review >></p> <p>Est. Cost: \$50,000-Variable. Annual budget for the incentive fund should depend in part upon the success of fundraising efforts for the GGIF. 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.</p>	<p>\$150k (2017-18) Out of \$732k</p>	<p>Approved grant for "Olympic Bunker Trap Project."</p>
<p>STATE PARTNERS</p> <p>2016 (5.2 / #7 Work & 3.6 / #6 Work)</p>	<p>DAVE TAYLOR *** EDC, COC (Cindy Johnson), CITY (Marlan Ferguson)</p> 	<p>Continue to work with NDED and City of Grand Island to develop industrial sites with updated infrastructure that is considered "shovel ready" for development.</p> <p>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 the Grand Island area, and the planned investments in the Grow Grand Island Business Development Strategy.</p> <p>Est. Cost: Ongoing. Cost associated with development of potential Certified Ready Site program is primarily staff time. Some minimal travel expenses may also exist. 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.</p>		<p>(10/20/16) Dave as chair. Continue to work on PVIPE, PVIP, Cornhusker, and Homestead infrastructure, drainage, and master plan development.</p>
<p>VETERANS HOME SITE</p> <p>2015 (5.1 / #3 Live & #7 Work)</p>	<p>MAYOR JENSEN & Pam Lancaster *** CITY</p> 	<p>Work with relevant federal, state and local partners to evaluate a variety of <u>potential uses</u> and redevelopment projects for the <u>Veterans Home site</u> that align with and support community improvement and business development objectives.</p> <p>Cost associated with advancing support for identified ideal sites will largely be staff and volunteer time. Some minimal travel expenses may also exist.</p>		<p>(March 2017) RFPs for a Redevelopment Plan for the Veterans Home Land were received on Feb. 8th. Three proposals were received and City Administration is reviewing their summaries.</p>
<p>VULNERABLE POPULATIONS</p> <p>2015 (5.15 / #15 Live)</p>	<p>KAREN RATHKE & JOHN HOGGATT *** HUW</p> 	<p>Provide support for the <u>region's most vulnerable populations. (ie Project Grow Accomplished Individuals for Nebraska (GAIN)</u></p> <p>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. Investigate potential programs such as Battle Creek, MI.</p>		<p>Councils set up for Education (early learning, food/security, etc.), Income (GAIN, housing, transportation) & Health (teen pregnancy, sex trafficking, healthy weight [Health Dept.]) who meet quarterly (or as needed).</p> <p>Need specific objectives from the executive committee.</p>

Grow Grand Island: Program of Work

Model for Perpetual Planning and Achieving Outcomes



For example:

- ❖ Chamber/EDC/CVB – how best to collaborate? How to integrate GGI into strategic plans? & other orgs?
- ❖ Housing—are we organized well to address?
- ❖ Executive Committee—Impact of the election?

For example:

- ❖ Chamber & EDC—Business First
- ❖ EDC—International Trade

For example:

- ❖ Local Sourcing
- ❖ Economic Gardening