

IMPLEMENTATION GRID: EXISTING BUSINESSES

# / 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."
1.3	Launch an Economic Gardening program in partnership with NDED and the Edward Lowe Foundation.	GGI (COC), NDED, ELF	NBDC	2017	\$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 (GGIF). Cost estimate reflects the provision of assistance to between 2 and 4 companies each year.
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.

IMPLEMENTATION GRID: ENTREPRENEURS / #16 WORK

# / 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.

IMPLEMENTATION GRID: IMAGE

# / 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 the Marketing Review.	EDC, COC	N/A	Ongoing	N/A	N/A	Costs associated with website updates and maintenance are already captured by existing organizational budgets.

IMPLEMENTATION GRID: IMAGE (CONTINUED)

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.

IMPLEMENTATION GRID: WORKFORCE / #6 WORK

# / 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.

IMPLEMENTATION GRID: WORKFORCE (CONTINUED)

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.	GPS, 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.

IMPLEMENTATION GRID: COMMUNITY ASSETS

# / 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 sites 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.

IMPLEMENTATION GRID: COMMUNITY ASSETS (CONTINUED)

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 Grand 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.

IMPLEMENTATION GRID: COMMUNITY ASSETS (CONTINUED)

5.11 / #5 Learn	Create an early childhood education plan.	GPS	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.