



## CHAPTER 8 STRATEGIC BUSINESS PLAN

*Economic Development  
Roadmap to Success for  
Gothenburg, Nebraska*

*Prepared by  
SmartSolutions Group*



## ACKNOWLEDGMENTS

Smart Solutions Group is pleased to present this “Economic Development Roadmap to Success” for the City of Gothenburg and the Gothenburg Improvement Company.

Thank you goes to the several individuals that were interviewed to assist in the development of the plan.

We are presenting the Gothenburg Economic Development Roadmap—not as a final document—but as part of a long-term team effort to organize, focus and implement an aggressive economic development program ... to achieve success.

## A BENCHMARK OF CURRENT ECONOMIC DEVELOPMENT SITUATION AND PRODUCT ASSESSMENT

The following review of the current situation is based on information and materials provided by the one-on-one interviews with stakeholders and influencers in the community and secondary research.

### **Defining the Business of Economic Development**

Stakeholders/influencers define economic development in various ways. Following is a summary of the viewpoints:

- “Economic development allows a community to maintain good things about it”
- Developing commercial resources that best fit the needs of the community
- Looking for opportunities to bring in companies that will complement what we have
- Growth with restrictions
- General economic health of the community-looking at all businesses
- Provide the opportunity to grow or stabilize the population
- Provide incentives
- Attract new investments

### **Image and Current Perceptions of Gothenburg**

Leaders interviewed associate Gothenburg with the following “words/phrases:”

- Quality
- Appealing
- Progressive
- Ag business
- Hometown
- Quality people
- A place to be
- Hard working citizens

**TABLE 8.1: DEMOGRAPHIC AND ECONOMIC PROFILE**

EDUCATIONAL ATTAINMENT: CENSUS 2000	NUMBER	% OF POPULATION 25+
TOTAL POPULATION 25 AND OLDER	2,407	100.0%
LESS THAN 9TH GRADE	245	10.2%
9TH TO 12TH, NO DIPLOMA	231	231%
HIGH SCHOOL GRADUATE (INCL. EQUIV.)	911	37.8%
SOME COLLEGE, NO DEGREE	509	21.1%
ASSOCIATE DEGREE	90	3.7%
BACHELOR'S DEGREE	284	11.8%
GRADUATE OR PROFESSIONAL DEGREE	137	5.7%

Source: US Census Bureau

**TABLE 8.2: GOTHENBURG BUSINESS AND INDUSTRY**

BUSINESS & INDUSTRY	PRODUCTS/SERVICES	EMPLOYEES
MANUFACTURING		
BALDWIN FILTERS	AIR FILTERS	150
FARMLAND INDUSTRIES.	FEED	19
ALL POINTS COOPERATIVE	FULL SERVICE COOP	68
FRITO LAY	EDIBLE CORN CLEANING, STORAGE & SHIPPING	19
GOTHENBURG FEED PRODUCTS	ALFALFA PRODUCTS	16
MANN HAY COMPANY	HAY AND COB PRODUCTS	19
PARKER TECH SEAL PRODUCTS PLATTE VALLEY SCIENTIFIC	INDUSTRIAL SEALS CHEMICAL COMPOUNDS	135
WAREHOUSE/DISTRIBUTION		
HIPP WHOLESALE	WHOLESALE FOOD PRODUCTS	43

**TABLE 8.3: AGRICULTURAL ASSETS ... DAWSON COUNTY**

	DAWSON COUNTY	NEBRASKA
2002 TOTAL LAND IN FARMS, ACRES	622,805	45,903,116
1997	649,847	45,853,606
2002 NUMBER OF FARMS	718	49,355
1997	858	54,539
2002 AVERAGE FARM SIZE, ACRES	867	930
1997	757	841
2002 TOTAL MARKET VALUE OF ALL FARM PRODUCTS – CROPS, LIVESTOCK AND NURSERY AND GREENHOUSE (\$1,000)	\$371,333	\$9,703,657
2002 TOTAL MARKET VALUE OF CROPS (\$1,000)	\$74,664	\$3,388,265
2002 TOTAL MARKET VALUE OF LIVESTOCK (\$1,000)	\$296,669	\$6,315,392
2005 CORN PRODUCTION (000 BU.)	33,512	1,270,500
2005 SOYBEAN PRODUCTION (000 BU.)	2,300	235,330
2005 WHEAT PRODUCTION (000 BU.)	229	68,640
2005 ALFALFA PRODUCTION (000 TONS)	234	6,945

Source: US Department of Agriculture, National Agricultural Statistics Service

## THE PRODUCT—GOTHENBURG

Following is an assessment of the competitiveness of product “features and benefits” based on perceptions of stakeholders interviewed. Additional product information has been gathered from secondary sources. Stakeholders interviewed were asked to rate the competitiveness of Gothenburg on a scale of 1-10 (1=lowest, 10=highest) on six critical foundation factors for business development growth: access to skilled, educated workers; advanced efficient infrastructure; business climate; access to business resources; access to capital; and quality of living.

**TABLE 8.4: ACCESS TO SKILLED WORKERS**

ACCESS TO SKILLED WORKERS	STAKEHOLDERS AVERAGE RATING
WORKFORCE PREPAREDNESS/SKILLS TRAINING	6.8
SKILLED WORKERS AVAILABLE	5.5
GOOD HIGHER EDUCATION OPPORTUNITIES AVAILABLE	7.4
ABILITY TO ATTRACT TALENT	6.5
TECHNICAL/PROFESSIONAL WORKERS AVAILABLE	5
DIVERSE JOB/CAREER OPPORTUNITIES AVAILABLE, E.G. TRAILING SPOUSE	6.9

### Workforce Features and Resources

Gothenburg is served by Central Community College (CCC)—Lexington campus. CCC offers a variety of courses designed to meet the professional career development, training and retraining, and skills development needs of growing businesses. Course offerings range from basic skills to advanced education and technology training including management and information and manufacturing technologies.

**TABLE 8.5: PHYSICAL INFRASTRUCTURE TO SUPPORT GROWTH INCLUDING TRANSPORTATION, TELECOMMUNICATIONS, UTILITIES & AVAILABLE SITES, AND BUILDINGS**

ADVANCED, EFFICIENT INFRASTRUCTURE	STAKEHOLDERS AVERAGE RATING
RAIL	8.8
ADVANCED TELECOMMUNICATIONS AVAILABLE	7.4
AVAILABLE INDUSTRIAL BUILDINGS AND SITES	7.0
PROXIMITY TO MARKETS	7.9
CAPACITY/COST OF UTILITIES—ELECTRIC, GAS AND WATER	7.8
AIR	5.8
INTERSTATE/HIGHWAY ACCESS	9.9

## Physical Infrastructure Features

*Interstate/Highways.* Gothenburg is served by state highway 47; national highway 30 and Interstate 80. Direct access to a four-lane Interstate is considered to be a major strength. Within a 500 mile radius are the following major population and business centers including:

- Des Moines                    376 miles
- Kansas City                   384 miles
- Denver                         299 miles
- Lincoln                         192 miles
- Omaha                         245 miles

*Rail.* The county is served by the Union Pacific, a Class I Rail line. Rail service is considered to be a key strength of the area.

*Air.* The Gothenburg Municipal Airport can accommodate small corporate jets. Commercial air service is available in Omaha and Kansas City.

*Utilities.* The county is served by City of Gothenburg providing electric services and Kinder Morgan provides natural gas services.

*Telecommunications.* Qwest provides telecommunications services.

## Available Industrial Buildings and Sites, “Inventory on the Shelf”

Approximately 80-90% of business development prospects are seeking an available building with the remaining 10-20% seeking “shovel-ready” sites. (See text box to the right.)

Following are the available business/industrial sites listed on the NPPD Fast Facts Site which is used by Nebraska Department of Economic Development. There are no sites or buildings listed on the Nebraska Location One Information System (LOIS), a web-based database system maintained by the Nebraska Department of Economic Development.

AVAILABLE BUILDINGS	SQ. FEET	BUILDING TYPE	LOCALITY
NONE	-	-	-

### What is a Shovel-Ready Site?

1. Available—property owners should be ready to sell at agreed-upon terms.
2. Fully-Served—roads and utilities (water, sewer, electric, natural gas and telecommunications) should be in place, or at minimum approved plans for their placement should be available.
3. Developable—no outstanding mitigation, easement or right-of-way issues should be able to interfere with immediate construction.

**TABLE 8.7: AVAILABLE INDUSTRIAL SITES**

AVAILABLE COMMERCIAL/ INDUSTRIAL SITES	ACRES	ZONED/ TYPE	SHOVEL- READY	LOCALITY
16 ACRE SITE	16	INDUSTRIAL	NO	GOTHENBURG

Source: NPPD Fast Facts (03.07)

**TABLE 8.8: COMPETITIVELY BALANCED BUSINESS CLIMATE INCLUDING A DEMONSTRATED FRIENDLY COOPERATIVE ENVIRONMENT TO DO BUSINESS**

BUSINESS CLIMATE	STAKEHOLDERS AVERAGE RATING
COMPETITIVE OVERALL OPERATING COSTS	8.0
PRO-BUSINESS ATTITUDE	8.3
FAIR TAX/REGULATORY SYSTEM	7.6

### Business Climate Features

In general, respondents felt the area offers a very competitive operating environment for businesses.

**TABLE 8.9: ACCESS TO BUSINESS AND TECHNOLOGY RESOURCES TO DEVELOP NEW IDEAS, PRODUCTS AND PROCESSES**

ACCESS TO BUSINESS AND TECHNOLOGY RESOURCES	STAKEHOLDERS AVERAGE RATING
R&D/TECHNOLOGY	5.7
TECHNICAL (ENTREPRENEURIAL, PRODUCTION, ETC.)	7.3

### Business/Technology Resources

*Central Community College* provides an array of business resources including workforce training resources.

*Nebraska Development Center (NBDC)* is located in North Platte. The NBDC provides a variety of assistance to manufacturing, entrepreneurial/small businesses including research, counseling and education/training.

**TABLE 8.10: ACCESS TO CAPITAL FOR GROWTH**

ACCESS TO CAPITAL FOR GROWTH	STAKEHOLDERS AVERAGE RATING
COMPETITIVE FINANCIAL INCENTIVE PROGRAMS	8.6
VENTURE CAPITAL	5.5

### Financial Resources

The following financial institutions serve Gothenburg: First State Bank, Gothenburg

State Bank, TierOne Bank.

Gothenburg offers an array of financial incentives including:

- Nebraska Advantage
- Community Improvement Financing
- GIC Grants

### Quality of Life Features

*K-12 Education.* The average high school graduation rate in Gothenburg is below the state average. Gothenburg Public School District, \$12.3 million building project, passed by voters 2 to 1 for new construction and renovation of public school facilities, was completed in 2004. Its design has been praised by many school officials from outside the district who have toured the facility. Gothenburg’s students consistently rank among the upper third in the nation in test scores.

*Healthcare.* Gothenburg Memorial Hospital offers a broad range of quality healthcare services.

#### *Quality Place to Live ... A Great Place to Visit*

People in Gothenburg enjoy all the benefits a small town has to offer. That includes a variety of sports, as well as outdoor and leisure activities. Parks along the beautiful tree-lined Lake Avenue offer a popular place for family gatherings and community festivals. History buffs can find a wealth of information at the Pony Express Station and the Sod House Museum. Historic homes grace the streetscape offering a picture of various architectural styles. Recreation opportunities abound. Whether it’s tennis, volleyball, baseball, swimming, water sports, hunting or fishing, you can find it in Gothenburg. Amateur or pro, you can golf at a nationally ranked 18-hole public course, Wild Horse Golf Club. Cowboy hats and boots are also a regular sight at the annual July Rodeo and on summer weekends. Park your horse, your car or your RV. Stay for a day, a week or for as long as you like. Our door is always open and the welcome sign is out.

<b>QUALITY OF LIFE</b>	<b>STAKEHOLDERS AVERAGE RATING</b>
SAFE ENVIRONMENT TO LIVE/WORK	8.9
K-12 EDUCATION	9.5
HEALTHCARE SERVICES	8.4
RECREATIONAL OPPORTUNITIES	7.8
RETAIL/MAIN STREET VIBRANCY	4.4
CULTURAL OPPORTUNITIES	6.1
HOUSING—CHOICES/COSTS	5.8

Following is a summary of the ratings of the competitiveness of the product “features and benefits” ranked by the average rating of internal stakeholders benchmarked against surveys in similar Midwest counties and communities. Note the features highlighted in yellow which Gothenburg stakeholders’ average ratings were higher than the ten benchmarked counties/communities ... potentially key differentiating features ... as well as the features highlighted in green that indicate potentially key competitive weaknesses. Potential “perceived” weaknesses should be further analyzed to determine if they are reality or perhaps an internal communication issue.

Also see Appendix for excerpts from Area Development magazine’s “Annual Corporate Survey” providing information on corporate decision-makers’ location priorities.

Product Features	Gothenburg Leaders Average Ratings	Average Ratings in Similar Midwest Counties	Average Ratings in Similar Midwest Communities
Safe Environment to Live/Work	8.9	9.4 9.1 8.8 8.7 8.4	9.0 8.9 8.8 8.5 8.1
K-12 Education	9.5	9.0 8.6 8.6 8.2 7.9	8.9 8.6 8.5 8.3 8.3
Quality Healthcare Services	8.4	8.5 7.4 7.2 7.1 --	8.5 8.4 7.4 -- --
Rail Access	8.8	6.9 6.6 3.7 3.3 --	8.1 7.6 7.4 7.2 6.7
Recreational Opportunities	7.8	8.5 8.0 7.8 6.7 6.0	8.4 8.1 7.9 6.2 5.8
Advanced Telecommunications Available	7.4	7.4 6.8 6.8 6.5 5.8	7.9 7.6 7.4 7.3 7.0
Available Industrial Buildings and Sites	7.0	6.6 6.5 5.5 4.8 3.1	7.6 7.1 7.0 5.6 5.0
Retail/Main Street Vibrancy	4.4	8.1 6.1 5.4 5.1 --	6.2 5.9 5.6 5.2 4.8



Competitive Overall Operating Costs	8	8.1 6.9 6.9 6.8 6.3	7.4 7.2 6.9 6.8 6.8
Workforce Preparedness/ Skills Training	6.8	6.9 6.4 6.3 5.1 4.8	6.6 5.9 5.8 5.4 5.1
Access to R&D/Technol- ogy Resources	5.7	6.1 5.8 5.5 5.2 4.6	7.0 6.7 6.3 5.5 5.1
Capacity/Cost of Utili- ties—Electric, Gas and Water	7.8	8.1 7.6 7.3 7.2 6.7	7.9 7.5 7.4 7.0 6.9
Pro-Business Attitude	8.3	6.6 6.5 6.2 5.6 5.4	7.0 6.8 6.2 5.8 5.8
Proximity to Markets	7.9	7.8 7.1 6.7 5.7 5.6	7.4 6.9 6.9 5.9 5.9
Skilled Workers Available	5.5	7.2 6.9 6.1 5.4 4.9	6.5 6.2 5.8 4.7 4.4
Fair Tax/Regulatory System	7.6	7.2 7.1 6.7 6.3 6.3	7.5 6.5 6.0 5.9 5.8
Cultural Opportunities	6.1	7.9 7.0 6.7 4.9 4.3	5.6 5.4 5.2 4.9 4.8
Access to Technical (En- trepreneurial, Production, etc.) Resources	7.3	5.4 5.3 5.3 4.7 4.1	7.3 6.3 6.2 5.8 5.0
Housing—Choices/Costs	5.8	8.0 6.9 6.7 6.4 4.9	6.9 6.6 6.4 5.9 5.5
Good Higher Education Opportunities Available	7.4	8.8 8.6 6.8 6.2 4.6	7.5 6.5 6.5 6.2 5.9

Air Access	5.8	7.9 5.6 5.3 4.9 4.1	7.3 6.6 -- --
Competitive Financial Incentive Programs	8.6	6.8 5.8 5.5 5.4 4.5	6.9 6.7 6.5 5.6 5.6
Ability to Attract Talent	6.5	7.0 5.7 4.8 4.4 3.6	5.8 5.6 5.1 5.1 4.3
Venture Capital	5.5	6.4 5.8 4.6 4.3 2.9	5.6 5.3 4.3 4.1 3.9
Technical/Professional Workers Available	5	6.6 6.2 4.7 -- --	5.4 4.9 4.8 4.1 4.0
Diverse Job/Career Opportunities Available, e.g. Trailing Spouse	6.9	5.7 5.1 3.8 3.6 3.6	5.5 4.9 4.9 4.4 4.4
Interstate/Highway Access	9.9	8.0 7.6 7.3 6.4 4.5	7.6 7.6 7.0 6.1 5.8

### Gothenburg's Most Marketable Assets/Strengths

In developing an economic development marketing strategy, it is critical to identify and build upon the community's assets/strengths. Following are what the stakeholders interviewed perceive to be the most marketable assets/strengths:

- Unique business recruitment approach
- Proximity to interstate
- "Can do" attitude
- Supportive business climate
- Quality of education/opportunities ... K-12
- Rail access
- GIC is very aggressive
- Family-environment
- Affordable place to live ... low cost of living
- Excellent medical care/facility
- Safe place to live ... raise a family
- Location between Omaha and Denver
- Young leaders in community
- Nationally known golf course

## **Potential Opportunities for Growth and Development**

Interviewees were asked to identify potential opportunities for growth and expansion, specifically to identify business sectors that would offer the best fit/greatest opportunity for growth.

- Renewable fuels
- Ag related research facilities
- Value-added agriculture/ag-biotechnology
- Administrative service/data centers
- Retail... e-commerce/internet opportunities

## **Key Challenges/Barriers to Growth**

As important as identifying your marketable assets and strengths ... is to acknowledge and address the challenges facing Gothenburg. Some of them are no different than those being faced in other Midwest counties/communities. Other liabilities are painfully unique and even more difficult to correct. Following are the “perceived” challenges/barriers to growth identified by the interviewees:

- New housing development
- Losing ground in the retail sector. Downtown must be improved
- More difficult to connect to the railroad
- Don't have the right type of jobs in the current economy
- Not enough available workers
- Air quality concerns
- Lack venture capital ... local banks who understand the needs of small business
- Difficult to convince businesses ... people to move to non-metro area

## **The Competition for Economic Development Opportunities**

The interviewees were asked to consider who the competition was in the context of their response to the “best opportunities for growth and development in Gothenburg.” The responses were as follows:

- Cozad, Lexington, Aurora, Broken Bow, McCook
- North Platte
- Kearney
- Grand Island
- The world

When asked if Gothenburg competes effectively with the locations identified, most indicated the area does except in retail. The reasons cited for competing effectively included:

- GIC is “aggressive and organized”
- Gothenburg has strong leadership
- Gothenburg is not competing well for retail attraction

## Marketing Strategies and Tactics

Stakeholders interviewed were asked to rate marketing tactics they thought would work best to promote Gothenburg with “10 being the most effective” and “1 the least effective.” Average responses are below:

**TABLE 8.13: POTENTIAL MARKETING STRATEGIES & TACTICS**

DESCRIPTION	STAKEHOLDERS AVERAGE RATING
INTERNET/WEBSITE	8.5
WORKING WITH ED PARTNERS/ALLIES	8.2
MEDIA/PUBLIC RELATIONS	7.3
ADVERTISING	6.0
SALES TRIPS	8
TRADE SHOWS	6.2
DIRECT MAIL	4.7

## Measuring Success

Interviewees were asked the question, “At the end of the day ... how would you measure success of the economic development marketing program?”

- Jobs ... capital investment
- Decrease in unemployment rate ... increased employment—quality, diversified employment (skilled, professional and technical jobs with benefits)
- Increase in housing
- Increase in tax base to support quality of living amenities ... more cultural and recreation opportunities
- Increase in population ... working age population
- Increase in median household income
- Improved retail sector
- More young people stay or move back

When asked “what is the best thing that could happen in Gothenburg,” responses were:

- Three to five new small businesses, employing 20-60 people
- Revitalize retail sector (seven respondents)
- More new homes built
- Become the Value-Added Ag capital of Nebraska
- 

When asked “what is the worst thing that could happen in Gothenburg,” responses were:

- Losing major employers
- Total retail collapse
- Don’t engage the community
- Closing of a local owned bank
- No young people moving to Gothenburg

When asked “what strategic priorities and/or economic development tools, e.g. incentives, policies, etc. would have the greatest impact on the generating opportunities and/or closing the deal,” responses were:

- Need to constantly have leadership talent in the pipeline
- There is a lack of available sites and buildings
- Recruit workforce
- Retail attraction tools

### **Roles of the Organizations in Economic Development**

Several groups are involved and are current/potential partners in Gothenburg’s economic development success. Respondents were asked to provide their thoughts on the role/functions/activities of each of these organizations in achieving economic development success. The interviewees were also asked to provide their insights and perspectives on the strengths and weaknesses of each organization.

#### *Gothenburg Improvement Company (GIC)*

- Provide leadership ... the vision
- Lead the economic development strategy ... in collaboration with public and private leaders ... regional partners
- Responsible for identifying growth opportunities
- Lead the marketing and promotion
- Assist in getting community minded individuals in elected positions

#### *City of Gothenburg and Gothenburg Chamber of Commerce*

- Important for city and chamber leaders to work in collaboration with GIC
- Chamber’s role ... to lead development and implementation of tourism and retail promotion strategies including festivals
- The city must provide all the needed infrastructure

#### *Dawson County Economic Development Council*

- Supportive of Gothenburg
- Lead worker recruitment efforts
- Leadership development

#### *Education/Training Institutions including Local School Districts and Community College*

- Provide educational programs to support workforce development and training
- Quality K-12 education important in attracting families to the area ... outstanding resource ... but limited by budget constraints

#### *Utilities*

- Partner in economic development ... infrastructure, incentives

What, if any are “barriers to collaboration/cooperation?”

- Gothenburg could partner more with Dawson County ED Council and the Nebraska Department of Economic Development

Additional Insights ... Perspectives

- The golf course is nationally recognized and Gothenburg needs to capitalize on this asset
- Gothenburg instills a strong sense of pride in the citizenry. This is a unique attribute for a small community in the Midwest

### **Overview of Gothenburg Improvement Company**

Gothenburg Improvement Company (GIC) was formed in 1961. The corporation has been primarily managed by volunteer members. The Chamber of Commerce staff provides administrative support.

The Corporation’s mission is, “To encourage and facilitate existing business expansion, nurture business start-ups and entrepreneurship and promote Gothenburg as an attractive site for industrial location and relocation in an effort to create jobs, stability and growth for the area.”

GIC receives funding from the 1% sales tax each year. Every year GIC has close to \$450,000. This money is typically used for incentives.

### *Summary of the Key Issues*

1. Gothenburg has experienced significant retail losses over the last ten years.
2. Gothenburg lost out on an expansion of an existing industry because of a lack of available labor in the area. Worker recruitment must become a priority.
3. The community should lead/build upon its assets/strengths. Leaders agree the following are the area's key assets (unique to Gothenburg):
  - Strong community pride
  - A nationally known golf course, Wild Horse Club
  - Union Pacific Railroad. There is some concern about UP restricting access to the rail line going forward.
4. Leaders agree the opportunities for growth include:
  - Business Development Clusters... that would build on workforce skills, education and technology assets, agricultural and natural resources,
  - Advanced Manufacturing
  - Bioprocessing/Biorenewables
  - Administrative/Data Centers
  - Agricultural research facilities
  - Entrepreneurial Business Growth and Development
  - Emphasis on retail development

Key to success is creating a balanced, wealth-generating economic portfolio.

5. While building upon the assets/strengths of the area, weaknesses/barriers to growth must be address. Leaders concluded the key challenges are the community has a decreasing retail sector and a lack of available workers. Overall... leaders need to develop strategies to enhance the "quality of place" including:
  - Retail recruitment
  - Worker recruitment
  - Involving, engaging and mobilizing the community... especially young people (teens to young professionals)... to "make a difference... lead a positive change for their future."

### **In summary ... leaders concluded the keys to success are:**

- Unified vision... goals and objectives
- Target... focus on creating wealth-generating opportunities that will have the greatest impact on the area... on the future
- Address the challenges... internal issues... product weaknesses
- Organize... to effectively and efficiently implement a unified, goal-driven strategy... to maximize success
- Implement... utilizing a collaborative/ cooperative approach... and leveraging community, county and region resources to brand, market and sell.

## 2007-2009 BUSINESS AND MARKETING-SALES PLAN

### Three-Year Goal

To generate economic growth opportunities that create quality jobs, attract new wealth and investments and enhance the quality of place for living, working and visiting. The goal will be monitored and success measured utilizing the “Gothenburg Economic Vitality Scorecard.”

### Objectives

1. “Build on Community Pride”... create a positive environment for living, working and playing as measured by an improvement in the overall positive appearance and attractiveness of the community.
2. “Create a Culture of Change”... motivate the community, specifically, emerging young leaders to “drive change” that will make a positive difference in the future of Gothenburg... for future generations.
3. “Invest Resources (Money and Energy) in Building for the Future” ... to enhance the competitiveness of the product that will result in Gothenburg “making the list” of places considered by businesses, visitors and residents.
4. “Stimulate and Facilitate Growth from Within”... to grow existing business investments and new entrepreneurial start-up businesses as measured by the retention and expansion of existing businesses and number of new retail businesses.
5. “Think Regionally”... to present critical mass that will enable Gothenburg to gain a competitive edge.
6. “Organize for Success” ... to create a collaborative organizational structure to efficiently and effectively implement a unified strategy.
7. “Maximize the Return on Investment”... by monitoring and evaluating results and refining the approach as needed.

### Target Audiences

Target Internal Audiences... Investors, Partners, Stakeholders and Influencers

- Economic development and tourism partners including utilities serving the area, regional development/tourism marketing allies and the Nebraska Department of Economic Development
- Public officials including cities, county, state legislators, Congressional delegation
- Educational institutions including local school districts and Central Community College
- Gothenburg residents... new residents, young professionals and retirees



**Tactic: Develop and maintain an internal target audience contact database (preferably with email addresses) to serve as a mailing list to keep investors, partners, stakeholders and others engaged in the economic development strategy and informed of progress and successes.**

### **Target Business Audiences**

- Target business clusters:
  - Advanced Manufacturing
  - Bioprocessing/Biorenewables
  - Administrative/Data Centers
  - Agricultural research
  - Retail
- Site location consultants, corporate real estate managers, engineering firms and other “project multipliers”
- Entrepreneurial businesses
- Existing businesses including headquarter decision-makers
- Businesses and decision-makers with a connection to the area including buyers and suppliers of existing businesses and high school graduates

**Tactic: Create and maintain client relationship management system (CRM). Research and populate database with “target” business/decision-makers profiles to utilize for direct marketing. Utilize system to manage and track the conversion of contacts to sales.**

**Strategy 1: Develop and implement an aggressive business outreach program to establish and maintain a two-way dialogue existing businesses.**

- T1.1 Conduct executive calls on area businesses on at least a semi-annual basis or more frequently as needed ... and on the headquarters of local operations at least once a year. Utilize the calls to present the sales messaging and to identify issues of concern impacting local operations, expansion plans and strategic growth plans and to identify potential new development opportunities, e.g. buyer-supplier linkages and “outsourcing opportunities.”
- T1.2 Engage and mobilize existing businesses in the marketing-selling of Gothenburg... a place to do business, live and play.
- T1.3 Serve as an advocate and resource for business retention/expansion client identifying business assistance programs and resources to insure the area retains and grows its existing employment base.

**Strategy 2: Develop and implement a continuous product development/improvement plan to enhance the competitiveness and appeal of the Gothenburg product strengthening the area's competitiveness and appeal to "make the list" of candidate places for doing business, living and visiting.**

- T2.1 Focus the plan on enhancements to the "foundations for growth"—workforce, physical infrastructure including sites and buildings, business climate, financial resources, research/development/tech resources and quality of living amenities.
- T2.2 Ongoing review and analyze "missed opportunities"/"market demand" ... integrate findings into product development/improvement plan.
- T2.3 Update the plan on at least an annual basis.

**Strategy 3: Stimulate entrepreneurial growth and development with retail as the primary target.**

- T3.1 Identify retail gaps in the community.
- T3.2 Develop a loan fund for retail businesses.
- T3.3 Organize a labor pool for which retailers can pull. Most small locally owned retailers burn out because they have to work every day. In most cases they can't afford to have employees. The recommendation is to organize a Retail Employee Pool. The owner would pull employees from this pool as needed.
- T3.4 Develop a virtual store online in which Gothenburg retailers can participate. Retailers would not have to rely on the local economy as much.

**Strategy 4: Recruit workers.**

- T4.1 Work closely with Dawson County Economic Development Council with their worker recruitment efforts.
- T4.2 Organize a job fair at the high school. Work with school to have local employers speak in the classroom. This exposes the students to the opportunities in the school.

**Strategy 5: Organize to successfully implement the strategy.**

- T5.1 Review and determine staffing needs to effectively implement the economic development strategy. Gothenburg has always been a volunteer organization. It has been proven that the most effective organizations have a full time staff that focuses all of their attention on economic development activities. GIC should consider hiring an Executive Director.
- T5.2 Establish a three-year annual budget for the organization and develop a three-year funding strategy to generate the resources needed to effectively implement the economic development strategy/roadmap to success.

**TABLE 8.14: MEASUREMENTS OF PROGRESS AND SUCCESS ... AN ECONOMIC VITALITY SCORECARD**

	ACTIVITIES	GROWTH OUTCOMES	QUARTERLY/ ANNUAL PERFORMANCE REPORTING FOR BOARD REVIEW & EVALUATION	ANNUAL EVALUATION PERFORMANCE EVALUATION
BUSINESS DEVELOPMENT	<ul style="list-style-type: none"> <li>• NUMBER OF CONTACTS</li> <li>• NUMBER OF QUALIFIED LEADS/PROSPECTS</li> <li>• NUMBER OF PROJECTS</li> <li>• NUMBER OF SALES PRESENTATIONS</li> <li>• NUMBER OF SITE VISITS</li> </ul>	<ul style="list-style-type: none"> <li>• NUMBER OF BUSINESS EXPANSIONS/ NEW LOCATIONS/START-UPS - "TARGET" DEVELOPMENT</li> <li>• TOTAL CAPITAL INVESTMENT</li> <li>• TOTAL JOBS RETAINED/CREATED</li> <li>• QUALITY OF JOBS CREATED BASED ON AVERAGE WAGE JOB AND BENEFITS</li> <li>• PROJECTED ECONOMIC IMPACT</li> </ul>		
RETAIL RECRUITMENT	<ul style="list-style-type: none"> <li>• RETAIL GAP RESEARCH</li> <li>• RETAIL EMPLOYEE POOL</li> <li>• GOTHENBURG WEB STORE</li> </ul>	<ul style="list-style-type: none"> <li>• RETAIL GAPS IDENTIFIED</li> <li>• RETAIL POOL</li> <li>• WEBSITE DEVELOPED FOR RETAIL SALES</li> <li>• INCREASED RETAIL SALES</li> </ul>		
RESIDENTIAL GROWTH	<ul style="list-style-type: none"> <li>• NUMBER OF NEW RESIDENT INQUIRIES</li> </ul>	<ul style="list-style-type: none"> <li>• POPULATION GROWTH; DECLINE IN MEDIAN AGE OF POPULATION/ INCREASE IN WORKING AGE POPULATION</li> <li>• INCREASE IN HOUSING STARTS</li> <li>• INCREASE IN RESIDENTIAL PROPERTY VALUES</li> <li>• INCREASE IN SCHOOL ENROLLMENT</li> </ul>		
ECONOMIC TREND INDICATORS  <i>Board</i>	TRACK/MONITOR ECONOMIC & DEMOGRAPHIC DATA BENCHMARKS (AS REFERENCED IN CURRENT SITUATION)	POSITIVE TRENDING		

**8.15: BUDGET ESTIMATE**

STRATEGY	2006-2007	2007-2008	2008-2009
STRATEGY 1: EXISTING BUSINESS OUTREACH	\$1,000	\$1,000	\$1,000
STRATEGY 2: CONTINUOUS IMPROVEMENT PLAN	\$10,000	\$8,000	\$5,000
STRATEGY 3: ENTREPRENEURIAL GROWTH	\$20,000	\$10,000	\$10,000
STRATEGY 4: WORKER RECRUITMENT	\$3,000	\$3,000	\$3,000
STRATEGY 5 ORGANIZATION	\$100,000	\$100,000	\$110,000
TOTAL BUDGET ESTIMATE (DOES NOT INCLUDE OPERATIONS/PRODUCT DEVELOPMENT COSTS)	\$134,000	\$122,000	\$129,000

**FIGURE 1**

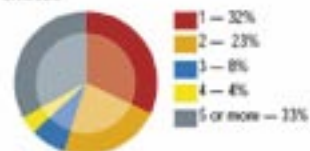
Current operations of respondent companies:



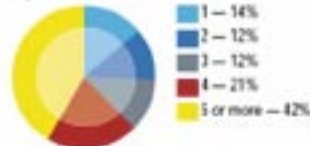
**FIGURE 2**

Number of facilities currently operated by respondents worldwide:

Domestic:

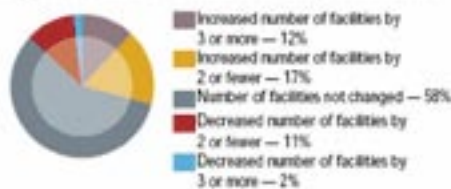


Foreign:



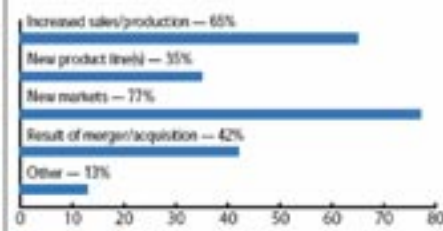
**FIGURE 3**

Change in the number of facilities during the past 12 months:



**FIGURE 4**

Primary reasons for increasing number of facilities:



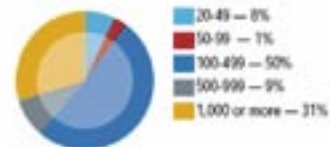
**FIGURE 5**

Primary reasons for decreasing number of facilities:



**FIGURE 6**

Number of people employed (all facilities):



**FIGURE 7**

Combined Ratings<sup>1</sup> of 2005 Factors

Ranking	Site Selection Factors	2004	2005
1.	Highway accessibility	80.2	81.4
2.	Labor costs	80.4	87.9
3.	Availability of skilled labor	80.9	87.2
4.	State and local incentives	81.1	86.0
5.	Availability of high-speed Internet access	80.7	85.7
6.	Corporate tax rate	84.4	85.0
7.	Occupancy or construction costs	83.8	83.7
8.	Tax exemptions	83.3	83.6
9.	Proximity to major markets	82.2	83.2
10.	Energy availability and costs	83.8	82.8
11.	Availability of telecommunications services	80.3	79.8
12.	Cost of land	78.6	79.1
13.	Low energy profile	75.8	77.0
14.	Availability of land	75.7	75.0
15.	Environmental regulations	80.1	71.1
16.	Right-to-work laws	80.1	68.7
17.	Proximity to suppliers	82.4	68.7
18.	Raw materials availability	64.9	62.3
19.	Training programs	50.4	58.6
20.	Availability of long-term financing	63.0	56.5
21.	Availability of unskilled labor	78.4	50.6
22.	Accessibility to major airports	53.8	50.0
23.	Proximity to technical university	32.4	30.2
24.	Railroad service	25.0	28.9
25.	Waterway or inland port accessibility	27.1	20.2

Quality-of-Life Factors

Ranking	Quality-of-Life Factors	2004	2005
1.	Low crime rate	80.2	87.8
2.	Health facilities	72.2	82.1
3.	Housing costs	64.3	50.0
4.	Housing availability	55.9	59.3
5.	Rating of public schools	60.7	56.8
6.	Cultural opportunities	51.9	49.9
7.	Climate	50.5	46.5
8.	Colleges and universities in area	50.1	46.0
9.	Recreational opportunities	50.5	44.8

<sup>1</sup>All figures are percentages and use the term of "very important" and "important" ratings of the Area Development Corporate Survey and are rounded to the nearest tenth of a percent.