



# Business Retention/Expansion/ Recruitment



## GOAL

Support the county-wide growth of existing businesses and the recruitment of new businesses by providing project assistance, resource information, and advocacy in facing any challenges that may exist.

## STRATEGIES

- As a primary initiative, add a full-time staff position: Economic Development Director
- Conduct regular Business Retention & Expansion interviews (BRE) with local businesses to determine challenges in maintaining existing business and employment levels as well as expansion opportunities
- Serve as a resource to assist in expansion projects and advocate for existing businesses
- Within the future planned Chamber facility, create a Business Resource Center to assist new and existing businesses, and professional office/meeting space to accommodate expanded economic development staff.
- Provide educational classes and technical assistance to businesses
- Continue to serve as the voice of business with local government to facilitate a business-friendly public policy environment, including participation in the Legislative Partnership
- Serve as a resource to educate and assist local government in economic development projects, tools, and incentives
- Determine the county's asset inventory and market to identify target industry clusters
- Be the source for business recruitment information including data, marketing materials, local and state incentive programs, and other special assistance
- Strengthen the working relationship with regional and state economic development organizations, including the Missouri Department of Economic Development, the Missouri Partnership, and the Springfield Regional Economic Partnership to help support existing businesses and recruit new businesses

## ANNUAL MEASUREMENT

- Employment of an Economic Development Director
- Number of BRE visits (25 first year, 30 second year, 35 third year, 40 fourth year, 45 fifth year)
- Number of companies assisted (15 businesses assisted in year one), and additional education and industry meetings
- Number of business recruitment contacts
- Number of jobs (10 first year, 15 second year, 20 third year, 25 fourth year, 30 fifth year) from expansion or retention
- Investment from existing and new businesses (\$3M annually)
- Number of Businesses supported in the Business Resource Center
- Number of Businesses served through education and industry meetings



# Workforce Development/Housing



## GOAL

Increase the number of available housing units to meet the demands of the existing workforce and encourage new potential employees to move to Stone County.

## STRATEGIES

- Solicit a county-wide housing study to identify and implement strategies throughout Stone County for traditional and non-traditional housing
- In conjunction with the housing study, create a blue-ribbon task force (business leaders, elected officials, developers, & financial institutions, critical infrastructure representatives) to develop a plan to address issues (infrastructure, real estate, etc.) related to affordable housing
- Maintain county ACT Work Ready certification
- Develop an inventory to identify local workforce skill requirements
- Work with regional educational institutions and the Missouri Office of Workforce Development, to provide workforce training, including internship programs
- Work with local government to identify potential housing development areas
- Identify and connect potential developers with city, county, state, and federal grants and/or incentives, including the Missouri Housing Development Commission, to build or rehab workforce housing
- Develop an inventory of housing available for seasonal and annual workers
- Develop programs focused on retaining and developing the existing workforce

## ANNUAL MEASUREMENT

- Housing study complete
- Number of housing units created/available (25 third year, 30 fourth year, 35 fifth year) contingent on development requirement timelines.
- Number of units rehabilitated
- Creation of public/private partnership(s) established for developments



# Effective Marketing to Attract Visitors

## GOAL

Continue to develop and implement an effective destination marketing plan to attract visitors to Stone County

## STRATEGIES

- Design/develop an inviting and welcoming state-of-the-art (virtual and in-person) tourism information center to be a reflection of community success
- Create/update the annual marketing plan
- Continue to seek additional funding to supplement tourism marketing funding provided by the Missouri Division of Tourism
- Continue to develop relationships with Branson CVB/Tourism Community Enhancement District (TCED) to secure grant match funding
- Work on strategies to build the shoulder and off-season tourism traffic

## ANNUAL MEASUREMENT

- Number of impressions delivered
- Sales tax revenue year over year
- Ad Effectiveness Study results (every other year), including incremental visitors/nights



# Community Development/ Placemaking



## GOAL

Identify and address community factors that would enhance economic growth, promote quality of life and be more attractive to residents and visitors

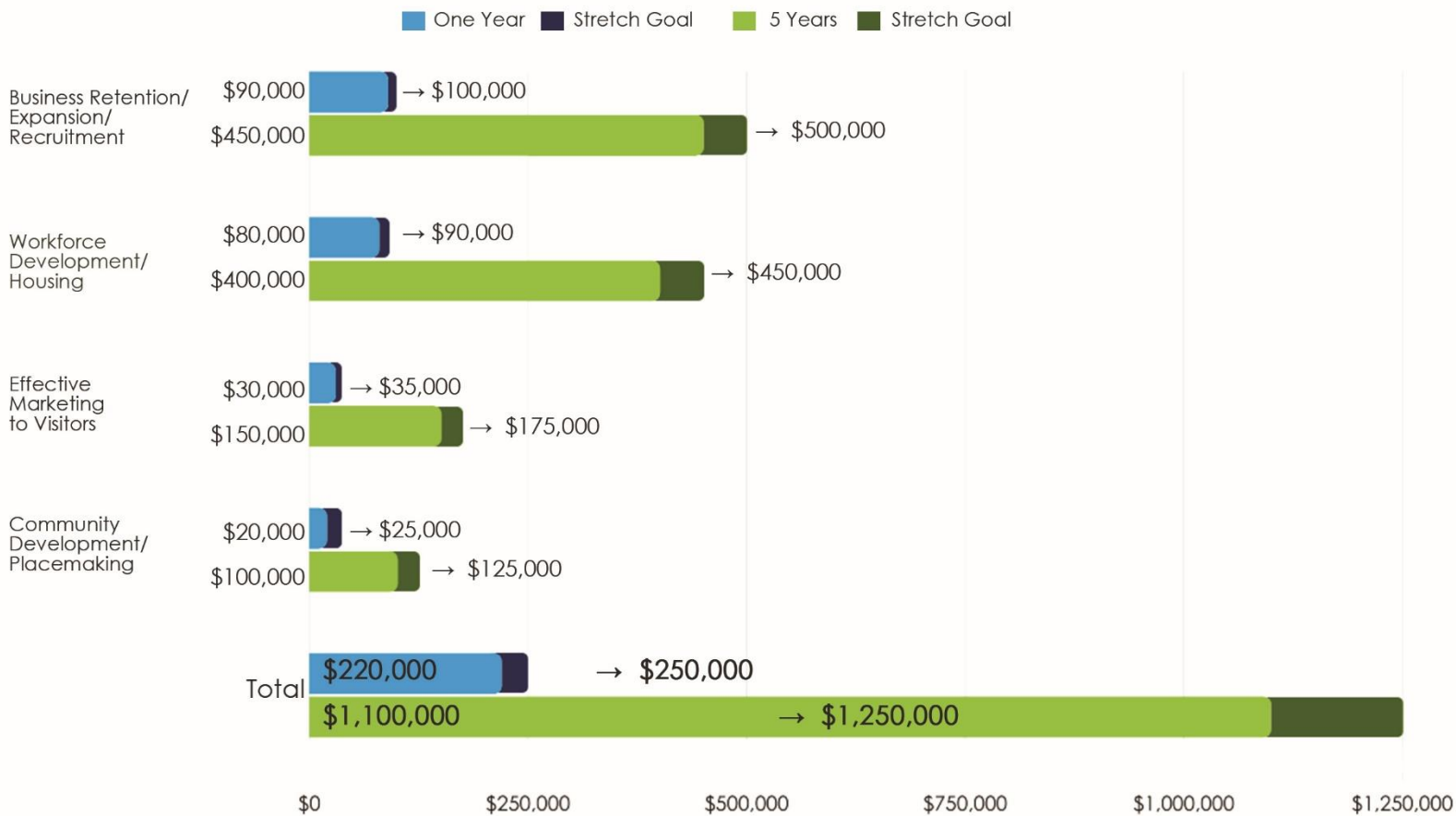
## STRATEGIES

- Creation of an inter-governmental cooperation council
- Serve as a liaison in meeting with city officials and community leaders in all communities to identify their specific community development needs
- Identify or develop resources for public/private facility improvement
- Identify alternatives and funding sources to encourage the development of infrastructure (transportation, utilities, broadband) to support housing and economic development business opportunities
- Created a coordinated “good place” campaign to improve the perception of the county and communities

## ANNUAL MEASUREMENT

- Number of alternatives and funding sources identified to support infrastructure improvement
- Development of an inter-governmental cooperation council
- Response to “good-place” campaign

# ESTIMATED INVESTMENT NEEDED OVER 5 YEARS DRAFT BUDGET SUMMARY



## OVERSIGHT OF INVESTMENTS

The funds needed to implement these four core initiatives will be sought from those with a vested interest in the growth and economic future of Stone County – businesses, organizations, community leaders and stakeholders. The Table Rock Lake Chamber of Commerce Board of Directors, will provide oversight of invested funds and program implementation, with input from major campaign investors.

## ACCOUNTABILITY

In order to track its progress, implement strategic activities and demonstrate tangible returns to its investors, “Launch Stone County” pursues meaningful goals using performance-based metrics to be achieved by the end of the five-year cycle. The Chamber board and staff will be held accountable to its investors and the community to achieve the stated metrics through effective use of invested funds.