



Charles City Area Development Corporation Strategic Plan

2017-2022

Adopted by the CCADC Board of Directors on:

27 September _____, 2017

PREPARED BY:



Institute for Decision Making University of Northern Iowa

Background

The Charles City Area Development Corporation (CCADC) has a long, successful history of economic development in Charles City and Floyd County. Given the ever-changing dynamics in local economic development needs and trends, the Development Corporation determined that a short-term strategic plan was needed to guide the work of the organization over the next three to five years.

CCADC called on the Institute for Decision Making (IDM) at the University of Northern Iowa to assist with the development of this strategic plan. The planning process involved stakeholder and constituent input collected via an online questionnaire and a priority-setting session. Subsequent planning sessions with the strategic planning team and CCADC staff were held to develop and refine the priorities, strategic goals and actions to be pursued by the organization over the coming years.

Planning Team Members

Jeremy Bahe	Randy Heitz	Ron Litterer
Gloria A. Carr	J. R. "Dick" Herbrechtsmeyer	Teri Lokenvitz
Paul Coonrod	Kurt W. Herbrechtsmeyer	Cathy J. McGregor
Dr. Dan Cox	Terry Hinrichs	Chad McKeag
Steven T. Diers	Erwin H. Johnson	Catherine J. Rottinghaus
Angelina Dietz	Scott Johnson	Lyle H. Schlader
Jim Erb	Douglas A. Kamm	Terry W. Schumaker
Timothy S. Fox	Mark A. Kuhn	Linda Tjaden
Sarah George	William R. Kyle	Rick J. Whalen

Draft Mission Statement

The Charles City Area Development Corporation is the catalyst for economic development in greater Floyd County, nurturing the creation and retention of quality jobs.

Draft Vision Statement

By 2027, the Charles City Area Development Corporation is known for its forward-thinking and ethical approach to economic development that has resulted in new jobs and businesses throughout the Floyd County area. As the area's "go-to" organization for creating positive economic change, CCADC has been a catalyst for business development at all stages, from start-up to expansions, and it continues to be prepared for new business growth on land that is ready for development. All of the area's communities are engaged and experiencing growth, and wealth is being generated for residents and businesses alike.

Priorities for Strategic Change

Stakeholder input was gathered from an online questionnaire and shared with the CCADC planning team. The team determined that the following areas should be prioritized in the organization's work over the coming years:

- Business Retention, Expansion and Development
- Land/Site Acquisition/Development
- Business Attraction
- Workforce Development
- Affordable Housing
- CCADC Organizational Sustainability

Fields of Activity

The CCADC board and planning team also identified the fields of activity through which it will address as its priorities. The organization's role varies, as it will sometimes serve a lead role for the area, sometimes it will support other organizations or parties in that activity, and other times it will merely encourage other organizations or parties as they undertake activities for community and economic development in the area.

Lead Role:

- Business Retention and Expansion
- Industrial Recruitment
- Sites and Building Development
- Financing/Incentives/Packaging
- Business Technical Assistance
- Workforce Development
- Research and Data Collection
- Business Lobbying/Advocacy (for business issues)

Support Role:

- Housing
- Commercial/Retail Development
- Business Start-ups/Entrepreneurial Development
- Downtown Revitalization
- Talent Attraction/Retention

Encouraging Role:

- Tourism Services or Development

Committees

To ensure that the goals, objectives and actions within this plan are carried out with efficiency and success, committees have been assigned as responsible for overseeing implementation of various actions. While CCADC has many committees, the following committees (some new) are critical to the success of this plan:

CCADC Board and Executive Committee: responsible for seeing the entire plan through to fruition, monitoring and evaluating the results of each action.

Business Retention and Expansion (BR&E) Committee: a new committee added to ensure a robust BR&E program that serves existing businesses.

Property Search Committee: leads the process of new site and land identification and acquisition.

Asset Management Committee: charged with managing the certification and disposition of land and sites for the organization.

Workforce Development Committee: a new committee formed to design opportunities for local businesses to showcase their employment occupations to local educators.

Housing Committee and the Floyd County Housing Trust Fund: will participate in the support provided by the CCADC in its efforts to improve housing throughout the county.

Membership/Marketing/Recruitment Committee: key to organizational sustainability through membership development and organizational marketing.

While not specifically assigned as part of this plan, the following committees will offer support and ensure that appropriate tools for economic development are available and used:

The **Capital Fund Committee**, the **Jobs Potential Review Committee** and the **Regional Revolving Loan Fund Committee** each play critical roles in business expansions and recruitment by ensuring that local capital exists within the Floyd County area.

The **Value Added Agriculture Committee** will be relied upon to assist in business recruitment and expansion effort for ag-related businesses.

Strategic Goals and Actions

Priority: Business Retention, Expansion and Development

The CCADC understands that there will be a higher return on investment in efforts and resources needed to retain and grow our existing businesses compared to attracting new business and industry into the area. The CCADC will work closely with current businesses in all communities to identify needs, opportunities and future direction and connect them with assistance and/or resources.

Goal 1: Businesses in the Floyd County Area are aware of and utilize the CCADC’s ability and willingness to access technical assistance and resources for a number of issues and situations.

Objective 1.1: The CCADC’s BR&E Committee conducts annual needs-identifying interviews with CCADC member employers with 10+ employees and other critical employers within Floyd County (approximately 40 businesses)

Action:	Responsibility:	Timeline:
a. Develop a list of businesses targeted for annual visits	• CCADC Director and Staff	Sept. 2017
b. Form a BR&E Committee ¹ (chaired by a non-CCADC staff volunteer)	• CCADC Director and Board	Sept. 2017
c. Develop a standardized question list for business visits	• CCADC Director • BR&E Committee	Nov. 2017
d. Design and hold BR&E training for volunteers (including process, confidentiality, interviewing)	• CCADC Director • BR&E Committee	Nov. 2017
e. Formalize (document) the process for BR&E from scheduling to follow up	• CCADC Director • BR&E Committee	Dec. 2017
f. Maintain Technical Assistance (TA) resource list	• CCADC Director	Sept. 2017 and ongoing
g. Conduct BR&E visits	• CCADC Director and Staff • BR&E Committee	Start Jan. 2018 and annually after
h. Deliver TA as appropriate (liaison between business and gov’t programs, local loan programs and elected officials; assist/complete program paperwork)	• CCADC Director and Staff	Ongoing
i. Monitor improvements to businesses served by the BR&E program and submit success stories to SMART Conference’s annual BR&E Awards competition	• BR&E Committee • CCADC Director and Staff	Ongoing

Objective 1.2: CCADC assists start-ups and entrepreneurs as needed throughout the Floyd County area

Action:	Responsibility:	Timeline:
a. Serve as an interface between new start-ups and the resources they need	• CCADC Director and Staff	Ongoing
b. Help start-ups with business planning	• CCADC Director	Ongoing
c. Conduct/organize annual Business Plan Competition	• CCADC Director and Staff	Annually, May-June

¹ BR&E Committee consists of engaged business leaders and community stakeholders who, in addition to committee work, will help schedule and conduct business visits.

Priority: Land/Site Acquisition/Development

The Floyd County area’s lack of available industrial sites and infrastructure restricts the expansion and attraction of business and industry. Sites must be suitable for expansion, while also meeting the parameters of prospect leads coming from the Iowa Economic Development Authority. Existing potential sites require proactive due-diligence and control over purchasing and pricing to ensure that the CCADC can respond quickly to inquiries.

Goal 2: Competitive and shovel ready sites are available within the Floyd County area for business expansion and attraction.

Objective 2.1: Inventory and initial review of potential sites within the area.

Action:	Responsibility:	Timeline:
a. Revisit sites on existing list	• Property Search Committee	Sept. 2017
b. Prioritize based on location, infrastructure accessibility, terrain, drainage, ability to qualify as IA Certified Site, proximity to existing Urban Renewal Area (potentially TIF-eligible)	• Property Search Committee • CCADC Director	Nov. 2017
c. Select site to pursue	• Property Search Committee	Nov. 2017
d. Secure control through acquisition or option	• Property Search Committee	June, 2018

Objective 2.2: Due diligence is completed on priority sites.

Action:	Responsibility:	Timeline:
a. Apply for a USDA RBEG grant to assist with cost of certification process (\$45,000 to \$50,000)	• CCADC Director and Staff	June, 2018
b. Undertake and complete the IA Site Certification process	• Asset Management Committee • CCADC Director • CCADC Exec. Committee	June, 2020

Objective 2.3: Site is being marketed.

Action:	Responsibility:	Timeline:
a. Develop a marketing plan for the new site	• Asset Management Committee • CCADC Director	June, 2018
b. Hire professional firm, implement marketing plan	• Asset Management Committee • CCADC Director	June, 2020

Priority: Business Attraction

Existing buildings and sites are available for development. CCADC is working closely with local real estate agents and brokers to ensure that information about these buildings and sites is up to date and easy to access.

Goal 3: New business and industry begin operations within the Floyd County area.

Objective 3.1: CCADC has the information and ability to respond to inquiries and assist prospects

Action:	Responsibility:	Timeline:
a. Collect building and site information as available to update and maintain listings on LocationOne Information System (LOIS) and the CCADC website	• CCADC Director and Staff	Ongoing
b. Develop a virtual tour of the Southwest Development Park to be distributed via website and local real estate agents	• Asset Management Committee	Dec. 2017
c. Maintain contact with local real estate agents and brokers on property status	• CCADC Director	Ongoing
d. Respond to RFPs/RFIs as appropriate	• CCADC Director • Asset Management Committee	Ongoing
e. With real estate agents or brokers, show available buildings and sites	• CCADC Director • Asset Management Committee	Ongoing
f. Organize community tours as needed for CCADC properties	• CCADC Director • Asset Management Committee	Ongoing
g. Serve as a liaison for potential buyers (with financial incentive programs, governments and/or resource providers)	• CCADC Director	Ongoing
h. Convene a “Contact Team” to close deals as needed – based on client type	• CCADC Director • Asset Management Committee	Organize team members by Dec. 2017

Objective 3.2: CCADC develops and implements an external marketing plan as part of the area’s participation in region-wide and statewide marketing efforts.

Action:	Responsibility:	Timeline:
a. Maintain membership and participation in North Central Iowa Alliance or any other regional marketing group	• CCADC Director and Board	Ongoing

Priority: Workforce Development

The CCADC recognizes that workforce and talent are critical issues within the Floyd County area and that quality workforce continues to drive economic growth throughout the Midwest. While the area’s strong quality of life is attractive to many workers, we must collaborate to strengthen our pool of workers into a competitive pipeline of trained and experienced workers remaining in, returning to, or drawn toward employment and career opportunities.

Goal 4: The greater Floyd County Area has a competitive advantage when it comes to attracting workforce.

Objective 4.1: Floyd County employers and community leaders understand the “State of the Workforce” and are actively working to remain employers and communities of choice for the current and future workforce.

Action:	Responsibility:	Timeline:
a. Research and disseminate workforce data and best practices in workforce engagement to the area and its businesses	• CCADC Director	Ongoing
b. Work with employers to help them connect with the community college to develop curriculum or certificate programs that meet their immediate needs	• CCADC Director	Ongoing

Objective 4.2: Job seekers and future job seekers (youth) are offered guidance in their career search.

Action:	Responsibility:	Timeline:
a. Form a Workforce Development Committee	• CCADC Board and Director	Sept. 2017
b. Work with employers and school districts to determine future needs of local employers to strengthen our workforce pipeline	• Workforce Development Committee	Ongoing
c. Set up tours of local businesses or externships for school counselors, teachers and administrators to inform them of local opportunities for graduates	• Workforce Development Committee	Dec. 2018 and then ongoing
d. Participate (sponsor, attend, speak) in the local STEM initiative	• CCADC Director	Annually
e. Provide personal consultations for job seekers (resume assistance, interview skill development) as part of local talent retention	• CCADC Director	Ongoing

Priority: Affordable Housing

Floyd County stakeholders hear the common complaint that there are not enough housing choices. This is seen as a critical issue for attracting or keeping a workforce, growing a strong tax base, and general population growth. CCADC looks to assist and support those who are actively pursuing housing development in Floyd County.

Goal 5: CCADC is a resource for Floyd County and area communities and serves as a liaison for housing developers and rehabilitation efforts.

Objective 5.1: The true gaps and issues that exist in housing are verified and potential solutions are explored.

Action:	Responsibility:	Timeline:
a. Commission a countywide (plus Nashua) housing needs assessment	<ul style="list-style-type: none"> • Housing Committee • Floyd County Housing Trust Fund 	July 2018
b. Attend the Rural Development Summit and/or the IFA HousingIowa Conference	<ul style="list-style-type: none"> • Housing Committee • Floyd County Housing Trust Fund • CCADC Director 	As held
c. Review and update Housing Assistance Plan to address issues as noted in needs assessment	<ul style="list-style-type: none"> • Floyd County Housing Trust Fund 	August 2018 and annually
d. Share housing needs assessment results with county and communities	<ul style="list-style-type: none"> • CCADC Director • Housing Committee 	Fall, 2018

Objective 5.2: CCADC develops and maintains an inventory of potential housing programs and incentives that are promoted to the County and area communities, and as implemented, marketed to prospective developers in order to encourage their investment in local housing projects.

Action:	Responsibility:	Timeline:
a. Develop a list of available incentives and programs	<ul style="list-style-type: none"> • CCADC Director and Staff 	Dec. 2017
b. Visit with City Councils and County to share ideas for local housing development incentives	<ul style="list-style-type: none"> • CCADC Director • Housing Committee 	Dec. 2018
c. Market and administer Floyd County’s Home Base Iowa incentives	<ul style="list-style-type: none"> • CCADC Director and Staff 	Ongoing
d. Administer the Floyd County Housing Trust Fund	<ul style="list-style-type: none"> • CCADC Director and Staff • Floyd County Housing Trust Fund 	Ongoing
e. Serve as resource for developers on available programs, incentives and sites	<ul style="list-style-type: none"> • CCADC Director • Housing Committee 	Ongoing

Priority: Organizational Sustainability

CCADC strives to continually improve its services and value for its membership, the county and communities it serves. Maintaining a strong and economically viable organization is key to its success.

Goal 6: CCADC is a healthy organization with an engaged board, a growing membership and a knowledgeable and experienced staff.

Objective 6.1: Board members, supporters and staff are knowledgeable about and promoting the critical role that the organization plays in the greater Floyd County area’s economic growth and stability.

Action:	Responsibility:	Timeline:
a. Recruit new members to increase membership by 10%	<ul style="list-style-type: none"> • CCADC Director • Membership/Marketing/ Recruitment Committee 	June, 2023
b. Continue to engage membership through external communications	<ul style="list-style-type: none"> • CCADC Director • Membership/Marketing/ Recruitment Committee 	Ongoing
c. Conduct new board member orientations as needed	<ul style="list-style-type: none"> • CCADC Director, Chair and Staff 	Ongoing
d. Make regular visits to city council meeting and county supervisor meetings	<ul style="list-style-type: none"> • CCADC Director and Board 	Ongoing
e. Support professional development opportunities for staff members	<ul style="list-style-type: none"> • CCADC Board 	Ongoing
f. Participate in statewide economic development/rural development conferences to learn best practices from other communities	<ul style="list-style-type: none"> • CCADC Board and Director 	Ongoing
g. Explore potential regional initiatives	<ul style="list-style-type: none"> • CCADC Board and Director 	Ongoing