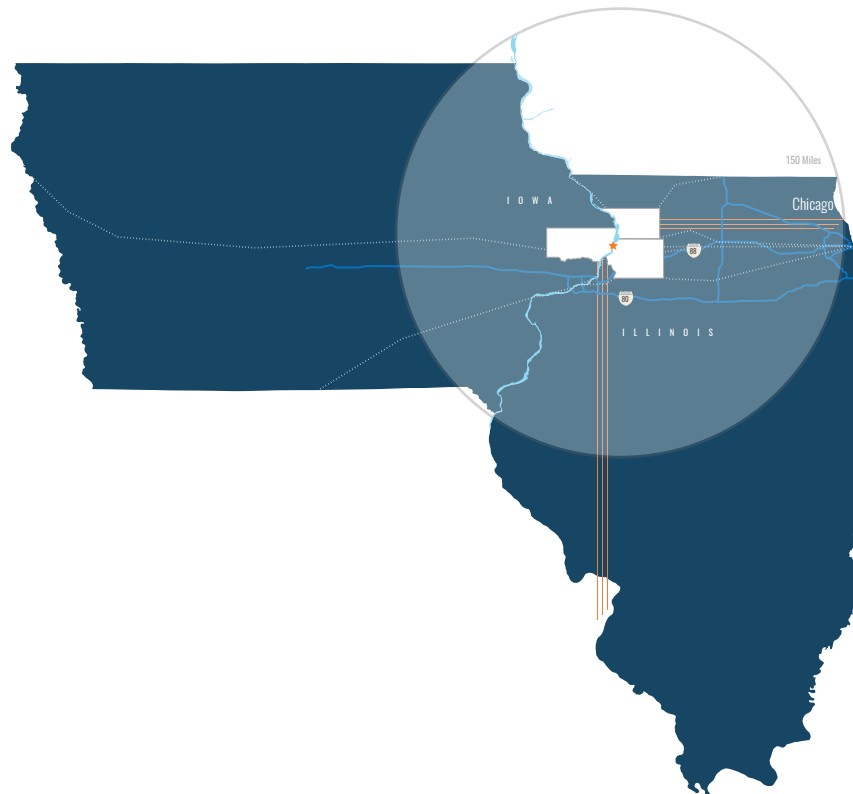




FUTURE FOCUSED 2024

CASE FOR INVESTMENT



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EXECUTIVE SUMMARY

Future Focused 2024 is a bold new plan for the development and growth of the Greater Clinton Region over the next five years. For the past several months, the Clinton Regional Development Corporation (CRDC) has been evaluating the region's economic status and developing initiatives that will address stakeholders' needs. The CRDC staff and Board of Directors are convinced that implementing these initiatives over time will produce the economic development results that the region seeks.

Economic development is a very competitive business in the region, across the country and around the world. In order to be successful, a region must develop and implement a strategic, feasible plan with the necessary level of resources. The purpose of **Future Focused 2024** is to provide the resources necessary for CRDC staff to implement this plan and achieve economic growth over the next five years.

The CRDC Board of Directors consists of a blend of members, some with multiple years of experience and those who are new to the board and, in some cases, new to the community. This combination is providing the experience and fresh perspective required to address the economic development needs of the region. CRDC staff possess the skills and characteristics necessary to implement this forward-looking and aggressive plan. The staff received very high marks in the feasibility study interviews, with a majority of respondents believing that the CRDC staff have what it takes to build consensus and achieve success.

Some of the key accomplishments during the Vision 2020 campaign period include: acquired "Iowa Certified Site" status for the Lincolnway Industrial Rail and Air Park; attracted one new business into the Rail Park (Project Pine); facilitated access to state training grants for 13 local companies valued at \$2,465,276; applied for and received a Clinton County Development Association (CCDA) marketing grant for \$39,000 to update the CRDC website and create new digital and print ads; created new marketing materials for "Home Base Iowa" (HBI) and attended four attraction events that have resulted in a 700% increase in the number of military veterans receiving HBI benefits in Clinton County since 2017.





The CRDC is now being more proactive in generating new business attraction leads instead of just relying on others for referrals. In 2019 alone, CRDC staff have already attended five attraction events and are following up with over 200 new leads. From January 1 – July 1, 2019, the CRDC has worked with 11 projects. Nine of these are “attraction” projects and two are “expansion” projects. These prospects represent the potential of 500 jobs and \$376 million in new capital investment. In addition to attending attraction events, the CRDC is now proactively advertising in targeted site selection publications at the national level. The staff expect to receive additional leads and national exposure through these new marketing efforts.

Other positive actions include restructuring the CRDC Board, hiring new staff, and building collaborative relationships with local, state and federal partners. When coupled with the implementation of the aggressive plan laid out in **Future Focused 2024**, there is great promise for future growth and development.

The CRDC Board of Directors engaged Convergent Nonprofit Solutions (Convergent) in the Spring of 2019 to conduct feasibility study interviews with 60 regional stakeholders in order to determine the level of support for the proposed **Future Focused 2024** initiative. Analysis of the interview data reveals that most stakeholders believe that the CRDC has a strong team in place and is now doing the things necessary to positively impact the region. Providing business solutions to existing companies was frequently cited in the interviews as a strength of the CRDC. Eighty-nine percent of those interviewed believe that the CRDC has been helpful to the community’s economic development and 72% rated the current staff as very good.

With 98% of those interviewed citing workforce development as a priority or high priority and 80% identifying workforce attraction as a priority or high priority, the study clearly points to the need for increased emphasis on workforce development and attraction. The current lack of skilled and unskilled labor provides a challenge to the operations of existing businesses and also makes it difficult to attract new businesses. All of the proposed **Future Focused 2024** initiatives were supported by the study interviewees, but workforce development was clearly perceived as the most critical and, when coupled with workforce attraction, the new initiatives proposed are very compelling. Since the feasibility study was completed, the CRDC Strategic Planning Committee has read the report and revised the strategic plan. The feedback from interviewees was appreciated and is reflected in the **Future Focused 2024** plan.

It is imperative that the CRDC deploy new initiatives and strategies to achieve the “wins” that were frequently mentioned as greatly needed in feasibility study interviews. These initiatives will be described in more detail in the pages that follow. **Future Focused 2024**, as the name suggests, is a five-year plan thoughtfully developed to create future growth and prosperity for the Greater Clinton Region.

BACKGROUND/RESULTS

Since 1953, the CRDC has been focused on retaining and adding jobs and expanding the tax base in the Greater Clinton Region. Over this lifespan, the results of the organization's efforts, as measured by new jobs, wages paid and capital investment by companies in the region, have varied from year to year. There have been periods of dramatic growth, periods of decline and periods of stability. The past five years have most often been described as stable. Company and job retention have been very good, and three new companies opened in the region, adding more jobs. Additionally, there has been some significant capital investment by existing companies, such as ADM, LyondellBasell and Hero BX. However, it would be fair to say that most CRDC stakeholders want to see even more businesses attracted or expanded and more new jobs added to the local economy. This plan outlines initiatives and strategies intended to increase those numbers over the next five years.

Regional stakeholders believe in the importance of strong, sustained economic development efforts and have supported two previous CRDC fundraising campaigns. A campaign in 2005 raised \$2.2 million, and the Vision 2020 campaign in 2014/2015 raised \$2.8 million. The feasibility study conducted in the spring of 2019 found that stakeholders understand the need to continue economic development efforts and believe that the CRDC is currently poised, with the right people on board and an aggressive plan, to deliver the desired outcomes. This campaign seeks \$2.5 million to implement initiatives included in the **Future Focused 2024** plan.

Results of CRDC Vision 2020 initiatives include:

- Retained 100% of the companies that participated in VALUE (Visit, Acknowledge, Listen, Utilize and Engage) visits and overall business and job retention was very high
- Responded to over 80 new project inquiries
- Hosted 10 site visits with prospects
- Provided direct assistance to three new companies: 1) Hero BX (Clinton), 2) EnviroVision (Clinton) and 3) Logisticus (Camanche)
- Attracted one new company into the Rail Park for an expansion project
- Assisted 13 local companies with accessing state training grants valued at \$2,465,276
- Advocated for state assistance for ADM's \$196 million capital investment
- Attained "Iowa Certified Site" status for the Lincolnway Industrial Rail and Air Park
- Created new marketing materials for the Home Base Iowa program and attended four attraction events; to date, 25 veterans and their families have relocated to Clinton County
- Applied for and received a \$39,000 CCDA grant to update CRDC's marketing materials and website
- Initiated and held bi-monthly Manufacturing Roundtables to address the needs of local business
- Launched an Industry Recognition Program to spotlight successful businesses and individuals

KEY CHALLENGES

The following challenges have emerged in discussions with staff, volunteers and feasibility study interviewees:

- As is the case for most smaller communities, workforce shortages can be a concern. Some local companies struggle to find and hire talent, especially skilled workers. Workforce development training courses must match local company needs. The CRDC plans to address these challenges by recruiting more workers into the Greater Clinton Region, partnering with local schools and colleges to ensure that training courses match up with company needs, and using state and federal resources to expand local workforce development programming, such as registered apprenticeships.
- Retail, service and financial businesses are competing to grow market share in the local economy. There is a need for growth in jobs and earnings to spur all sectors of the economy. The CRDC plans to address this challenge by attracting more businesses to the Greater Clinton Region and helping local businesses expand their operations.
- Access to certain services has declined for the Greater Clinton Region over the past several years. State and federal agencies have consolidated offices away from Clinton, such as career services through IowaWorks or small business start-up services through the Senior Corps of Retired Executives (SCORE) and the Small Business Development Center, making access to service more difficult. The CRDC is addressing this challenge by building relationships with critical service providers and hosting them in the Greater Clinton Region through events and meetings, and ensuring continuous access through regular communication and visits.

“We had a situation come up and had been recommended to contact the CRDC. The staff and board of the CRDC immediately provided assistance and input to resolve what could have been a detrimental situation for our company. They assisted with communications and interactions on a local and state level that were invaluable to us.” Cari Fenzel – Collis LLC

FIVE-YEAR PLAN

The four key initiatives of **Future Focused 2024** (order determined by ratings given in the feasibility interviews) are:

**Workforce Development
Business Attraction
Business Retention and Expansion; and
Workforce Attraction**

Two key pillars will support and strengthen these initiatives: 1) developing and maintaining effective partnerships at the local, state and federal level to leverage resources and maximize success, and 2) implementing an accountability and public relations plan for investors and regional stakeholders. The CRDC staff and Board acknowledge that economic development requires collaborative partnerships to succeed, and that investors and the community must be kept informed of plans, activities, results and challenges.

Future Focused 2024 is an aggressive five-year plan of work to attract new companies, add jobs, strengthen the workforce and increase the tax base in the Greater Clinton Region. The CRDC is committed to measuring expected results and being accountable to investors and stakeholders. There will be many metrics used to evaluate success, but the following are the core outcome measures that will assist in calculating the Return on Investment of the CRDC's initiatives from 2020-2024.

Outcome Metrics

- Add 500 new primary jobs through business expansion and business attraction. Primary jobs will have an average wage of \$17.00 or higher per hour.
- Gain \$100,000,000 of new capital investment.
- In collaboration with key partners, attract 300 new workers and a projected 900 new residents to the Greater Clinton Region.
- In cooperation with Eastern Iowa Community College, facilitate training grants totaling \$2,000,000 or more for 25 eligible companies, involving 250 employees.
- In cooperation with Clinton Community College and regional school districts, facilitate career exploratory and STEM events that will involve 2,500 student, parents and educators.



Initiative #1 – Workforce Development

There is no issue more important to the future economic development efforts of the Greater Clinton Region than workforce development. Most existing employers struggle to find and hire skilled and unskilled workers. Prospective new employers must be convinced that they will be able to hire the people they need before they will consider locating in the region. The following are planned strategies to address workforce development.

- Form a Workforce Solutions Task Force to identify common workforce issues, access available programs/services and implement new solutions.
- Support the establishment of a Career Technical Education Center in Clinton County in cooperation with Clinton Community College and area school districts.
- Work with local companies and Clinton Community College to address the training needs of companies, ranging from short-term certificate programs to hands-on technical training and apprenticeships.
- Organize career awareness activities for students, parents and teachers to acquaint them with the range of industries and opportunities in the Greater Clinton Region.
- Recognize private and public sector innovative workforce strategies by creating a quarterly recognition program.
- Develop website-based information sharing tools for area employers to provide a calendar of events, potential engagement opportunities and regional contacts for workforce programming.
- Using the CRDC VALUE visits, gather feedback from employers about existing workforce programs/facilities and provide the information to workforce partners and training managers.
- Identify, develop and promote approaches that students and employers may utilize to offset the cost of training.
- Research apprenticeship and internship programs and implement those that have the support of area companies and partner organizations.
- Work with employers, temp agencies and workforce partners to develop and implement basic employability skills training for students and adults.



Students touring LyondellBasell

"Hero BX greatly appreciates the assistance that the CRDC provided during our start-up phase in Clinton." Chris Peterson - Hero BX

Initiative #2 – Business Attraction

A dynamic community must continuously add new companies and jobs to the local economy. The CRDC plans to implement the following to attract more companies and jobs into the Greater Clinton Region:

- Attend local, state, national and international events to promote the Greater Clinton Region's assets. Follow up on all leads developed from these events.
- Fully utilize the CRDC website to generate leads, drive traffic to the site and track and analyze website traffic. Follow up on inquiries.
- Utilize social media and digital marketing to promote the Greater Clinton Region and the CRDC as a source of information and site selection support.
- Place print advertising in strategic publications and utilize direct marketing. Track and analyze results.
- Coordinate marketing efforts with state and regional partners to maximize funding and achieve greater impact.
- Support the growth of entrepreneurship in the Greater Clinton Region.
- Foster relationships with site selection firms.
- Leverage Opportunity Zone benefits to attract new investment into Clinton's two zones.
- Maintain an updated and accurate database of existing buildings and land suitable for industrial/commercial development using LocationOne Information System (LOIS).



Economic Developers of Iowa at Select USA, Washington D.C.

Initiative #3 – Business Retention and Expansion

The best economic development efforts always involve retaining existing companies and helping them expand locally. These efforts begin with relationship building, staying in regular contact, providing assistance as necessary and following up on identified concerns and needs. The following strategies address how CRDC will stay in touch with and serve existing businesses:

- Conduct VALUE visits annually with existing companies for the purpose of identifying their needs and analyzing local trends.
- Provide business solutions to local employers as identified from VALUE visits or other interactions.
- Develop and offer export workshops relevant and export workshops for local employers.
- Hold monthly Manufacturing Roundtables on timely and pertinent topics.
- Continue to recognize companies in the region for their expansions, process improvements and workforce initiatives.
- Conduct corporate headquarter visits to enhance relationships and better understand the current issues and opportunities facing the local operation.
- Advocate for a strong business environment at the local, state and federal government levels.



Initiative #4 – Workforce Attraction

There is a significant need in the present economy to bring new skilled workers to the Clinton region. Presently, with unemployment very low and many unfilled vacancies, there are not enough workers to go around. New workers coming in from various sources will help address this challenge. The following strategies are intended to attract new workers:

- Continue to aggressively market Home Base Iowa nationally.
- Attract legal foreign-born workers by marketing the Greater Clinton Region and existing vacancies to them.
- Launch and expand the student loan payback program to attract workers to the region.
- Attend college and university career fairs to promote jobs in the region.
- Identify and recruit stay-at-home parents into the regional workforce.
- Actively promote the return of college students to the Clinton Region.
- Through a task force, summit, or both, explore why some of the highest paid employees in the Greater Clinton Region are choosing to live outside of the region and identify strategies for changing this dynamic as new workers and residents locate here for jobs.

INVESTOR/COMMUNITY RELATIONS AND ACCOUNTABILITY

Investors in an economic development capital campaign want to be certain that their investment will lead to expected outcomes. They want to know that strategies are being deployed, performance is being tracked and results are being achieved. They also want to be confident that their investment dollars are being used as described in the campaign budget.

The CRDC will report quarterly on select performance metrics to the CRDC Board and investors. The monthly e-newsletter and website will be used to communicate this information to a broader audience.

The CRDC annual meeting will be held in December of each year for investors and stakeholders. Progress will be reported, achievements celebrated, investors thanked and input for future priorities sought.

The CRDC President/CEO and Board of Directors will bear overall responsibility for ensuring programmatic and financial accountability for **Future Focused 2024**.

VALUED PARTNERSHIPS

Economic development is a team sport. It takes a community and a region working collaboratively to maximize success. The old adage that “it is amazing how much can be accomplished when you don’t worry about who gets the credit” is certainly true in this realm. When jobs are being added, the tax base is expanding, houses are being built and families are moving to town, there will be plenty of credit to go around!

Local partners, such as elected officials, utility companies and the financial community, are expected to assist the CRDC with identifying and leveraging state and federal resources. Coordinated planning, thorough preparation and well-articulated presentations are key to obtaining the resources needed to win a project and build a community.

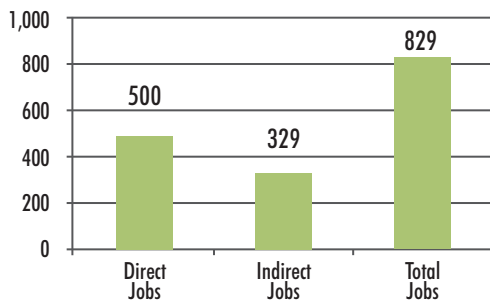
The CRDC values its local partners and commits to continuous improvement of communication and effective collaborative planning and implementation.



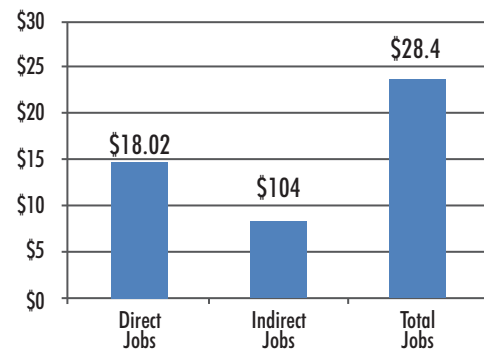
PROPOSED FIVE-YEAR BUDGET

Initiative	Target Budget Goal	Stretch Budget Goal
Workforce Development	\$500,000	\$600,000
New Business Attraction	\$750,000	\$900,000
Existing Business Retention and Expansion	\$500,000	\$600,000
Workforce Attraction	\$750,000	\$900,000
Total	\$2,500,000	\$3,000,000

Employment Impact

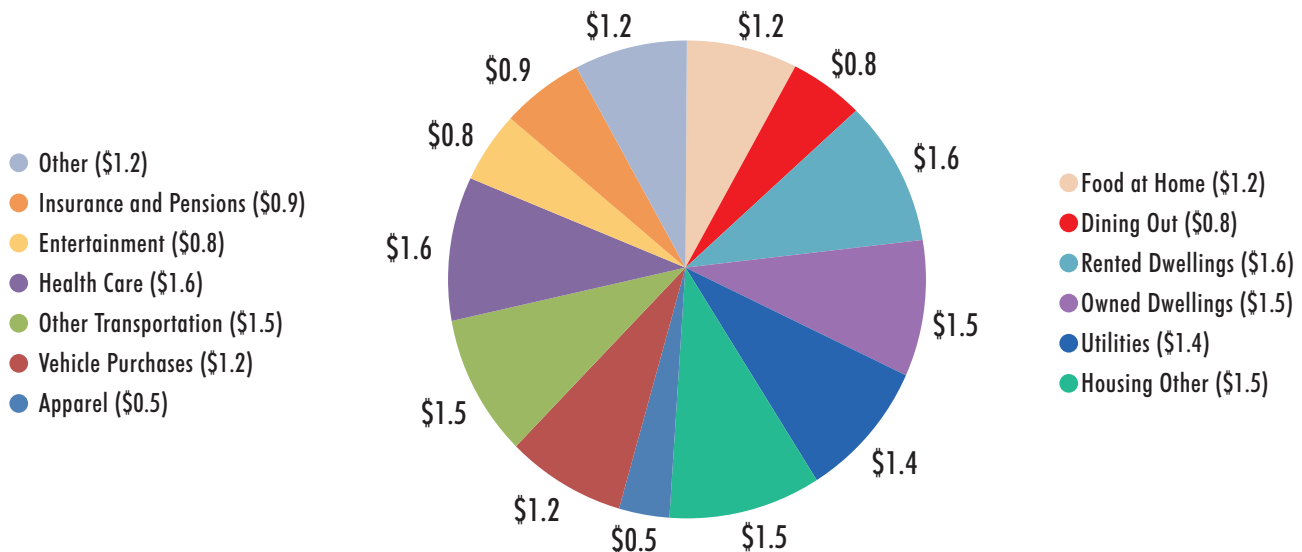


Earnings Impact (in Millions)



RETURN ON INVESTMENT ANTICIPATED BENEFITS

Annual Consumer Spending by Category (in Millions)



BOARD OF DIRECTORS

Tamra Binder...	U.S. Bank
Randy Boonstra...	City of Fulton, IL
Roger Brecht...	Nestle Purina PetCare
Steve Clements...	Citizens First Bank
Gary DeLacy...	Clinton Community Schools
Tom Determann...	Clinton Co. Board of Supervisors
John Eisenman...	Abstract & Title Guaranty Co.
Cari Fenzel...	Collis LLC
Jim Hillier...	LyondellBasell
Bob Holesinger...	Quality Concrete
Steve Howes...	Howes & Jefferies Realtors
Mike Johnson...	Clinton Engineering
Jarrek Lucke...	Iowa American Water
Marcie Ordaz...	Data Dimensions
Tom Parker...	Camanche Schools District
Rich Phelan...	Nelson Corporation Wealth Management
David Rose...	Rose Investments
Paula Schneckloth...	Alliant Energy
Steve Shupp...	Alliant Energy
Steve Thacker...	Clinton National Bank
Brig Tubbs...	First Central State Bank
Dr. Karen Vickers...	Eastern Iowa Community College (CCC)
Mayor Mark Vulich...	City of Clinton, IA
Mayor Trevor Willis...	City of Camanche, IA

CRDC STAFF

Erin M. Cole... President/CEO
Andy J. Sokolovich... Existing Industry Manager
Ari Lewerenz... Office Coordinator



FUTURE FOCUSED 2024

Your five-year investment in **FUTURE FOCUSED 2024**
supports economic growth in the Greater Clinton Region

COMPANY NAME: _____

CONTACT NAME: _____

TITLE: _____

ADDRESS: _____

EMAIL: _____

PHONE: _____ OTHER PHONE: _____

FIVE YEAR LEVEL OF SUPPORT

TOTAL 5-YEAR PLEDGE: \$ _____

PAYMENT DETAILS:

\$ _____ ANNUALLY IN THE MONTH OF _____

\$ _____ SEMI-ANNUALLY

IN THE MONTHS OF _____ AND _____

\$ _____ OTHER _____

SIGNATURE: _____

DATE: _____ / _____ / _____

The Clinton Regional Development Corporation is a 501(C)4 non-profit organization and your contribution may be treated as necessary and ordinary business expense, pursuant to IRC Sec 162.



CAPITAL CAMPAIGN FIVE-YEAR INVESTMENT LEVELS

We value your support of the Future Focused 2024 Campaign. An aggressive plan has been developed to promote the growth and development of the Greater Clinton Region for the period of 2020 through 2024. This plan is targeted to develop the skills of our workforce, attract new workers, retain and expand our current employer and job base, and attract new companies and jobs to the region. Five investment levels are defined below, and we hope you will join the region's efforts to add jobs and grow the tax base with an investment pledge for the five-year campaign period.

DIAMOND LEVEL

\$250,000 +

PLATINUM LEVEL

\$100,000 - \$249,999

GOLD LEVEL

\$50,000 - \$99,999

SILVER LEVEL

\$20,000 - \$49,999

BRONZE LEVEL

\$ Up to - \$19,999

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