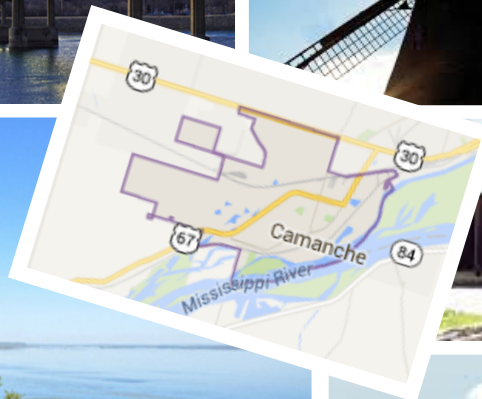


VISION 2020

FOR A BETTER TOMORROW

A five-year economic growth plan focusing on quality employment opportunities resulting in a better tomorrow.



FACING THE CHALLENGE:



OUR PURPOSE

Since 1953, the Clinton Regional Development Corporation (CRDC) has been focused on creating jobs in the Clinton region. Economic currents have devastated business development in our country over the last 10 years but thanks to the dedication of the CRDC and through the support of our investors, we have delivered on our commitment to develop and grow our regional economy in spite of the national decline.

During the CRDC's 60 year anniversary celebration last year, William Fruth of POLICOM Corporation presented a 10 year study focused on measuring economic growth in the Midwest. Among Iowa "micropolitan" cities (under 50,000 population), Clinton was NUMBER ONE for achieving the greatest economic growth over the 10 year period. The business expansion of local employers such as ADM, Nestlé Purina, LyondellBasell, RockTenn, and others stand as testaments to this wonderful accomplishment. In addition, in the midst of a global downturn, RAIL.ONE (65 jobs), Nevada Rail Materials (17 jobs), Data Dimensions (130 jobs), and Big River Packaging (36 jobs) have located in the Clinton region.

OUR OPPORTUNITY

The CRDC leadership has adopted an economic development strategy that will, when implemented, take our region to new heights. In addition, the CRDC now has an experienced economic development staff with a significant track record of success.





**“We need to
capitalize on our
amazing assets
and create our
own future.”**

- Bruce Christensen, Market President - U.S Bank

STRATEGIC PLAN + GOALS:



STRATEGIC OBJECTIVES 2014 - 2019

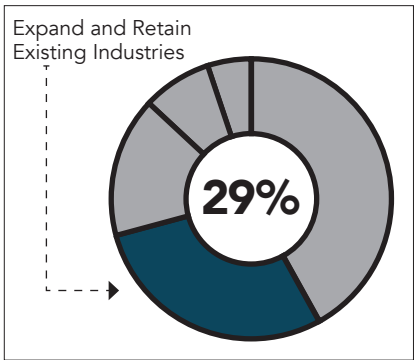
the Clinton Regional Development Corporation will...

- Develop and deploy an advanced, comprehensive existing industry program designed to assist local companies in capitalizing on opportunities and addressing challenges.
- Implement an aggressive, proactive business attraction and marketing program to ensure that the region is positioned to compete effectively to attract new business investment.
- Work to resolve issues that are either impediments to economic growth or which offer strategic growth opportunities in the CRDC region.
- Relentlessly promote CRDC activities, objectives and successes to investors, stakeholders and regional residents to ensure that they are well informed and successfully positioned to act as ambassadors of positive messaging for the region.
- Through board engagement, an optimized management philosophy, enhanced organizational readiness and additional resources, evolve into a much more focused and effective organization.





Strategy #1



EXPAND + RETAIN EXISTING INDUSTRIES:

Help them to thrive and grow, the Clinton Regional Development Corporation will...

- Conduct a proactive company visitation program to identify needs and challenges our local companies face and help resolve them.
- Meet annually with senior corporate staff at strategically selected corporate headquarters for our local branch facilities.
- Develop and present workshops based on needs identified during visits and other company interactions.
- Develop events and activities to enable conversations and connections between facility leaders and local/regional representatives. These efforts will focus on providing regular opportunities for plant manager/CEO/owner interactions.
- Undertake an industry recognition program to enhance public awareness of significant achievements and contributions of local companies in the region.
- Work with local companies and partner organizations to identify key areas of workforce need and develop/deploy programs to address identified needs.
- Engage in proactive research concerning sectors of concentration among local industries to identify emerging challenges or opportunities which might significantly affect the presence and growth potential of local firms.
- Explore the feasibility of establishing a small business incubator.
- Explore the CEOnext.org program for high school students.

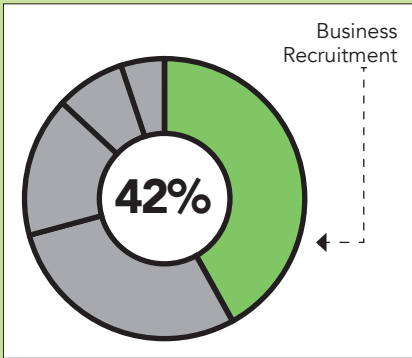
Estimated First-Year Budget: \$ 160,000
Projected Five-Year Investment: \$ 800,000



STRATEGIC PLAN + GOALS:



Strategy #2

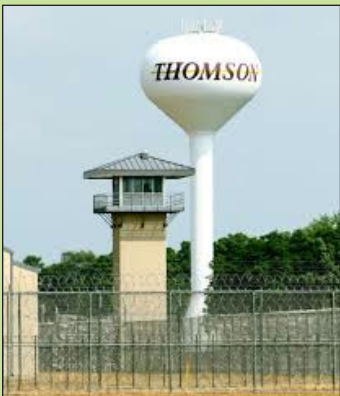


BUSINESS RECRUITMENT:

Continue our successful efforts while utilizing the opportunities new companies present, the Clinton Regional Development Corporation will...

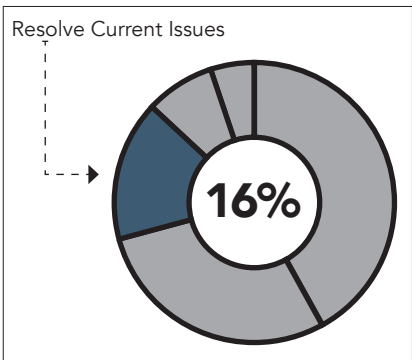
- Develop and deploy a social media and web-based marketing program focused on external marketing to businesses and site selectors and internal marketing to investors, stakeholders and the general public.
- Research, identify and target niche industrial sectors in which the Clinton region possesses unique advantages and aggressively market to these sectors using a business case model.
- Aggressively reach out to site selectors and commercial real estate representatives around the country, with particular emphasis on those who specialize in the Clinton region's identified target sectors.
- Proactively identify and pursue opportunities to recruit companies that are suppliers or customers of companies currently in the Clinton Region.
- Develop new marketing materials which clearly demonstrate the business advantages of siting a facility in the Clinton Region, including testimonials from existing companies in the Region.
- Implement a program to proactively reach out to economic development allies and site selectors to promote opportunities in the Clinton Region and to equip them to help us sell the region to their clients.
- Building on our success with Rail.One, initiate a program to recruit German companies seeking to enter the U.S. market.

Estimated First-Year Budget: \$ 235,000
Projected Five-Year Investment: \$ 1,175,000





Strategy #3



RESOLVE ISSUES THAT ARE AN IMPEDIMENT TO GROWTH:

To best capitalize on opportunities for growth the Clinton Regional Development Corporation will...

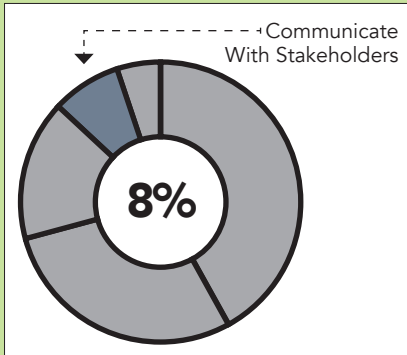
- Support workable solutions to the RailPark water supply issues.
- Develop a pool of capital to utilize for strategic opportunities when no other funding option exists.
- Partner with allied organizations to maximize the regional economic impact of the opening of the Thomson Correctional Facility.
- Actively lobby and advocate for the U.S. Highway 30 4-lane project in Iowa and Illinois, which will connect the Clinton region to I-88 at Sterling, IL with a four-lane highway and support efforts to improve U.S. 30 between Mt. Vernon and DeWitt in Iowa.
- Organize a forum for the development community and City of Clinton officials to explore possible obstacles to development.

Estimated First-Year Budget: \$ 90,000
Projected Five-Year Investment: \$ 450,000



STRATEGIC PLAN + GOALS:

Strategy #4



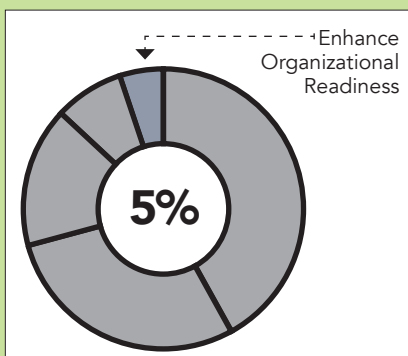
COMMUNICATE WITH STAKE-HOLDERS, AREA BUSINESSES AND RESIDENTS:

Supporters and would-be supporters must be kept informed. In this critical area of economic development the Clinton Regional Development Corporation will...

- Establish a program of ongoing engagement and communication with key stakeholders to solicit their input and report performance, including monthly and annual investor events.
- Aggressively seek out opportunities to promote the CRDC and its economic development objectives and activities throughout the region, including speaking engagements, web-based information, e-newsletters and other methods.
- Increase the visibility of the CRDC and economic development activities within the Clinton Region through local print or broadcast media, trade or professional publications, etc. and position ourselves as experts on which the media rely for perspectives on economic development.
- Forge a practical, ongoing partnership with local elected officials and administrative staff of communities within the region through ongoing, regular contacts and regularly scheduled coordination meetings.
- Regularly communicate with the Region's governmental bodies in public meetings about the CRDC's activities and successes.

Estimated First-Year Budget: \$ 40,000
Projected Five-Year Investment: \$ 200,000

Strategy #5



ENHANCE ORGANIZATIONAL READINESS:

To become a more effective organization, the Clinton Regional Development Corporation will...

- More fully engage board members, investors and supporters in the CRDC's program of work.
- Identify and implement best practices in economic development and organizational management.
- Benchmark the CRDC against successful economic development organizations nationwide.
- Pursue Accredited Economic Development Organization (AEDO) status.
- Work to attain site certification for all eligible sites in the Region in partnership with the respective property owners.
- Expand CRDC Staff Resources.

Estimated First-Year Budget: \$ 25,000
Projected Five-Year Investment: \$ 125,000

\$2.75 Million Funding Initiative Goal

\$550,000 Each Year



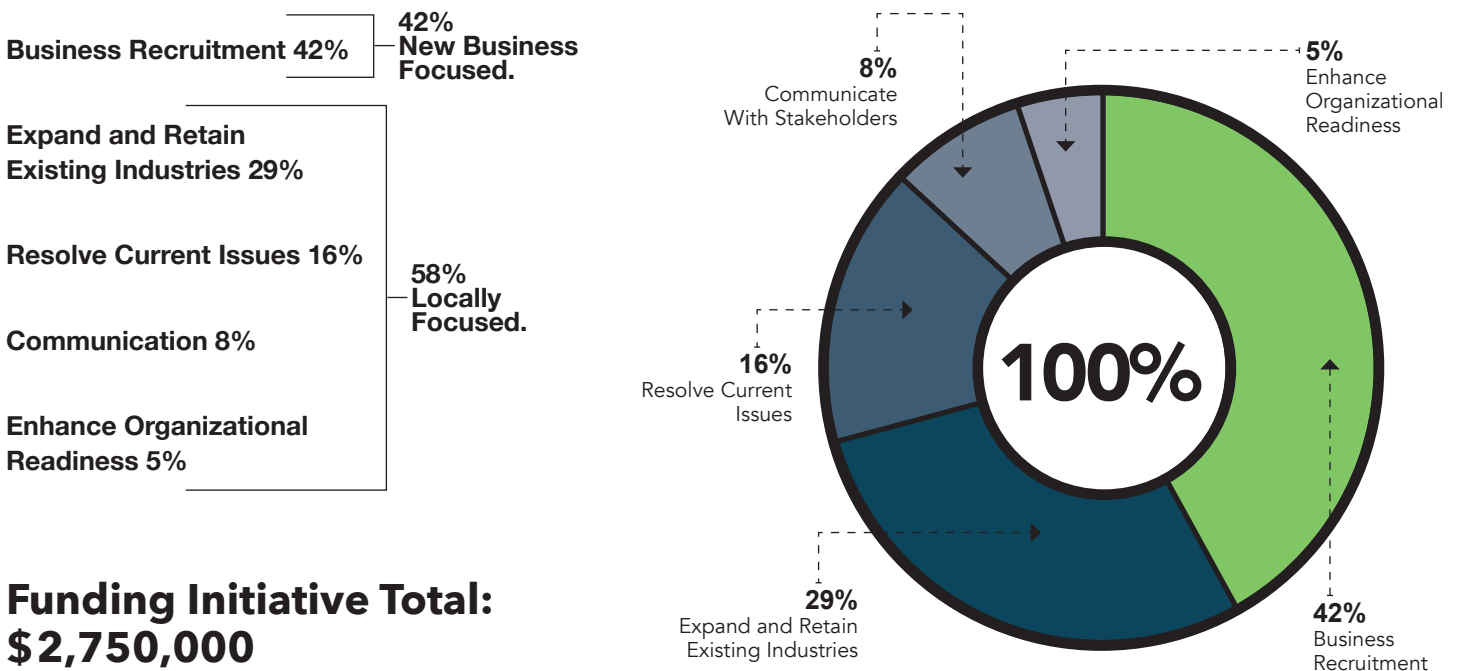
OUR GOAL IS TO DELIVER OUTSTANDING OUTCOMES:

In order to measure our effectiveness, the Clinton Regional Development Corporation will...

- Produce 1,500 announced new or retained jobs, at least 400 of which will be new jobs, paying an average wage of \$16.75 (20% above the Clinton regional average wage).
- Achieve \$100 million in private sector investment.
- Conduct 500+ visits to local employers.
- Complete at least 30 technical assistance projects for local employers.

Estimated First-Year Budget	\$ 550,000
TOTAL FIVE YEAR INVESTMENT	\$ 2,750,000

OVERALL BUDGET:



RETURN ON INVESTMENT:

400
Primary
Jobs
Created

593
Secondary
Jobs

58%
Locally
Focused

42%
New
Business
Focused

JOB IMPACT SUMMARY:

With this Five-Year Program the Clinton Regional Development Corporation will **create new jobs...**

The program is targeting an additional **400** primary jobs which will create an additional **593** secondary jobs. Resulting in **993** total jobs.

The primary jobs are expected to pay \$15.81 an hour.

This economic activity is expected to generate \$21,332,011 in annual total earnings and **\$11,791,547** in annual area consumer expenditures and could result in \$1,843,270 in annual deposits for area banks.

JOB IMPACT SUMMARY:

With this Five-Year Program the Clinton Regional Development Corporation will **retain jobs...**

Base job retention **1,100** with a total job retention of **2,730** (including secondary jobs) generating an annual payroll of \$58,663,003 with consumer expenditures of **\$32,426,754**.

HOW THE MONEY WILL LIKELY BE SPENT BASED ON EARNINGS LEVEL OF TARGET JOBS:

Projected Consumer Expenditures
Average Annual Wage
Estimated Sales Tax @ 7%

Food at Home	\$ 1,073,031
Food Away From Home	\$ 589,577
Alcoholic Beverages	\$ 94,332
Housing	\$ 4,244,957
Apparel and Services	\$ 377,329
Transportation	\$ 2,240,394
Health Care	\$ 990,490
Entertainment	\$ 495,245
Personal Care Products + Services	\$ 141,499
Reading	\$ 23,583
Education	\$ 117,915
Tobacco Products	\$ 129,707
Cash Contributions	\$ 377,329
Personal Insurance + Pensions	\$ 754,659
Miscellaneous	\$ 129,707
Total	\$ 11,779,755



FUNDING INITIATIVE CABINET:



Bruce Christensen
U.S. Bank



Steve Howes
Howes and Jefferies Realtors



John Eisenman
Abstract + Title Guarantee



Ron Gutierrez
Clinton Herald, Publisher



John McEleney
McEleney Chevrolet-Buick-GMC-Toyota



Rich Phelan
NelsonCorp Wealth Management



Dave Rose
IDOT Commissioner



Dave Sivright



John Staszewski
Clinton County Board of Supervisors



Dr. Karen Vickers
Clinton Community College



Mayor Mark Vulich
City of Clinton



“If your actions inspire others to dream more, learn more, do more and become more, you are a leader.”

- John Quincy Adams



A Program of the Clinton Regional Development Corporation • 721 South 2nd Street Clinton, Iowa 52732 • 563-242-4536