



CITY OF ADEL, IOWA

2013 ECONOMIC DEVELOPMENT STRATEGIC PLAN

Our Mission

To provide exceptional and fiscally responsible services that promote planned, sustainable growth and a high quality of life.

Our Process

The recently completed City strategic planning initiative resulted in a goal to *Develop an Overall Economic Development Plan*. The assignment to implement a process and create a plan was delegated to the Economic Development Commission. The Commission approached the planning process in a deliberate and thoughtful manner. The following steps highlight the process used to prepare the City of Adel Economic Development Plan.

- Commission and staff survey on questions pertaining to strengths, challenges, issues and possible strategic priorities
- Commission workshop on strategic planning held at the Kuder Office on April 15
- Identification of preliminary list of economic development priorities (22) and community characteristics (16)
- Prioritization of the priorities and characteristics for inclusion in the draft work plan
- Development of a draft set of strategies and goals
- Preparation of a draft strategic plan
- Review and adoption of final plan

The overall outcomes of the economic development plan include the following five essential priorities: 1) identify funding options; 2) identify statewide partners; 3) identify financing tools presently in use; 4) identify financing tools available to use; and 5) identify nationwide best practices in economic development that may be relevant to the City of Adel. The strategies, goals and action steps will include these essential priorities.

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Our Strategic Priorities

The strategic priorities were identified based on input from the City Council Strategic Plan, the input from the Commission and the extensive discussion and prioritization that has been part of our process. This has resulted in the creation of four economic development strategic priorities. They are designed to represent the most important economic development considerations for our community. These are in no particular order of importance or ranking. Each strategy is briefly defined with a descriptive phrase.

1. **Financing Economic Development** – ensure access to local and non-local resources
2. **Maximize Use of Assets, Facilities and Resources** – create jobs and expand the tax base
3. **Economic Development Practices** – recognize and capitalize on the City's niche
4. **Preparation and Readiness** – capacity to respond and deliver results

Each strategy is comprised of a set of nine (9) *Considerations* and up to four (4) *Goals*. The Considerations identify qualities and characteristics within each strategy. The Goals are specific projects and activities that implement the strategy. The Goals are divided into Action Steps with assignments and deadlines to track and monitor progress.

The strategic plan is designed to be a guide and road map for the future economic development priorities of the City. The application of the plan and its relevancy is based on the importance of the goals and the commitment to see them completed. Naturally, as priorities change and arise, and as goals are accomplished and completed, the plan must be reviewed and updated.

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Strategy One: Financing Economic Development – ensure access to local and non-local resources

➤ **Considerations**

- Legislative policies
- Infrastructure funding plan
- Borrowing capacity (debt limit)
- C/I tax abatement program
- Identify grants and loans
- Capital improvement plan
- Engage community banks
- Inventory existing resources
- Iowa ED Authority

Goals:

- 1.) *Identify currently utilized City incentives and resources for economic development including City grants and loans, staffing, funds, plans, contracted consultants, etc.*

Action Steps	Assigned	Deadline
a. Create a list of existing fund incentives/programs	Brett / Jon	3/25/14
b. Create a list of all economic development partners	Brett / Jon / Karina	3/25/14
c. Gather and centralize all plans including City Strategic Plan, comp plan, growth plan, etc.	Brett	4/15/14

Responsible Party: Brett / Jon
Timeframe: 5/1/14

- 2.) *Identify foundation, other non-profit, regional, county, state, and federal grant and loan programs available to Iowa municipalities for economic development*

Action Steps	Assigned	Deadline
a. Research what other cities have utilized and create a list of successful incentives/programs – examples	Brett / Karina	4/15/14
b. Identify contacts with USDA, EDA, State, and regional partners, prepare a list, and develop contact	Brett / Karina	5/1/14
c. List potential grant and funding opportunities in accord with the City's plans	Brett / Karina	Ongoing
d. Create a master list of contacts, partners and opportunities	Karina	8/30/14
e. Develop policies for carrying out City plans / utilizing programs available	Brett	12/31/14

Responsible Party: Brett / Springsted
Timeframe: 12/31/14

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3.) *Research, design and propose a commercial / industrial tax abatement program and other aggressive incentives for C/I development*

Action Steps	Assigned	Deadline
a. Identify best practices and other success stories	Springsted	12/1/13
b. List most likely successful incentives and conduct a cost / benefit analysis	Brett / Bill	7/1/14
c. Draft the proposed incentives based on City's successful residential plan	Brett / Ahlers	2/15/15
d. Propose incentive plan(s) to Council	Jon / Shirley	4/1/15

Responsible Party: Brett / Jon

Timeframe: Spring 2015

4.) *Meet with community banks and engage them in the City's ED Plan, including the pursuit of a private / non-profit ED authority*

Action Steps	Assigned	Deadline
a. Involve a management representative from the four city banks including discussions on the City's plans and what roles the banks can play	Shirley / Phil	1/31/14
b. Brainstorm possible partnership formats	Shirley / Phil / Thomas / Tanner	1/31/14
c. Discuss establishing an ED Authority 501(c)(3) or (c)(6)	Shirley / Phil / Thomas / Tanner	2/15/14
d. Propose an action plan and goals for start-up	Shirley / Phil / Thomas / Tanner	3/31/14

Responsible Party: Shirley / Phil

Timeframe: 5/15/14

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Strategy Two: Maximize Use of Assets, Facilities and Resources – create jobs and expand the tax base

➤ **Considerations**

- Available land
- Certified Business Park
- Annexation plan
- Historic downtown square
- Building and space inventory
- Stabilize property tax
- Shovel ready sites
- County seat
- Reach out to private sector

Goals

1.) Pursue the creation of a certified business park and/or use it as a guide for developing a shovel ready site

Action Steps	Assigned	Deadline
a. Complete the initial application process for certified business park – Step 1	Linda / Dan	TBD
b. Identify commitment level of land owners	Linda / Dan	1/15/14
c. Identify costs involved	Brett / Linda	2/15/14
d. Decide if the City will formally apply or follow the procedures as a guide for developing a shovel ready site	Brett / Linda	6/15/14
e. Complete the process identified in letter (d)	Brett / Linda	12/1/14

Responsible Party: Linda / Dan
Timeframe: 2/25/15

2.) Complete the redevelopment of the downtown square

Action Steps	Assigned	Deadline
a. Identify what has been completed thus far (Streets, sewer and water, hardscape and sidewalks, etc.)	Brett / Karina	2/27/14
b. Identify next steps including façade enhancement program, signage, theme, etc.	Karina / John / Lori	3/31/14
c. Develop a plan for continued revitalization of the downtown based on the market and other influences such as the County, economy, etc.	Karina / John / Lori	10/31/14
d. Develop programs to incentivize improvements to downtown and expand on current offerings such as Historic Preservation Grant, facade enhancement, etc.	Brett / Karina	7/1/15

Responsible Party: John / Lori
Timeframe: Summer 2015

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3.) *Create a list of available space, land and buildings*

Action Steps	Assigned	Deadline
a. Create a spreadsheet for tracking available space, land, and buildings and the ability to track inquiries to identify needs	Abby / Rachael	5/1/14
b. Identify current availability and update the list accordingly	Abby / Linda / Rachael	5/1/14
c. Create a template for information to be collected on each property	Abby / Linda / Rachael	7/30/14
d. Populate spreadsheet with current information	Karina	1/31/15

Responsible Party: Abby / Rachel
Timeframe: 2/15/15

4.) *Update the City's Comprehensive / Growth plan including future annexation*

Action Steps	Assigned	Deadline
a. Meet with Planning and Zoning / City Council to discuss the process	Brett / Dan	2/15/14
b. Update the Zoning Code	Brett	6/30/14
c. Identify funding for updating the plan	Brett / Shirley	10/31/14
d. Request proposals for updating the City's Comp plan	Brett	1/31/15
e. Identify consultant for updating the City's Comp plan	City Council	4/15/15
f. Work with City staff, committees, boards and consultants to complete the update to the plan	Brett / Dan	9/15/15

Responsible Party: Brett / Dan
Timeframe: Fall 2015

5.) *Enhance and market complimentary offerings and recruit additional resources to capitalize on the Raccoon River Valley Trail users as it relates to economic development and quality of life.*

Action Steps	Assigned	Deadline
a. Identify an individual who is passionate about the City, economic development, and biking to sit on the RRV Board	Shirley / Karina	1/31/14
b. Develop a marketing plan for the trail and the City's current complimentary offerings (resources / businesses, etc.)	Board Liaison / Shirley / Karina	6/30/14
c. Develop an overall RRV plan to attract more users and retain current users	Board Liaison / Shirley / Karina	10/31/14
d. Update marketing plan based on overall plan and possible new offerings, etc.	Board Liaison / Shirley / Karina	4/30/15

Responsible Party: Shirley / Karina – Spring 2015

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Strategy Three: Economic Development Practices – recognize and capitalize on the City’s niche

➤ **Considerations**

- Recruitment and retention
- Agriculture opportunities
- Small business incubator
- Des Moines metropolitan area
- Rural charm
- Community partnerships
- Retail and commercial plans
- Manufacturing and industrial
- Supportive residential development

Goals

1.) Prepare a business recruitment and retention program

Action Steps	Assigned	Deadline
a. Identify currently utilized recruitment and retention activities	Brett / Karina	7/1/15
b. Research contemporary trends / discuss with Chamber and businesses additional ideas	Brett / Karina	10/1/15
c. Identify the area / Adel’s specific needs for retaining and attracting by discussing with local business owners and regional partners, etc.	Brett / Karina / Lori	2/1/16
d. Develop draft of recruitment and retention plan	Brett / Karina / Lori	7/15/16

Responsible Party: Brett / Karina
Timeframe: Summer 2016

2.) Implement a revolving small business incubator program

Action Steps	Assigned	Deadline
a. Identify the first building to be used	Brett / John / Shirley	6/1/14
b. Identify grants and other funding sources for acquisition / renovation	Brett / Shirley	8/1/14
c. Work with small business groups, metro entrepreneurial groups, Drake, Simpson, ISU, and UNI for identifying businesses and owners looking for a program	Brett / Shirley / Van	11/30/14
d. Develop policies including terms, reinvestment, etc.	Brett / Shirley / Thomas	2/1/15

Responsible Party: Brett / Shirley
Timeframe: 4/1/15

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- 3.) *Consistent with the City's Strategic Plan, brand the City from an overall standpoint including economic development capitalizing on the location to the metro area, charm, recreation offerings, school, downtown, etc.*

Action Steps	Assigned	Deadline
a. Form a branding committee to spearhead the effort	Mayor	9/1/13
b. Refer to the City's strategic plan as a guide	John / Lori	9/1/13
c. Use the information from the ED / strategic plan process to identify City assets and branding ideas	Abby / John / Lori / Rachael	9/1/13
d. Identify process branding committee will use	Committee	12/1/13
e. Complete the branding process	Committee	8/1/14
f. Incorporate the brand in communications, websites, etc.	Abby / John / Lori / Rachael	11/1/14

Responsible Party: John / Lori
Timeframe: Fall 2014

- 4.) *Create a manufacturing, industrial, retail and commercial expansion strategy*

Action Steps	Assigned	Deadline
a. Create an inventory of existing business uses (know what we have)	Dan / Jon	6/1/15
b. Identify available land, space and facilities (use information from Strategy Two/Goal Three)	Brett	9/1/15
c. Research best practices in business expansion strategies	Springsted	2/1/16
d. Develop policies to respond to potential expansion	Brett / Karina	5/1/16
e. Phase in the strategy using resources, capital needs, and available assets	Brett / Dan / Jon	10/1/16

Responsible Party: Dan / Jon
Timeframe: 10/1/16

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Strategy Four: Preparation and Readiness – capacity to respond and deliver results

➤ **Considerations**

- Highway 6 corridor
- Resources available
- Transportation
- Identify best practices
- Development standards
- Staff capacity
- Access to broadband fiber
- Determine target markets
- Research based decision making

Goals

1.) Assess existing information technology capacity and identify plan to strengthen access and availability

Action Steps	Assigned	Deadline
a. Identify current capacity and technology available to City	Brett / Bryan Welch / Jon	3/1/14
b. In partnership with targeted businesses, identify limitations or weaknesses in capacity available to the City	Bryan / Jon / Fiber Com.	6/1/14
c. Determine if a plan exists within the private sector to expand the City's capacity or innovate public solution (needs assessment / feasibility)	Bryan / Jon	8/1/14
d. Research grants, loans, resources to help secure funding if a public sector (City) commitment is needed (see Strategy One/Goal Two) and draft plan / proposal for Council consideration	Bryan	10/1/14

Responsible Party: Bryan / Jon
Timeframe: Fall 2014

2.) Identify best practices in economic development public-private partnerships

Action Steps	Assigned	Deadline
a. Create a list of where the City and private sector interact presently (from plan review to permitting to incentives)	Brett / Karina	10/1/14
b. Identify opportunities available for strengthening the public-private partnership (what possibilities exist and what is missing)	Brett / Karina / Anthony	12/1/14
c. Contact peer communities to identify other ideas and success stories	Brett / Karina / Anthony	12/1/14
d. List opportunities, best practices and successes	Brett / Karina / Anthony	4/1/15

Responsible Party: Brett / Karina
Timeframe: Spring 2015

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3.) Review and update existing standards (rules, ordinances, etc.)

Action Steps	Assigned	Deadline
a. Form a development standards committee	Bill / Dan / Tanner	10/1/15
b. Review existing / new standards and guidelines for strengths and limitations	Brett / Bill / Dan / Tanner	1/15/16
c. Conduct a review of peer communities to determine their standards – review best practices	Brett / Dan	3/15/16
d. Develop amendments and ideas for updates and new creation of City standards	Brett / Bill / Dan	9/15/16

Responsible Party: Bill / Dan / Tanner
Timeframe: September 2016

4.) Create a development plan for the Highway 6 Corridor

Action Steps	Assigned	Deadline
a. Identify best and most suitable uses of the land based on current zoning and proposed development / comp and growth plan	E. D. Commission	8/1/14
b. Identify short and long term highway needs or improvements that will impact access, traffic flow etc.	E. D. Commission	11/1/14
c. Overlay the land uses with highway improvements to determine development plans and marketing strategies	E. D. Commission	3/1/15
d. Consider the feasibility of creating a special district for Highway 6 development or other strategies	E. D. Commission	10/1/15
e. Develop plan	E. D. Commission	3/1/16

Responsible Party: Economic Development Commission
Timeframe: Spring 2016