



1-3 Year Strategic Plan

March 2016



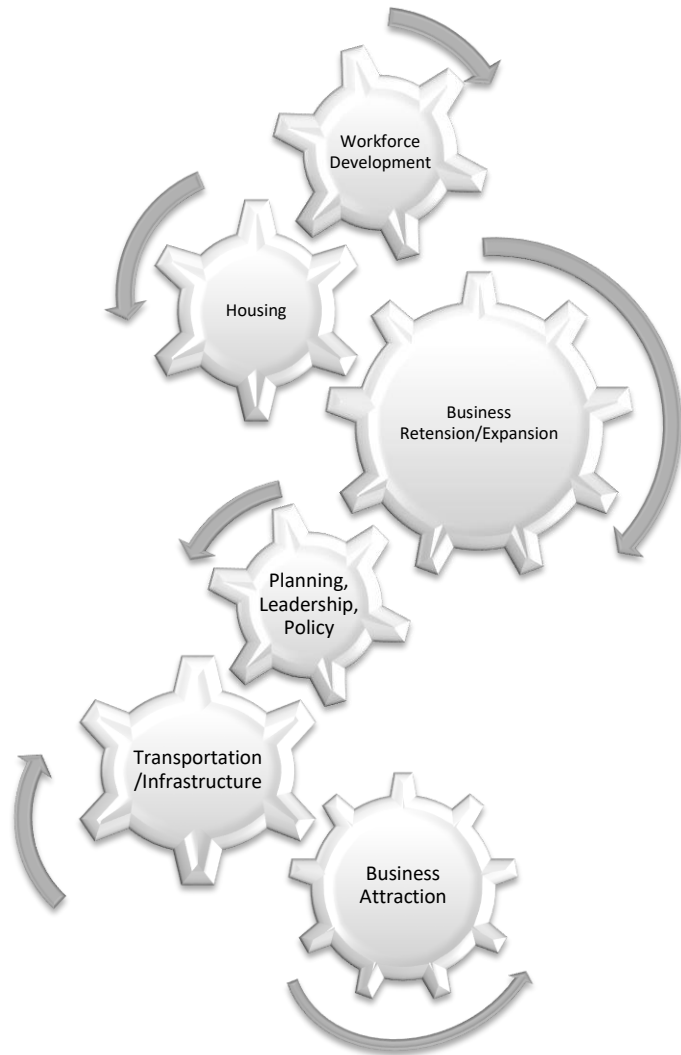
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Planning a System of Development



IDM Recommendations for the CADC Implementation Structure

Achieving Bold Leadership

The Carroll Area Development Corporation’s Board of Directors and community leaders have identified the need and desire for undertaking a progressive, action-oriented approach to economic development over the next three years and for the foreseeable future. Having facilitated the board’s visioning and prioritization, IDM staff firmly believe that the goals and objectives outlined within this plan are achievable for CADC. However, current staffing levels, resources and board engagement will not achieve the “bold leadership” so desired. To achieve their shared vision, the board’s approach must capitalize on the talents, time, expertise and resources of board members. IDM strongly recommends that the CADC set aside all history and past experiences with sub-committees or workgroups and roll-out a new taskforce structure. These taskforces should be chaired by board Members, who are regularly asked to report on progress at CADC meetings and functions. The taskforce members need to commit to working with and complimenting CADC staff but not simply delegating action items back to staff. This leadership can, and will, be effective but will require an “all hands on deck” approach to the function of the CADC board.



Issues facing the CADC over the Next 1-3 Years

- ✓ Workforce Expansion
- ✓ Housing
- ✓ Business Retention & Expansion (Business Assistance)
- ✓ Business Recruitment
- ✓ Transportation & Infrastructure
- ✓ Approach to Leadership
- ✓ Organizational Communications
- ✓ Future Forward Positioning
- ✓ Private Investment
- ✓ School System Engagement

Carroll Area Development Corporation

1-3 Year Draft Strategic Plan

A Shared Vision for the Organization

An organizational vision paints a compelling picture of how the Carroll Area Development Corporation (CADC) hopes to be viewed in 2020. Leadership decisions will be based on achieving this vision for CADC even at the expense of short-term goals.

The Carroll Area Development Corporation (CADC) board and staff are recognized throughout the Midwest for a bold, future-oriented and politically astute commitment to economic and community development in Carroll County, IA. CADC serves as a catalyst and leading resource for growing new and existing business and industry, while embracing its hard earned reputation as a collaborator, advocate and consensus builder on behalf of county businesses and residents.

Revised CADC Mission Statement

Original: *Carroll Area Development Corporation provides support to the existing industry base, assists in the establishment of new industry and works to enhance area residents' quality of life.*

Revised: *Carroll Area Development Corporation provides support to the existing industry base, assists in the establishment of new industry and works to enhance area quality of place for residents and businesses throughout Carroll County, IA.*

Priorities for Strategic Change

In discussing how the CADC board could engage in key aspects of development within the county, they identified the following portfolio of board specific initiatives:

- Workforce development - specifically related to diversifying and increasing the labor supply
- Workforce retention - specifically regarding the collection of input from area youth on quality of place assets and job availability

Workforce Development

One of the main challenges of businesses in Carroll County and throughout the Midwest is the lack of a trained and available workforce. All businesses depend on the quality of their personnel for their productivity and profitability. A common strategy in economic development and workforce development is to strengthen and increase the local talent pool of workers to match the needs of local and regional employers now and in the future. The differentiating factors between Iowa and U.S. communities will be the level of proactivity, engagement, collaboration, sense of urgency and creativity. “Without enough qualified workers to go around, one community’s gain will be another one’s loss. Economic development won’t be a game that everyone can win anymore. Some will have to lose.” – Mark Lautman, When the Boomers Bail

Goal 1: Satisfy existing employers’ workforce-related needs while positioning the area for sustained growth and employment in business and industry.

Objective 1.1: Communicate the workforce needs of the area’s existing employers to the community college, k-12 school districts, Iowa Workforce Development and other related service providers.

Success Indicators: Meeting of CADC Workforce Advisory Roundtable

Responsibility: Carroll Area Development Corporation Education Taskforce and Board

Timeline: Biannual

Actions:

- a. Recruit members to serve on the CADC Education Taskforce.
- b. Develop a workforce needs report based upon BRE visits conducted every other year.
- c. Equip CADC board members with information and talking points on discussing local workforce needs with school counselors.
- d. Expand local media efforts concerning the opportunities and need for workers in the Carroll area.
- e. Host informational booth(s) during the school districts’ parent teacher conferences to share a message in support of considering local employment opportunities or returning to the Carroll area to live and work.
- f. Establish a CADC Workforce Advisory Roundtable with representatives from local employers, community college administrators, staff and students k-12 administrators and teachers, Iowa Workforce Development, k-12 parents, k-12 students and other service providers to discuss local needs and to explore best practices that may be appropriate for implementation within Carroll County.

Objective 1.2: Welcome new residents and prospective workers into the county to maximize their quality of life and to strengthen the area’s overall pool of available workers.

Success Indicators: New hires for Carroll County businesses

Responsibility: Carroll Area Development Corporation Staff and Board, local chambers of commerce and economic development organizations

Timeline: Quarterly

Actions:

- a. Celebrate CADC’s past efforts to prepare for, and respond to, changes within the area’s diversity as part of a continual process to ready the area to welcome new residents. Communication should celebrate effort even if there have been only gradual increases within diverse populations.
- b. Establish and maintain relationships with Iowa service providers servicing immigrant and refugee communities (e.g. Ethnic Minorities of Burma Advocacy and Resource Center, Justice for Our Neighbors - Storm Lake Office, Iowa Bureau of Refugee Services).

Objective 1.3: Strengthen relationships of administrators, teachers, students, families and alumni of school districts serving Carroll County with Carroll County businesses, industry and economic development organizations to aid in the retaining and recruiting graduates.

Success Indicators: Annual recognition of an area educator that has championed workforce efforts in Carroll County.

Responsibility: Carroll Area Development Corporation Education Taskforce and Staff

Timeline: February 2017

Actions:

- a. Promote the annual Employer/Educator Summit in partnership with Western Iowa Advantage, specifically targeting human resource directors from throughout Carroll County.
- b. Create a taskforce of educators, parents, employers and statewide service providers to identify goals, opportunities and gaps that may be addressed to strengthen this relationship. Note: Develop a working relationship with the Northwest Iowa STEM Hub (<http://www.iowastem.gov/regions/northwest-iowa-stem-region>).
- c. Encourage public and private school districts within the County to apply for STEM Scale Up funding for the 2017-18 school year, with particular emphasis on those programs that utilize local business partnerships (<http://www.iowastem.gov/Scale-Up>).
- d. Recruit school districts, teachers and local businesses to participate in Iowa’s 2016 Teacher Externship Program which provides educators with real-world job experience, prepares students for careers they may have in the future and improves the overall educational experiences for all (<http://www.iowastem.gov/externships>).
- e. Recruit school districts and teachers to participate in the John Pappajohn Center for Youth Entrepreneurship’s teacher education courses to learn innovative curricula, how to foster an entrepreneurial mindset, creativity and innovation (<http://jacobsoninstitute.org/training.html>).
- f. Maintain the County’s Home Base Iowa designation and associated incentive programs; responding to inquiries as they are received.

Objective 1.4: Heighten internal and external awareness for Carroll County as a desirable Midwest location to live, work and conduct business by implementing long-term public relations and marketing efforts.

Success Indicators: Selection into a list of top Midwest communities

Responsibility: Carroll Area Development Corporation Education Taskforce and Marketing Taskforce

Timeline: 2019

Actions:

- a. Identify an estimated budget for hiring a private sector firm to create a unifying brand for Carroll County and to develop an overall marketing strategy for the area.
- b. Create an RFP for identifying/recruiting marketing firm; select the firm.
- c. Work with the marketing firm to develop the overall marketing strategies for Carroll County including re-branding where and when appropriate.

Objective 1.5: Develop a CADC job app to promote available jobs within the County to increase the number and awareness of available workers.

Success Indicators: Roll out of the job posting app

Responsibility: Carroll Area Development Corporation staff, Education Taskforce and Marketing Taskforce

Timeline: February 2017

Actions:

- a. Educate the county's human resource managers to generate buy-in for using the Carroll Iowa job postings app and to explain the process for utilizing the app.
- b. Conduct a soft-rollout of the app to ensure its functions as designed.
- c. Market the app to employers, students, parents, residents and alumni who may be interested in local jobs.

Housing

Available and affordable housing is a challenge among most, if not all, rural communities in Iowa. Discussions on the need for available workers are inevitably followed by the challenges of accommodating these workers in attractive and affordable housing. Successful areas thoroughly research the market, commit to investing in development and build with the future in mind. Unfortunately, a perfect and easily replicable model does not exist. However, what is certain is that success requires a blend of best practices, local public and private sector leadership and local innovation.

Goal 2: Expand the number of housing opportunities and options within Carroll County.

Objective 2.1: Implement the recommendations of the 2016 Housing Needs Assessment including the creation of a housing taskforce to oversee long-term plan implementation.

Success Indicators: Selection of a housing taskforce to oversee implementation

Responsibility: Carroll Area Development Corporation Housing Taskforce and board

Timeline: July 2016

Actions:

- a. Recruit area leaders to serve on the CADC Housing Taskforce.
- b. Review the 2015 plan, undertaking projects and making assignments as appropriate.
- c. Provide a semi-annual progress update to CADC leadership on the progress achieved to date.
- d. Engage Region XII Council of Governments in pursuing funding opportunities to address issues identified in the housing needs assessment.

Objective 2.2: Host a county-wide housing summit to share best practices and to obtain input from lenders, realtors, developers and contractors on strengths, weaknesses, opportunities and challenges to be addressed in the next 1-3 years.

Success Indicators: Holding of the first Carroll County Housing Summit

Responsibility: Carroll Area Development Corporation Housing Taskforce

Timeline: 2018

Actions:

- a. Develop a list of prospective lenders, realtors, developers and contractors in Iowa who may be interested in projects in Carroll County.
- b. Research best practices from throughout the Midwest for encouraging housing development in rural communities to remain current with approaches/ strategies for stimulating the development of new housing.
- c. Organize and market the housing summit.

Objective 2.3: Support development of 100 housing units throughout Carroll County by 2019.

Success Indicators: Construction of 30 homes in 2016-17

Responsibility: Carroll Area Development Corporation Housing Taskforce

Timeline: December 2017

Actions:

- a. Identify property throughout the county suitable for multi-lot developments.
- b. Educate regional developers on the opportunities and local incentives for new housing development.
- c. Work with community officials to improve the permitting processes and zoning ordinances to expedite the building process for developers and homeowners, while also educating local contractors on permit process and city code.

Business Retention and Expansion

Facilitating the retention and expansion of existing business and industry is the backbone of every successful economic development program. With more than 80 percent of all new jobs traditionally created by existing companies, business retention and expansion will no doubt continue to be extremely important for the CADC. Identifying and quickly addressing red flag issues that may signal challenges within businesses; connecting businesses with service providers to remain innovative and competitive; as well as collaborating with businesses as they explore growth have proven to be among the most successful approaches for sustaining and fueling local economies.

Goal 3: Sustain and grow Carroll County's economy by assisting existing business and industry to maximize retention and expansion.

Objective 3.1: Identify business challenges and expansion opportunities by conducting 35 visitations (every other year) of county-wide primary wage employers, and/or who are the largest employer(s) in Carroll County, including follow-up referrals to service providers.

Success Indicators: Creation of the CADC Business Retention and Expansion Taskforce, completion of the visitations and distribution of an existing industry summary report.

Responsibility: Carroll Area Development Corporation Business Retention and Expansion Taskforce and staff

Timeline: May 2016

Actions:

- a. Recruitment of a CADC Business Retention and Expansion Taskforce to engage in a call program.
- b. Maintain a list of employers from throughout the county to be targeted for the business retention and expansion call program.
- b. Recruit and train Business Retention and Expansion Taskforce members and staff on conducting interviews, maintaining confidentiality and reporting findings/business needs and opportunities.

- c. Obtain public endorsement(s) for the call program from community/county government and local chambers/economic development related groups to legitimize the efforts and to convey broad based support to area businesses.
- d. Research state-wide service providers capable of providing support to Carroll County business and request their participation as an “on-call” resource for the BR&E interview campaign.
- e. Launch the bi-annual BRE Call Program; including all request letters/emails, visits, data entry and thank you letters/follow-up correspondence.
- f. Coordinate business referrals to appropriate service providers, following-up with service providers to ensure connections are made and then following-up with the area businesses to confirm issues have been satisfactorily addressed.
- g. Communicate general impact of the efforts to community/county leadership via an Existing Industry Summary Report.

Objective 3.2: Transform the CADC website into a one-stop initial point of contact for service providers, online assistance and statewide resources for addressing needs of existing business and industry and new entrepreneurs.

Success Indicators: CADC website revised into a central hub of business related information and resources

Responsibility: Carroll Area Development Corporation staff

Timeline: September 2016

Actions:

- a. Add business related links to the CADC website including:
 - ✓ Business Concierge coding to add research chatting functionality to the CADC website - <http://www.iasourcelink.com/resources/business-concierge>
 - ✓ IASource - <http://www.iasourcelink.com/>
 - ✓ SBDC Center - <http://www.iowasbdc.org/regional-center/fort-dodge/>
 - ✓ USDA - <http://www.rd.usda.gov/programs-services/business-industry-loan-guarantees>
 - ✓ SCORE - <https://www.score.org/>
 - ✓ Advance Iowa - <http://www.uni.edu/cbgi/advance-iowa>
 - ✓ Strategic Marketing Services – UNI <http://www.sms.uni.edu/>
 - ✓ ISU CIRAS - <http://www.ciras.iastate.edu/>
 - ✓ Iowa Waste Reduction Center - <http://iwrc.uni.edu/>
 - ✓ UNI Metal Castings - <http://www.mcc.uni.edu/>
 - ✓ Renew Rural Iowa - <http://programs.iowafarmbureau.com/RRI/>
 - ✓ UI Partners - <https://uipartners.org/>
 - ✓ Des Moines Area Community College
<https://www.dmacc.edu/conteddesc/Pages/welcome.aspx>
 - ✓ Center for Business Growth and Innovation - <http://www.uni.edu/cbgi/>
 - ✓ entrepreneur.com

Objective 3.3: Recruit a “BR&E DREAM TEAM” of statewide service providers to commit to increasing on-site efforts to serve existing business and industry throughout Carroll County related to counseling, workshops, networking, mentoring, access to capital and identified business needs.

Success Indicators: Recruitment of statewide service providers

Responsibility: Carroll Area Development Corporation Business Retention and Expansion Taskforce and Staff

Timeline: December 2016

Actions:

- a. Inventory Iowa service providers’ missions, needs, interests, staff expertise, current and prospective grants and future plans related to serving areas and businesses like those in Carroll County in order to position the CADC to take advantage of any and all opportunities that may become available through these service providers.
- b. Recruit statewide business-related service providers to include Carroll County on their list of locations and communities interested in utilizing their services and being involved in their programming.
- c. Compare the results of the CADC’s business retention and expansion interviews to service provider offering; reporting back to the service providers regularly on business needs.
- d. Host networking events within the County to bring multiple service providers and business owners together to address needs, educate on business-related topics and enhance service providers’ connection to Carroll County businesses.

Objective 3.4: Celebrate CADC relationships and collaborations with county-wide business and industry resulting in notable retention and expansion as a means of featuring projects that have added to the area’s tax base, illustrate local best practices and/or recognize service providers/CADC volunteers.

Success Indicators: Recognize collaboration and effort relating to local business retention and expansion projects on a semi-annual basis

Responsibility: Carroll Area Development Corporation’s Spirit of Excellence Committee

Timeline: 2017

Actions:

- a. Consider adding a category to the Spirit of Excellence Awards that recognizes successful business succession transitions.
- b. Consider adding a “Thank You Award” for Iowa’s business service providers which have concentrated time, talent and resources on Carroll County communities in the past year.
- c. Transition the CADC’s marketing efforts to feature how the organization helps to maximize the potential of local businesses by creating a strong business climate and assembling tailored businesses resources to compliment current promotional efforts.
- d. Designate October as Business and Industry Month throughout Carroll County; requesting all city councils issue proclamations recognizing the investment and contributions of local business owners and entrepreneurs to the area.

Objective 3.5: Conduct annual “Operation Thank You” visits to businesses with the County to strengthen/build relationships between the businesses and the CADC, to express thanks and appreciation for local investment, employment and commitment and to raise awareness of the CADC’s business related resources, strong service provider network and to extend invitations to events designed to benefit area businesses.

Success Indicators: Promotions and visits for “Operation Thank You”

Responsibility: Carroll Area Development Corporation Board of Directors

Timeline: 2017

Actions:

- a. Identification of businesses throughout Carroll County to be targeted for the campaign.
- b. Develop procedures, talking points and training for CADC Board Members to conduct visits.
- c. Assign business visits among CADC Board Members and launch Operation Thank You.
- d. Analyze response from local businesses and schedule for the upcoming year.

Business Attraction

Whether a business relocates to a community depends on the speed and accuracy of the information provided. Successful county-wide organizations must have effective, on-going marketing and recruitment programs backed by thorough follow-up mechanisms. Carroll County’s regional marketing efforts reflect an efficient, collaborative and cost-effective approach desirable to site locators and prospective companies. The availability of full-service industrial/business sites and buildings continue to be a critical factor for companies seeking a location to establish new operations. The ability to offer these companies a choice of sites in Carroll County creates a competitive advantage. Focusing attraction efforts on companies looking to relocate their current workforce(s) reduces strain on existing employers and grows the county’s overall talent pool.

Goal 4: Assist in the attraction and relocation of employers into Carroll County which complement the operations of the County’s existing business and industry base and/or talents of workers within the area’s laborshed.

Objective 4.1: Promote the business climate and available sites and buildings in Carroll County through Western Iowa Advantage marketing initiatives.

Success Indicators: Site locator correspondence and site visits to Carroll County

Responsibility: Carroll Area Development Corporation Staff/Western Iowa Advantage

Timeline: Ongoing

Actions:

- a. Annually, participate in four national tradeshows focused on data, food processing, advanced manufacturing and bio-science.

- b. Contract with lead generation firm(s) to increase effectiveness of tradeshow-related meetings and calling on prospective companies.
- c. Attend Community Venture Network events which conduct active outreach programs to identify emerging businesses in manufacturing, distribution, technology, medical and alternative energy industries and educate them on sites within the Midwest.
- d. Conduct Reverse Trade Missions to bring site locators into Carroll County to build awareness of available sites, buildings and business climate.
- e. Distribute quarterly marketing pieces to national site selectors.

Objective 4.2: Identify five sites within Carroll County suitable for prospective relocation projects which can be proactively prepared to appeal to targeted industries.

Success Indicators: Identified sites/secured sites

Responsibility: Carroll Area Development Corporation Sites Taskforce and Staff

Timeline: 2018

Actions:

- a. Recruit CADC Board members and other appropriate volunteers and service providers, e.g. Iowa Area Development Group, to serve as a CADC Sites Taskforce to investigate land and property throughout Carroll County as future sites for development.
- b. Work with communities and/or Carroll County on sites identified by the Sites Taskforce.
- c. Coordinate utility providers, council of governments and state agencies to identify resources that may be tapped to prepare sites.
- d. Consider Iowa's Certified Site designation for properties, as appropriate.

Objective 4.3: Conduct bi-annual site location visitation team training for specific CADC Board members, business representatives, service providers and local leadership (mayors, city clerks/councils and workforce representatives).

Success Indicators: All CADC Site Visitation Team Members participate in mock site visits.

Responsibility: Carroll Area Development Corporation Board of Directors

Timeline: 2017

Actions:

- a. Recruitment of the CADC's Site Visitation team from appropriate staff, board members, local officials, service providers and existing businesses.
- b. Development of training curriculum for preparing for site visits, conducting tours, addressing community/site strengths, opportunities, weaknesses and threats, maintaining strict confidentiality, asking/responding to questions and post-visit protocols.
- c. Conduct mock site visits to build the Site Visitation Team's experience and confidence in hosting site visits.

Leadership and Economic Development Policy

Business, community, county and government leaders recognize that the CADC must continue to play a lead role in maintaining economic strength of all areas of Carroll County. The CADC desires a bold, future-oriented approach in which the organization, board members and staff are proactive in nurturing collaboration, quick to identify needs/opportunities and effective at generating pro-development policy and decision making. The CADC board is committed to continually growing, recruiting and educating leadership from throughout the county to champion economic and community development efforts.

Goal 5a: Enhance the business climate within Carroll County through bold leadership which understands and supports economic development

Objective 5a.1: Coordinate a bi-annual “economic development and board best practices” orientation for new and existing CADC board members, as well as city clerks/councils, mayors, k-12 administrators and County Board of Supervisors to elevate economic development awareness and expertise.

Success Indicators: The CADC, local businesses and service providers receive Business Retention and Expansion Annual Project of the Year Award at Iowa’s Smart Conference.

Responsibility: Carroll Area Development Corporation Board President and Staff

Timeline: 2017

Actions:

- a. Conduct economic development basic training for county and community leadership.
- b. Host familiarization tours to progressive economic development communities (outside of the Carroll County region) to network with other board members, to learn about economic development organization programming and to observe what other communities, counties and/or regions have accomplished.
- c. Schedule regular guest speakers to CADC Board meetings to share programs, trends, issues and opportunities.
- d. Pass policy requiring CADC board member attendance (minimum: every other year) at the Iowa Smart Conference or other appropriate economic development related conferences as a requirement for board appointment.

Objective 5a.2: Raise economic development awareness by conducting an annual “state of development” presentation to individual city councils, local chambers and development organizations throughout the county related to opportunities, threats and new development issues.

Success Indicators: State of Development presentations made to all appropriate organizations.

Responsibility: Carroll Area Development Corporation Executive Committee and Staff

Timeline: Annually

Actions:

- a. Develop presentation template of information and issues to be shared with organizations.
- b. Schedule presentations to organizations and conduct presentations.
- c. Hold debriefing meeting(s) with the CADC executive committee to identify issues, opportunities, comments and concerns raised during the presentations.
- d. Adjust strategic plan objectives and action steps if recommendations align with the CADC mission and vision.

Objective 5a.3: Enhance communications with state and federal officials to influence policy on issues impacting Carroll County businesses and to prepare these representatives for telling the story of doing business in Carroll County.

Success Indicators: Legislative Taskforce members attend all 2017 legislative forums.

Responsibility: Carroll Area Development Corporation Legislative Taskforce and Staff

Timeline: June - Annually

Actions:

- a. Recruit CADC Board members to serve on a CADC Legislative Taskforce.
- b. Develop a legislative agenda for the CADC to share with federal and state policymakers.
- c. Coordinate the CADC’s annual Access Washington trip to meet with Iowa delegates.
- d. Attend the Professional Developers of Iowa’s Grow Iowa Day to show support for pro-development legislation.
- e. Schedule Legislative Taskforce members to attend the Carroll Chamber of Commerce’s legislative forums and communicate issues and action items to CADC Board members and investors.

Goal 5b: Establish the CADC as the recognized lead advocate and champion for economic development throughout Carroll County

Objective 5b.1: Implement and update the CADC’s 1-3-year strategic plan for economic development, utilizing the plan as a strategic and organizational guide.

Success Indicators: The CADC’s strategic plan becomes the “go to” guide for all board meetings.

Responsibility: Carroll Area Development Corporation Board President and Staff

Timeline: July/August annually

Actions:

- a. Copies of the strategic plan are provided at every CADC board meeting.
- b. Meeting agenda items and issues are related to specific goals, objectives and action steps within the strategic plan with reporting from taskforce chairs.
- c. Updates from taskforce chairs at the CADC Annual Partners Breakfast.
- d. The CADC strategic plan is included on the organization’s website.
- e. The CADC Executive Committee and Staff review the strategic plan in July/August of each year and update every three years.

Objective 5b.2: Transition the CADC’s new and prospective private investors to a three-year financial investment billed in annual (if requested) installments.

Success Indicators: Launch of the newly structured investor model

Responsibility: Carroll Area Development Corporation Investor Relations Taskforce, Treasurer and Staff

Timeline: Fall 2016

Actions:

- a. Engage the CADC Executive Committee in evaluating recommendations to the CADC investment schedule.
- b. Form a CADC Investor Relations Taskforce to develop the structure of the new campaign and to generate support from current and prospective investors.
- c. Establish a financial goal for the three-year campaign.
- d. Launch the three-year campaign.

Transportation & Infrastructure

Economic development within Carroll County is often about capacity building and involves public facilities, transportation and other infrastructure. These are quality of place factors which significantly impact the flow of commerce, commuting of current and potential new residents and the overall perception of the area.

Goal 6: Promote investment in, and maintenance of, transportation and infrastructure within and serving Carroll County.

Objective 6.1: Provide political support to efforts advocating for the improvement of Highway 30 via Highway 30 Coalition.

Success Indicators: Establishment of a western Highway 30 focused sub-set of the Highway 30 coalition.

Responsibility: Carroll Area Development Corporation Staff & Transportation Taskforce

Timeline: 2017

Actions:

- a. Form a CADC Transportation Taskforce to advocate for transportation improvements impacting economic development in and around Carroll County.
- b. Coordinate a western Highway 30 focused sub-set of the Highway 30 coalition to lobby Iowa legislators and to attend Highway 30 related meetings.
- c. Identify individuals and businesses within Carroll County to help influence Highway 30 related policy.
- d. Develop maintenance and infrastructure improvement recommendations for western Highway 30.
- e. Communicate Iowa Department of Transportation infrastructure improvement priorities and plans to community leaders in Carroll County.

Objective 6.2: Aid efforts to expand technology-related infrastructure within Carroll County by providing testimony for Region 12’s RISE grant applications.

Success Indicators: Region 12 is awarded RISE grants for technology-related infrastructure.

Responsibility: Carroll Area Development Corporation Staff & Transportation Taskforce

Timeline: 2018

Actions:

- a. Maintain information on high speed internet availability throughout Carroll County.
- b. Work with Region 12 to submit RISE grant applications as appropriate.