



## 2016 Strategic Plan

---

### **Greater Fort Dodge Growth Alliance Staff**

Dennis Plautz, CEO

Kelly Halsted, Economic Development Director

Jill Nelson, Community Development Director

Amy Pingel, Communications Specialist

Kate Stucky, Office Manager

Emily Mason, Organizational Administrator

# **TABLE OF CONTENTS**

**Strategic Priority: 1** – Local Regional Business Retention and Expansion

**Strategic Priority: 2** – Effective Marketing and Communications

**Strategic Priority: 3** – Industrial Recruitment

**Strategic Priority: 4** – Vibrant Downtown and Corridor of Commerce

**Strategic Priority: 5** – Vibrant Retail Center

**Strategic Priority: 6** – Collaborative Regional Partnerships and Government Relationships.

**Strategic Priority: 7** – High Quality Workforce

**Strategic Priority: 8** – Quality Pre-K-16 Education and Life-long Learning

**Strategic Priority: 9** – Strong Business Networking and Membership

**Strategic Priority: 10** – Entrepreneurial and Innovative Community and Region

**Strategic Priority: 11** – Quality Healthcare

**Strategic Priority: 12** – Modern Infrastructure

**Strategic Priority: 13** – Efficient Transportation

**Strategic Priority: 14** – Technology, Innovation & High Speed Telecommunications

**Strategic Priority: 15** – Positive Community Image, Appearance and Public Safety

**Strategic Priority: 16** – Quality Housing and Residential Development

**Strategic Priority: 17** – Quality Recreation and Entertainment

## **Strategic Priority: 1 - Local Regional Business Retention and Expansion**

---

**Goal 1:** *The region sustains, supports and helps expand local and regional businesses to help them thrive and compete effectively locally, nationally and globally.*

**Strategy 1:** Maintain and execute an effective business retention and expansion program using tracking/reporting techniques (Synchronist and CRM database); a systematic call program; benchmarking; and a comprehensive internal and external marketing strategy. Integrate with the City's Business Affairs department and partner with other agencies to develop and sustain existing businesses within the region.

**Strategy 2:** Maintain a "business in crisis" team to provide agreed upon intervention strategies to prevent primary sector companies from relocating or closing.

**Strategy 3:** Implement a successful business owner succession planning.

## **Strategic Priority: 2 – Effective Marketing and Communications (merged with 2012 Strategic Priority 16)**

---

**Goal 1:** *Implement a marketing and communications program that will effectively provide up-to-date economic development and community information to meet the needs and expectations of economic developers, site selectors, and interested business prospects about the greater Fort Dodge area and region.*

**Strategy 1:** GFDGA Staff, maintain a state-of-the-art website

**Strategy 2:** GFDGA Staff, develop a marketing platform of available resources

**Goal 2:** **Implement and internal and external marketing and communications program that serves as a centralized hub for marketing and communications**

**Strategy 1:** In collaboration with City, County and other public and private organizations; develop and implement a defined and comprehensive marketing program that is successfully ensures all are well-informed regarding community and economic

development issues, and have an accurate and positive perception of Fort Dodge, Webster County and our region.

## **Strategic Priority: 3 - Industrial Recruitment**

---

**Goal 1:** *The GFDGA administers a well-coordinated, collaborative, effective, efficient and proactive marketing, lead generation, incentive and response process that attracts interest from diverse groups of site selectors, retail, commercial and manufacturing businesses to the region.*

**Strategy 1:** Create an effective business recruitment program using tracking/reporting techniques (Synchronist and CRM database); a systematic call program; benchmarking; a state-of-the-art website and a comprehensive internal and external marketing strategy. Integrate with the City's Business Affairs department, Iowa Central Community College and partner with other agencies to recruit new businesses to our community and region.

**Strategy 2:** Promote and maintain an up-to-date inventory of zoned approved sites for business and industry development, to include existing buildings suitable for rehabilitation and adaptive reuse.

**Goal 2:** *Develop an ever expanding relationship with institutions of higher education and research organizations*

**Strategy: 1** Researching and becoming part of the Ames-Des Moines Capital Corridor (a consortium to promote biotechnology and research).

## **Strategic Priority: 4 - Vibrant Downtown and Corridor of Commerce**

---

**Goal 1:** *Fort Dodge is a cultural, recreation and entrepreneurial business destination for the region.*

**Strategy 1:** Work as a partner with the City, SSMID, & the Development Corporation of Greater Fort Dodge, to implement the 2008 Downtown Plan.

**Strategy 2:** Develop and implement programs and events throughout the community that add value to our membership and strengthen our position as a regional destination, promoting our region as a great place to live, work and play.

**Strategy 3:** Support the construction of a new recreation center in downtown

**Strategy 4:** Work collaboratively with the City of FD in tracking downtown business growth

## **Strategic Priority: 5 – Vibrant Retail Center**

---

**Goal 1:** *The city of Fort Dodge is the center for brand retail stores, specialty shops, upscale retail outlets and restaurants drawing an increasing number of shoppers and tourists from an expanding geographic region.*

**Strategy 1:** GFDGA, implement a plan to attract businesses that would stand out as a regional “destination” point for shopping and dining.

**Strategy 2:** Develop program to increase the success rate of small to medium retail businesses

**Strategy 3:** Work collaboratively with City, other government organizations and retail sector to implement a restoration plan that addresses exterior facades, parking lots, lighting, etc.

## **Strategic Priority: 6 – Collaborative Regional Partnerships and Government Relationships**

---

**Goal 1:** *Develop and maintain strong, trusting and cooperative relationships with all local and regional community and economic development organizations to successfully implement an inclusive and comprehensive community and economic development plan.*

**Strategy 1:** Update, and/or maintain policies/procedures for committee succession planning and organizational functioning

**Strategy 2:** Develop a strong partnership and help play a lead role with other governments in the region

**Strategy 3:** Maintain a strong legislative committee and expand the organization's capacity and ability to positively influence decision makers and gate keepers related economic development and community development.

**Strategy 4:** Maintain Memberships in Iowa Chamber Alliance, ABI and PDI

**Strategy 5:** Provide communication to membership regarding potential legislation effecting economic development.

## **Strategic Priority: 7 - High Quality Workforce**

---

**Goal 1:** *The region develops and sustains a sufficient pool of educated and skilled workers necessary to compete nationally and globally for current and next generation jobs.*

**Strategy 1:** Create a program that focuses on retention of the region's current and future workforce.

- A. Promote job opportunities within the region to middle and high school students.
- B. Offer educational programming to close the skills gap and increase individual's employability.

**Strategy 2:** Create a program that focuses on recruitment of current and future workforce needs.

- A. Technical Schools
- B. University and Colleges
- C. Professional Organizations/Associations
- D. Veterans/Military
- E. Alumni
- F. Geographic regions

**Strategy 3:** Utilize and disseminate data that is applicable to workforce availability, i.e. Laborshed reports, skills analysis, benefit analysis

**Strategy 4:** Support and promote the Public School District, Catholic School District, Iowa Central & Buena Vista's goals and initiatives where aligned with future educational offerings as well as infrastructure/capital improvements.

**Strategy 5:** Support the development of Iowa Central Community College Career Academy

## **Strategic Priority: 8 – Quality Pre-K-16 Education and Life-long Learning**

---

**Goal 1:** *Foster 21<sup>st</sup> Century learning in regional school systems by providing quality pre-school programs, early childhood education, science, technology, engineering and math (STEM), critical thinking skills and innovation.*

**Strategy 1:** Support the investment in and use of the latest technology to advance learning and provide 21<sup>st</sup> century learning opportunities to develop a globally competitive and competent workforce.

**Public School District, Catholic School District, Iowa Central and BVU strategies will be added as adopted.**

## **Strategic Priority: 9 – Strong Business Networking and Membership**

---

**Goal 1:** *Provide all members entrepreneurial education, mentoring, networking, and services that support the growth and development of small organizations and businesses, enabling them to take advantage of the shared knowledge of other businesses and experts.*

**Strategy 1:** Provide comprehensive slate of educational programming focusing on leadership, and service; in addition topics such as business development, marketing, HR, trends and current issues

**Strategy 2:** Engage young professionals in the active support of businesses and all community activities.

**Strategy 3Continue** “succession planning” whereby high performance individuals are targeted for involvement and engagement in community leadership positions

**Goal 2:** *Seek out new members and retain existing members.*

**Strategy 1:** Continue a comprehensive member recruitment and retention program

**Strategy 2:** Develop Board Reinvestment Program for next three years 2016-2018

## **Strategic Priority: 10 – Entrepreneurial and Innovative Community and Region**

---

**Goal 1:** *Foster an ever increasing number of new and expanding businesses within the City of Fort Dodge and region.*

**Strategy 1:** Create an entrepreneurial culture in our community and region by implementing mentoring programs, business training, internships/externships, etc.

**Strategy 2:** Develop a program to assist businesses in crisis

**Strategy 3:** Create and support a successful Entrepreneurial Center and business incubator program

**Strategy 4:** Aggressively market the community and region as a center for entrepreneurs and business start-ups

**Strategy 5:** Aggressively market the city as the “Center for Entrepreneurs” to identified target markets, population centers, and colleges and universities.

## **Strategic Priority: 11 – Quality Healthcare**

---

**Goal 1:** *Provide quality, accessible, affordable and specialized healthcare and oral health services that support the needs of the citizens and serves as an attraction for those who are relocating their residence.*

**Strategy 1:** Support efforts to improve wellness by advocating healthier lifestyles.

**Strategy 2:** Support all health systems in the community and region to ensure that high quality healthcare, mental health and oral health services are readily available in Fort Dodge and the region.

**Strategy 3:** Support UnityPoint emphasis on the Population Health Model

## **Strategic Priority: 12 - Modern Infrastructure**

---



**Goal 1: The Greater Fort Dodge Growth Alliance is a strong advocate and supports the efforts of city, county, regional and state governments to develop and maintain modern infrastructure to meet the economic development growth and community development needs of the region.**

**Strategy 1:** Support the City's and County's capital improvement plan and the development of a 5 to 10 year plan.

**Strategy 2:** On an annual basis, work together on the top 10 infrastructure items and their resolution and make plan public.

**Strategy 3:** Identify industrial development site(s) and make plans for its readiness.

## **Strategic Priority: 13 - Efficient Transportation**

---

**Goal 1: Fort Dodge and region works to improve access to a sufficient quantity and quality of rail, air and four lane highway transportation systems necessary to connect the world to the region and support the logistics, shipping and personal transportation needs.**

**Strategy 1:** Support the completion of Highway 20.

**Strategy 2:** Actively support full funding and implementation of the Fort Dodge Regional Airport improvement plan and advocate for the expansion of private and commercial flight to and from the Fort Dodge Regional Airport.

**Strategy 3:** Maintain awareness of regional, state and federal grant opportunities for infrastructure funding.

## **Strategic Priority: 14 Technology, Innovation & High Speed Telecommunications**

---

**Goal 1: The region is positioned to attract individuals, businesses and industries requiring secure, broad band, and high speed internet and telecommunications access and support.**

**Strategy 1:** Continually promote technology and innovation as fundamental elements of building a local/regional economy that can compete in the global market place.

**Strategy 2:** Work with the region and area providers to identify infrastructure needs (fiber and wireless) that will allow the region to compete in attracting high tech businesses.

## **Strategic Priority: 15 –Positive Community Image, Appearance and Public Safety**

---

**Goal 1: The City of Fort Dodge and the region is continuously recognized for beautification, modernization, and historic preservation and as one of the most beautiful communities in the Midwest.**

**Strategy 1:** Support and advance progressive planning to improve the appearance of facilities and property in the City of Fort Dodge and the region by supporting regular updating and enforcement of all building, signage and property codes to ensure that all structures and properties are well maintained and add to the attraction of new residents and businesses and enhances the health and safety of the community.

**Strategy 2:** Support the implementation of a City plan to address the redevelopment of Brownfield areas in the community and region.

**Strategy 3:** Lead and support efforts to enhance community appearance and environmental integrity by promoting litter prevention, recycling, effective trash collection/management, and protecting water and air quality in Fort Dodge and the region.

**Strategy 4:** Promote the use of local and state incentive programs to help fund commercial and residential redevelopment projects.

**Goal 2: The City of Fort Dodge and the region will be recognized as vibrant, progressive, attractive, and a family-oriented community.**

**Strategy 1:** (Image and Marketing Committees) Support the implementation and maintenance of a proactive information, education and marketing campaign directed at promoting a positive image and eliminating the negative perception that residents may have about our community and region. This plan will emphasize the progress of our community and our unique human, recreational, and historical assets and the attractive natural resources that have blessed our community and region.

## **Strategic Priority: 16 – Quality Housing and Residential Development**

---

**Goal 1: *The supply and variety of housing types and price levels meet the growing needs of the community and serve as an attraction to relocate to the region.***

**Strategy 1:** Identify and update Housing Assessment Reports of 2012 & 2015

**Strategy 1:** Implement a plan with governments, financial institutions and developers to provide resources and incentives to develop a variety of housing opportunities including transitional housing, starter homes and other housing options such as townhouses, condominiums, lofts and apartments that offer diversity in housing preferences for singles, young families and people of all ages, including active retirees.

## **Strategic Priority: 17 – Quality Recreation and Entertainment**

---

**Goal 1: Become a "recreation destination" by expanding recreation, entertainment and tourism in our community and region.**

**Strategy 1:** Support efforts for planning, developing, constructing and operating a new and/or expanded recreation center in Fort Dodge.

**Strategy 2:** Support the funding, expansion and enhancement of recreational venues and assets in our region including the trail system plan, Harlan Rogers and other City and County parks, water trails, and OHV park, but not limited to. (incorporates strategy of the city's parks/recreation plan)

**Strategy 3:** Identify and support opportunities to offer and expand music, cultural venues, farmer markets and celebrations for people of all ages.

**Strategy 4:** Support the efforts of the CVB and other organizations to expand tourism and sporting opportunities in the greater Fort Dodge area and region by recruiting and hosting additional major meetings, conventions, and sporting, recreational and cultural events.

**Strategy 5:** Maintain a community calendar that provides a description of all the recreational and entertainment activities in our community and region.