

Clarinda Economic Development Corporation
Annual Report
December 4, 2018

Prepared by Renee L Riedel, Executive Director

The vision of the CEDC is to serve Clarinda as a proactive organization focused on building tax base, strengthening the housing market and inspiring workforce growth. The calendar year of 2018 was focused on restructuring and rebranding the organization to better align with the vision.

Restructure:

The bylaws of the CEDC were amended in February, 2018 to increase the Board of Directors membership to 15. "The existing Board of Directors shall, in making its election of the new Board: elect two (2) directors to the Board of Directors from the City Government of Clarinda, Iowa; elect three (3) directors to the Board of Directors from any bank having its place of business in Clarinda, Iowa; elect two (2) directors to the Board of Directors from the major private employers which have their place of business in Clarinda, Iowa; elect one (1) director to the Board of Directors from the Administration of the Clarinda Community School District; elect one (1) director to the Board of Directors from the Administration at the Clarinda Regional Health Center; and elect up to six (6) directors at large from the Clarinda business community."

The board worked to identify new board members and extended invitations based on the amended bylaws. The CEDC Board of Directors are

Lisa Hull (President) – City Council & CL Fabrication
Dale McAllister (Vice President) – Cornerstone Bank
Gilbert Thomas (Treasurer) – Bank Iowa
John Lisle – Lisle Corporation
Shayne Rollins – NSK
Troy Hanni – H&H Trailers
Deron Stender – Clarinda Community School District
Chuck Nordyke – Clarinda Regional Health
Gary Alger – City Council
Randy Gibbs – Clarinda Correctional Facility
Jon Baier – PCSB Bank
Mike Anderson – Easter's True Value
John Greenwood – Crawford Real Estate
Jason Van Vactor - HyVee
Ag Industry – Invitation Extended

The job description for a full time director was posted at the end of February. Applications were due by the end of March. The search led to the hire of Renee Riedel as the full time director of the CEDC. Renee began her duties with CEDC on August 6, 2018.

Funding:

CEDC operates on a July – June fiscal year. However, many businesses operate on a calendar year. An annual communication and invoicing system was created to match the business fiscal year. Membership renewals for the 2018-2019 fiscal year will be mailed in January.

The 2017-2018 fiscal year goal of \$100,000 was slightly missed, earning \$98,177.81 in total revenue. Due to new memberships and partnerships, the 2018-2019 fiscal year contributions are estimated to be \$120,605. The Director created a monthly forecasting model to project expenditures and revenue on a monthly basis. The CEDC is required to file federal and state taxes due to the increased revenue. Laura Swanson, Swanson Tax & Accounting, submitted the 2017-2018 tax return on November 15, 2018.

The Director also worked with Nordland Insurance to update the required insurance policies. In October, 2018 policies were renewed for Directors and Officers insurance, worker's comp insurance and liability insurance.

Strategic Plan:

The 2019 plan of work was approved and published by the CEDC Board of Directors in September, 2018. The plan of work outlines the vision of the organization and the strategic plan to meet the vision.

Four committees were created that align with the plan of work.

The housing committee is chaired by John Greenwood. The group will focus on addressing the Clarinda housing challenges. The committee will advise the Executive Director on decisions regarding the Infill Housing Program and new housing development. The committee will also assist the Executive Director in marketing the program to local employers, media outlets and community.

The physical resources committee is chaired by Gary Alger. The committee will focus on identifying potential land opportunities for business and industrial parks. Once land has been identified, the committee will work with the appropriate partners to acquire and solicit the business growth opportunities.

The communication committee is chaired by Deron Stender. The committee will focus on rebranding the Economic Development Corporation. Efforts will focus on website redesign and social media presence. The group will also focus on delivering the CEDC message via media outlets and monthly morning coffees. Funds were secured from MidAmerican Energy to finance a portion of the website redesign.

The funding committee is chaired by Lisa Hull. The funding committee will focus on community outreach to maintain and grow corporate memberships. The funding committee will also take an active role in planning and executing the annual golf tournament.

Work Force Development:

CEDC engaged with local and state level programs to address the work force development challenges facing the community.

In partnership with the City of Clarinda, Chamber of Commerce and Page County Veterans Affairs, Clarinda is in the process of becoming a designated Home Base Iowa community. Not only is the program an opportunity for the community to welcome veterans, it is also a recruiting tool for local employers.

Superintendent Stender and the Director attended a Future Ready Iowa Summit Series in Atlantic to learn about the current economic needs of the state. The panel of professionals shared what they are doing in their communities to enhance awareness of local trades to graduating students and workforce candidates. Communication of the local opportunities is key. Together we are working on strategies to address this need. Educators, parents and local employers are having conversations with students at the beginning of their high school career to discuss post-graduation options.

The Center for Industrial Research and Services (CIRAS) at Iowa State University visited Clarinda. Seven community members from the school district, CCF, and 3 board members attended the informational session. The CIRAS program facilitates collaboration between Iowa State engineering students and Iowa companies. Students focus on transforming technical ideas into new and innovative product offerings, business processes and business models. The capstone project offers an opportunity for future graduates of Iowa State to become familiar with Clarinda employers and the community. Profession based learning projects are recruitment opportunities for local employers.

Housing Program:

A strategic approach to addressing the housing need is a slow process and requires a big picture lens. The housing study completed in December 2017 indicated that nearly 1,900 workers commute into Clarinda daily. The market analysis showed a demand for housing priced between \$130,000 and \$200,000. The economic development strategy is to provide a housing initiative package that inspires housing opportunities for renters entering or leaving the market, families buying their first home, home buyers looking to downsize or increase square footage or build a custom designed home. This holistic approach will allow for opportunities for all price ranges and family sizes.

The City Council set a priority to acquire ill maintained lots and remove dilapidated structures. Five board members joined the City Manager on an infill lot bus tour. The City Manager led the group on a tour that included 3 properties that have already been acquired. Structures are in the process of being removed. We also drove by the "Top 10" properties to work on next. CEDC is working closely with the city to create a housing infill program. The program is designed to offer incentives to builders and/or home buyers. The incentives may include a conservatively priced lot, reimbursement of infrastructure needs and waiving fees associated with building. Community members have also expressed a demand for a subdivision. We are working with local developers, builders and the City to identify potential locations and analyze infrastructure costs of a future subdivision. Lastly, the Director is holding preliminary discussions with board members regarding an employer owned housing development. The Director is preparing a proposal for Board review.

CEDC is exploring the opportunity to partner with Andrew Hoppmann at the Lied Public Library to create a Home Ownership 101 seminar. The series of workshops will be designed to assist first time home buyers or builders in the process. Local businesses and lenders will be invited to guide potential buyers through the steps of selecting a realtor, lot for building, lender, etc. The session will end with a review of City ordinances regarding property maintenance.

Business Retention, Expansion and Attraction:

CEDC is working on several commercial, industrial and agriculture related projects.

At the time of this document, the City and CEDC are partnering with an existing employer to identify needs associated with an expansion plan. The expansion will require acquisition of property and rezoning. Utility needs are being identified. The potential expansion is estimated to increase tax base by up to \$7M.

Employers have shared that housing can be a challenge when recruiting employees. The communication, housing and physical resources committees will focus efforts in communicating the Infill Housing Program to local businesses and human resources departments. The communication committee has also set a priority to create a recruiter guide for potential business and families relocating to Clarinda.

The Revolving Loan Fund remains an impactful tool for CEDC to assist small and emerging businesses in Clarinda. The fund was initially created with a grant from the United States Department of Agriculture (USDA) totaling \$99,000. To date, CEDC has made fourteen loans for a total of \$282,165. The committee approved two new loans in 2018.

Closing:

CEDC is a dedicated group of community leaders with the best interest of Clarinda at the forefront of the CEDC strategic plan of work. We look forward to a year of business growth, housing development and work force stability in 2019.