

Charles City Area Development Corporation 2021 Activity Summary

Much of 2021's workplan was predicated upon the Oliver Development Park. CCADC engaged Terracon in performing a Limited Site Investigation as follow up to the Phase II environmental survey performed by the Iowa DNR in 2005. We also constructed a Soil and Groundwater Management Plan. We also researched ownership of the railway loop between the CN and CP and came away with a satisfactory result. We assisted in the parcel enrollment in the DNR Land Recycling Program [LRP]. On 30 December we sold 2,718,152 Sq. Ft./62.40± acres at 300 Lawler Street Charles City, Iowa known locally as the Oliver Development Park to CCLP,LLC to accommodate its transload project.

We provided counsel for TLC: The Learning Center GRAND Plan, in recognition of what an integral role childcare plays in economic development. We donated \$10,000 to the project from the Charles City Capital Fund.

We supported local entrepreneurs via our Revolving Loan Fund programs. We afforded a Regional Revolving Loan Fund award to Circle HH Bar Transport, LLC. Loans were made from the Charles City fund to Barry's Clubhouse, COVET Properties and Marathon Videography. Mike Molstead Motors received a forgivable loan for job creation.

CCADC became the 69th Accredited Economic Development organization in the world, as conferred by the International Economic Development Council. This was accomplished even though Charles City/Floyd County is the smallest in population ever to receive this designation. And it was achieved with two new staff members. Project Facilitator Cathy McGregor retired after 25 years of service and was replaced by former Executive Assistant Christy Laube. Brenna Lacy was hired for the Executive Assistant position.

We continue to market and promote The Avenue of the Saints Development Park. CCADC was the subject of an advertorial in the *Livability: This is Iowa* publication and ran an advertisement in *innovationIOWA*. Both editions were sanctioned by the Iowa Economic Development Authority. We are making substantial improvement to our dedicated website, avenueofthesaints.com. Content will be totally updated by summer 2022.

CCADC also played a role, albeit a relatively minor one, in the sale process of Simply Essentials at 901 North Main Street Charles City. Mainly we met prospective buyers, often in conjunction with the City of Charles City. We are pleased that Pure Prairie Farms is poised to become part of our community.

CCADC also conducted a successful Business Retention and Expansion [BR&E] program. The aim is to thank the business for contribution to the local economy and discern their greatest needs and challenges.

The CCADC Furnace Replacement Program shall install 14 [conceivably a couple more] new furnaces for low- and moderate-income residents. We are fortunate to have such quality furnace contractors to work with locally.

CCADC also worked with the North Iowa Area Council of Governments [NIACOG] in polling Floyd County businesses concerning COVID-19 impacts. This work was performed under the aegis of the U. S. Economic Development Administration.

CCADC was also fortunate to witness the completion of the Southwest Development Park stormwater drainage project. We worked on this for probably eight years, covering all the initial engineering fees. Thanks to the City of Charles City, state of Iowa and Winnebago Industries, Inc. the project is now complete.

CCADC also revisited its Targeted Industry Analysis - which identified clusters of businesses suitable for location in The Avenue of the Saints park – performed by researchIQ at the University of Northern Iowa's Institute for Decision Making. Our new strategy in lieu of hiring Strategic Marketing Services at UNI to poll prospective businesses [COVID rendered this strategy unpalatable] lies in targeting site selectors.

We are also in negotiation with Summit Carbon Solutions, which wishes to site a carbon sequestration pipeline across the certified site. This would run adjacent the existent Northern Natural Gas pipeline.



Charles City
Area Development Corporation

**WE COMPETE.
YOU WIN.**

[2021 CCADC marketing plan].

[a catalyst for economic development in greater Floyd County, nurturing the creation and retention of quality jobs].

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Executive Summary- CCADC

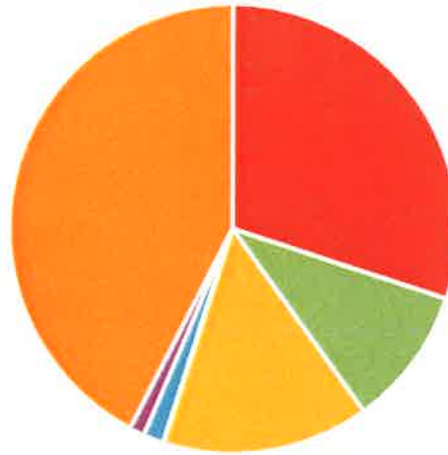
i CCADC is based in Charles City IA but serves the greater Floyd County, IA area. Formed in 1973, they are the catalyst for economic development in Floyd County. Director Tim Fox leads a board of 19 Directors comprised of area industry professionals and community leaders; together, they connect opportunities with businesses.

Breakdown

i As determined in their January 2021 board meeting, CCADC's three main goals for 2021 include:

1. Fill the Avenue of the Saints Development Park
2. Pursue a Broadband Utility in the Greater Charles City Area
3. Lease or Sell the Oliver Development Park

2021 Marketing Dollars Allocation



■ Videography ■ Professional Photography ■ Targeted Posting
■ Skills Development ■ Canva PRO Membership ■ Residual

The Main Point

i 2021's marketing plan supports the growth and development of CCADC through investment in various media sources and education. Differing from past years' approaches, 2021 will rely heavily on imagery and creating a specific narrative. Additionally, this plan focuses on utilizing Tourism

Coordinator Ginger Williams' experience and talent to embrace the State of Iowa's newest Tourism Standards as we work to sell not land near an interstate or an events center, but a community. CCADC understands that investing millions of dollars into industry is not simply a business decision (although that does play heavily into things), but an emotional one based on desiring the best possible environment for employees and business.

Although it may seem as though our customer, the expanding industrialist in this case, is more easily reached through leads and trade shows, our hope is that we reach them in a different way with these methods: through their human side: Many of us take time to wind down on social media or start our days on news sites- with Google targeted ads and excellent videography, we can catch the right eyes at the right times to sell the Avenue of the Saints Development Park *and* Charles City.

Timeline

I 2021's CCADC Marketing Plan is comprised of five main action points with marked deadlines and measurable growth metrics. Read on for more details.

1. CRAFTING THE NARRATIVE WITH MARATHON VIDEOGRAPHY: JAKE BUSS
2. PICTURE YOURSELF HERE: JACK MACKAY
3. DEVELOPMENT OF INSTAGRAM + FACEBOOK PLATFORMS: EMILY GARDEN
4. SKILLS TRAINING IN GOOGLE ANALYTICS + FACEBOOK AD TARGETING: EMILY GARDEN
5. FOCUSED POSTINGS OF DEVELOPED ASSETS FOR TARGETED INDUSTRIES: EMILY GARDEN + TIMOTHY P FOX

More...

I Each aspect of this plan will take its own time; however, it is structured to stay on pace in such a way to provide content for expanding social media platforms and selling space in the Avenue of the Saints Development Park throughout the year. Please see below for details.

Crafting the Narrative with Marathon Videography

i *Marathon Videography has been contracted for \$3,000 (27 hours of shooting and 30 hours of editing) to film and create the following:*

- A variety of interviews with local industry leaders lending credibility to the value of Charles City including:
 - CCADC Executive Director Tim Fox emphasizing his accreditations as a MPP, CED, EDFP, PCED, resource, and advocate for businesses exploring Charles City and the Avenue of the Saints Development Park
 - Sarah George, Co-Owner/Proprietor of Machine Tool Engineering. Located in the East Development Park, this business is locally owned and operated and has made significant reinvestment in the community in recent years.
 - Mike Molstead, Owner of Molstead Motors, TIME Ally Car Dealer of the Year top five nominee, and someone who has regularly expanded their business since its inception.
 - Scott Soifer, Owner/Operator of Soifer Family McDonald's. With stores located in 13 communities, Scott chooses to keep his operations home base for nearly 1,000 employees in Charles City and reinvests in his business.
 - Joe Nettleton, Cambrex. With nearly 200 Million Dollars in reinvestment since 2000, Cambrex is an excellent example of an industry which grows and recruits big town opportunity to Charles City.
 - Tiffany Rottinghaus, Cardigan/Mara Bridal Studio. After rehabilitating an historic home in Charles City's oldest neighborhood, Tiffany grew Mara Bridal to 'The Prom Studio' to a 'Holiday Pop Up Shop' to 'The Studio at Mara' until she recently expanded The Studio into a separate property and rebranded under the name 'Cardigan.'
 - Etc.
- The interviews will be produced by ADC Marketing Committee Chair Emily Garden and will be filmed and edited by Marathon Videography Proprietor Jake Buss. To mold the narrative we desire, we will ask two specific and one open ended question per interviewee.
- With 27 hours of footage to choose from, Jake will develop a variety of 'shorts,' ranging from 15-60 seconds and focusing on topics such as:
 - Certified Site Pluses
 - Documented as 'shovel-ready' with all title, documentation and environmental, historical, and geotechnical studies completed.
 - Electrical, water, and sewer utilities are on site with natural gas and telecommunications nearby.
 - Relevant site-related data and documentation accumulated.

- Development timeline is reduced due to relatively 'risk-free' site certification.
 - Four lane highway access and air proximity
 - Community livability
 - Charles City Community School District Excellence
 - Recreation Opportunities
 - Art (outdoor and indoor)
 - Historical landmarks
 - Daycare growth and availability
- Additionally, the content will be crafted with influence from veteran Tourism Coordinator Ginger Williams, who is currently serving as the Vice President of Iowa Travel Industry Partners (iTIP)- Iowa's foremost travel and tourism organization leveraging the power of all sized communities to bring money into the state.

Crafting the Narrative will be completed (all editing, rights released in totality to CCADC, by August 15)

Please note: Charles City Tourism and the City of Charles City will be investing \$1,000 each, respectively, into this project as the assets will benefit them greatly. Once those monies have been received, the Marketing budget will reflect a \$1,000 investment into this project (making it 10% of our total marketing dollars allocation for 2021).

Picture Yourself Here with Jack MacKay

- *As previously mentioned, CCADC understands that investing millions of dollars into industry is not simply a business decision, but an emotional one. On that note, we have contracted Photographer Jack MacKay to take professional portraits of business and industry leaders in their offices and near Charles City landmarks as part of our content strategy for social media expansion.*
- *Jack's style is a natural one- focusing on the subject and their personality more than formality. With his contracted \$1,000, Jack will provide all digital and print access via Microsoft OneDrive to (at minimum) 50 portraits- great for use in publications, social media, newsletters, emails, etc.*

Picture Yourself Here will be completed (photos edited and rights released to CCADC) by June 30.

Development of Facebook + Instagram Platforms with Emily Garden

i Emily Garden, Chair of the CCADC Marketing Committee, will be taking over management of CCADC's Facebook page and creating their Instagram page. As 2021 progresses, the goal for the pages are as follows:

- Educate Charles City and the surrounding community on CCADC's mission + vision
- Share (as possible) with followers developments and resources which CCADC has a hand in
- Post profiles of CCADC Board Members and their industries- celebrating existing area development and inspiring confidence in searching investors
- Utilize video footage from 'Crafting the Narrative' in sponsored posts (with targeted posting toward industry + more from CCADC's Targeted Industry Analysis)
- Encourage area industry leaders to share their photo profiles (developed from 'Picture Yourself Here') to their own business and personal pages, growing CCADC's local, regional, and national reach

These posts and page takeovers will begin no later than May 15, 2021 and will progress throughout 2021. The standard of posting is four per week, per page, with a level of excellence goal at 6 per week, per page. By December 2021, the Facebook page will grow from 298 likes to approximately 800 likes. The Instagram page will establish itself by July 1 and will have approximately 100 followers by December 2021. A Canva.com PRO Membership will be utilized in pursuit of these goals.

Skills Development in Google Analytics + Facebook Ad Targeting

i Investment of \$150 into Google Analytics + Facebook Ad Targeting for Marketing Chair Emily Garden. **Courses will be completed by August 2021 for proper reporting of advert reach and return.**

Focused Postings of Developed Assets for Targeted Industries

i Timothy Fox and Emily Garden will lead the charge on disseminating both newly developed and recently commissioned marketing assets through the Avenue of the Saints Development Park website, CCADC website, and CCADC Facebook and Instagram pages.

Budget

i See below for specific budget numbers:

Action Point	Cost	Percent of the Whole
Crafting the Narrative (videography)	\$3,000	30%
Picture Yourself Here (photography)	\$1,000	10%
Targeted Posting	\$1500	15%
Skills Development	\$150	1.5%
Canva PRO Membership	\$110	1.1%
Residual	\$4,240	42%

Target Industries

i CCADC's commissioned Targeted Industry Analysis (TIA) from the University of Northern Iowa's Institute for Decision Making (IDM) showed the following:

- Our Target Industries include:
 - Corrugated and Solid Fiber Box Manufacturing
 - Plastics Bag and Pouch Manufacturing
 - Plastics Packaging Film and Sheet Manufacturing
 - All other Plastics Product Manufacturing
 - Meal Crown, Closure, and other Metal Stamping (except Automotive)
 - Machine Shops
 - Metal Heat Treating
 - Other Motor Vehicle Parts Manufacturing

- *This TIA took into consideration:*
 - *Skill levels/occupations of the region's potential available workforce*
 - *Labor requirements of industries*
 - *Industry growth rates*
 - *Projected growth rates for industries*
 - *Industry wage levels*
 - *Potential supply chain relationships with key existing industries in the region*
 - *Average establishment size*
 - *Industry presence in the region and the Midwest*
 - *Assets of the Avenue of the Saints Development Park*
 - *Transportation Assets of Charles City*

Conclusion

i CCADC is set for a year of great growth and support of local and regional business. The previously laid out marketing plan will support this and help move their significant assets into the 21st century... and to fulfill our commitment to members:

**WE COMPETE.
YOU WIN.**