



PARTNERING

for the

FUTURE

2024 - 2028

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Two Rivers Bank & Trust

Charles L. Walsh

Farmers & Merchants Bank & Trust

Cabinet Members

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World Insurance

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Bickel's Cycling & Fitness

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Great River Entertainment, LLC

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Ryan Nagrocki

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Randy Winegard

Winegard Company

BACKGROUND

The Greater Burlington Partnership leads the community's efforts to accelerate the economy throughout the Greater Burlington area. As the largest convener of local business leadership, which includes several boards and committees comprised of key business and community leaders, the Partnership tackles the big issues and proactively drives economic and community growth.

Over the course of Partnering for the Future 2019 - 2023, the Partnership has delivered significant accomplishments.

Talent Development

- 1,883 students attended 5th – 8th grade career fairs.
- 3,870 students participated in the annual STEM Festival (not during the COVID shutdown).

Economic Development

- 310 new jobs created.
- \$225 million in capital investment.

Downtown Redevelopment

- More than \$49 million in new investments for transformative downtown projects.

Community Enhancement

- Commissioned and delivered updated Housing Needs Study.
- More than 3 million ad impressions delivered, driving consumer traffic.

Visitor Attraction

- Awarded \$45,000 in grants to local nonprofits engaged in tourism-attracting events.
- Nearly 6.5 million ad impressions running through 2022, driving visitors to Greater Burlington.
- Due to new Viking River Cruises, the Riverboat dockings increasing threefold from 2019.

CHALLENGES

While excited by these accomplishments, the community continues to face multiple challenges:

- The population is decreasing. Des Moines County's population dropped from 42,300 in 2000 to 38,500 in 2021.
- Employers cannot find and hire the talent they need to meet client demand and grow their businesses.
- The housing stock is limited, which constrains ability to grow the population and hinders employers' ability to attract talent.
- The COVID pandemic, supply chain disruption, inflation, and the War in Ukraine have many business leaders concerned about a Global Recession.

Greater Burlington cannot rely on Des Moines or Washington, DC to address these issues. Instead, local action and strategies are necessary to keep the local economy strong and reverse the declining population trend.

FIVE-YEAR PLAN

Building a community vision and strategy is integral to addressing the challenges above. The Greater Burlington Partnership is pleased to present the five-year strategic plan detailed on the following pages.

The plan will be achieved through a balance of traditional and new economic, community, and tourism development. The Partnership is committed to leading, collaborating, and influencing, when and where necessary, to resource the strategies needed for this endeavor. The Partnership will structure its work around the following three initiatives, with each division contributing towards the success of each priority.

Initiative I: Grow Workforce

The goal of **Grow Workforce** is to build a resilient and dynamic workforce, while concurrently attracting fresh companies and fostering the growth of local businesses.

Recognizing there is no one-size-fits all solution to workforce growth, The Partnership will adopt a comprehensive approach that caters to the diverse needs of the business community. This involves implementing various strategies, such as educating and engaging local students, enticing former residents to return, and retaining the current skilled workforce.

Growing the workforce requires good jobs. Whether it entails cultivating new businesses or prioritizing the retention and expansion of existing ones, both avenues are crucial for ensuring the continued vitality of our communities.

WORKFORCE DEVELOPMENT

STRATEGIES:

- Create and launch welcoming videos on *GreaterBurlington.com*.
- Create a Community Concierge program.
- Pilot a student recruiter program.

MEASURES FOR SUCCESS:

- Creation of Concierge program.
- Student Recruiter Program launched.

ENGAGE AREA STUDENTS FOR IN-DEMAND LOCAL JOBS

STRATEGIES:

- Pilot the "Answering Why" Mark Perna Career Tree methodology in all Des Moines County Schools.
- Pilot a virtual career exploration tool to drive school student enrollment in Career and Technical Education (CTE) classes.
- Produce multiple, short videos highlighting in demand careers.
- Partner with area schools, Southeastern Community College, and employers to expand participation in High School Registered Apprenticeships.

MEASURES FOR SUCCESS:

- Enrollment growth YOY in Des Moines County high school CTE programs.
- Increase high school student signings on Signing Day by 50% annually in Des Moines County schools.
- Robust career video library.

GROW BUSINESS AND SPUR JOB CREATION

STRATEGIES:

- Entrepreneur Business Plan Competition with emphasis on needed market segments.
- Robust business retention and expansion efforts.
- Business attraction and recruitment to Greater Burlington.

MEASURES FOR SUCCESS:

- 250 annual business retention expansion visits.
- 300 new jobs created.
- \$250 million in new private sector capital investment.

BUSINESS AND INDUSTRIAL PARK DEVELOPMENT

STRATEGIES:

- Create a comprehensive growth and maintenance plan for new and existing development districts.
- Develop strategic, targeted planning for commercial and industrial offerings.

MEASURES FOR SUCCESS:

- Ensure the West Burlington Business Park is shovel ready by 2028.

Initiative II: Grow Business

Sustained business attraction plays a pivotal role in driving economic expansion and generating employment opportunities. The goal of **Grow Business** is to increase dollars spent in Greater Burlington.

In today's era of online shopping, it is crucial to not only attract new shoppers but also retain our existing ones. With this in mind, The Partnership's comprehensive strategy revolves around leveraging the community's status as the regional shopping hub for small communities, enticing regional shoppers, and attracting visitors from out of state.

To achieve these goals, The Partnership has developed a series of targeted initiatives specifically designed to combat retail leakage, stimulate greater spending, and generate more visitor stays within Greater Burlington.

MAKE CASH REGISTERS RING IN GREATER BURLINGTON

STRATEGIES:

- Build on the successful Consumer-focused marketing campaign.
- Fully implement new Downtown Destination District brand.

MEASURES FOR SUCCESS:

- Deliver 1 million ad impressions to regional shoppers per year.
- Deliver 300k impressions per year promoting visiting Downtown.
- Decrease retail leakage percentages from 2024 - 2028.

TARGET NEW TOURIST AUDIENCES

STRATEGIES:

- Support marketing and attraction of events and tournaments at the FunCity Courts.
- Create seasonal travel packages for Greater Burlington.
- Attract conventions and large-scale meetings to Greater Burlington event spaces.

MEASURES FOR SUCCESS:

- Travel packages designed, marketed, and implemented, 20 packages sold per year by 2028.
- Increase overall annual hotel occupancy numbers by 10% by 2028 from 2024.
- Attract 5 new conventions | large scale meetings between 2024 and 2028.

GROW LOCAL EVENTS

STRATEGIES:

- Increase the investment of the Convention and Visitors Bureau Community Event Grants by 20%.

MEASURES FOR SUCCESS:

- 10% increase from 2024-2028 in number of nights generated by events supported by grant funds.

EXPLORE LODGING

STRATEGIES:

- Conduct a market feasibility study for Greater Burlington to determine the viability and needs of additional lodging in the area, including the feasibility of a Downtown Burlington lodging establishment.

MEASURES FOR SUCCESS:

- Feasibility study completed, recommendations considered, and a future plan formulated.

ENHANCE LOCAL MULTIPURPOSE TRAILS

STRATEGIES:

- Advocate for greater connectivity of local multipurpose trails, enhancing outdoor access for all in Greater Burlington.
- Generate community support for additional biking | walking trails.

MEASURES FOR SUCCESS:

- 5 miles of additional trails from 2024 - 2028.
- Proof of advocacy in supporting trail connectivity and expansion.
- Signage installed for existing trailways.

Initiative III: Grow Population

The goal of **Grow Population** is to attract and welcome new individuals to Greater Burlington to fill both current and future employment opportunities.

As the local businesses grapple with the foremost challenge of workforce scarcity, addressing this concern takes precedence. To drive population growth, the community must possess enhanced infrastructure and additional amenities that render Greater Burlington a highly sought-after destination for relocation.

The subsequent initiatives have been strategically devised to enhance the overall quality of life in Greater Burlington, while showcasing the community as an appealing haven for individuals seeking a new home, rewarding career prospects, and an ideal environment for raising a family.

CREATE AND IMPROVE HOUSING

STRATEGIES:

- Lead efforts to implement recommendations from the recently completed Des Moines County Housing Study.
- Advocate for programs and incentives that result in improved housing situations.
- Enlist strategic partners to create relocation assistance incentives.

MEASURES FOR SUCCESS:

- Form a Housing Committee and benchmark success against the recently completed Housing Study recommendations.

ATTRACT POPULATION

STRATEGIES:

- Enhance Partnership talent attraction resources.
- Include rental property listings, a cost-of-living calculator, Housing/ Neighborhood videos, school district videos, and a student resources link on Partnership website.
- Expand on the We Live It | You'll Love it campaign.
- Create and launch a Relocate to Greater Burlington campaign.
- Create and launch a new Community Guide exclusively focused on quality of life and selling the Greater Burlington communities.
- Actively seek out and engage former residents during class and community reunions, showcasing the opportunities to return home.

MEASURES FOR SUCCESS:

- Document and celebrate successful talent recruitment stories.

PROMOTE A POSITIVE COMMUNITY ATTITUDE AND CULTURE

STRATEGIES:

- Partner with the cities of Burlington and West Burlington to create a brand identity for Greater Burlington.
- Develop and launch a campaign to engage and empower citizens to take pride in where they live.

MEASURES FOR SUCCESS:

- Conduct an annual survey of residents. Measure, track and report findings to the community.
- Greater Burlington Brand created and implemented.

DOWNTOWN: IT'S HAPPENING

STRATEGIES:

- Showcase downtown, creating a vibrant atmosphere.
- Capitalize on the completed TIGER streetscape.
- Grow Downtown residents by leveraging new Downtown Destination Brand, promoting availability in current and new residential units.
- Encourage renovations and upgrades to existing structures.

MEASURES FOR SUCCESS:

- Year over year increase of sidewalk use permits, increasing the number of outdoor businesses utilizing outdoor space.
- \$35 Million in Downtown Burlington building renovations from 2024 to 2028.

ECONOMIC IMPACT

JOBS IMPACT

| | |
|---|--------------|
| Number of new jobs | 300 |
| Primary wage rate paid (hourly) | \$29.14 |
| Total direct payroll | \$18,182,500 |
| Total payroll, once all jobs are in place | \$25,315,192 |
| Total jobs | 527 |
| Calculated indirect jobs created | 227 |
| Calculated indirect wage rate paid (hourly) | \$15.12 |

CONSUMER SPENDING

| | |
|---------------------------------------|--------------|
| Personal income | \$17,720,634 |
| Disposable personal income | \$14,975,708 |
| Net personal consumption expenditures | \$13,993,302 |

BANKING IMPACT

| | |
|---|-------------|
| Deposit potential for area financial institutions | \$2,187,452 |
|---|-------------|

2024 - 2028 INVESTMENT GOAL

| | |
|--------------------------------|-------------|
| Five Year Plan Investment Goal | \$1,750,000 |
|--------------------------------|-------------|

For every new direct job created as a result of the Greater Burlington Partnership, an additional .76 indirect jobs are created in the area.

For every new direct dollar earned as a result of the Greater Burlington Partnership, another \$.39 in indirect wage earnings are injected into the local economy.

IOWA ARMY AMMUNITION PLANT EXPANSION

IOWA ARMY AMMUNITION PLANT \$1.5 BILLION EXPANSION PROJECT PROJECT IMPACT ACTION PLAN

- **Convene a Project Impact Summit:**

- o Project overview, timeline, and staffing
- o Identify opportunities to maximize benefits for local businesses
- o Develop strategies to prepare for pressures on community resources, particularly on housing
- o Understand and apply lessons learned from Fertilizer Project

- **Ongoing:**

- o Create and lead industry-specific task forces as needed to provide assistance and support to business owners
- o Host regular Project Impact meetings for business/community leaders
- o Educate business owners on strategies to manage the opportunity “bubble” and prepare for when project is over
- o Encourage strategic philanthropic giving for local place-making initiatives, with an emphasis on long-term ROI and growing the population
- o Create events and programs designed to welcome and integrate Project workforce with the community in an effort to make Greater Burlington “sticky.” Work to capture some permanent residents/permanent workforce out of the influx of temporary workers.

EARLY INVESTORS

TITANIUM (\$100,000 - ABOVE)



PLATINUM (\$50,000 - \$99,999)



GOLD (\$25,000 - \$49,999)



SILVER (UP TO \$24,999)

3E Electrical Engineering and Equipment Co.
Bickel's Cycling & Fitness
Burlington Black Water LLC
Carl A. Nelson & Company
The Drake, LLC
Jerilyn Horn Kitchen & Bath Design Co.
Jerry Courtney, Financial Advisor

Farm Bureau Financial Services – Tim Lundgren
Huffman's Farm & Home
Klingner and Associates, P.C.
Queso's Mexican Bar & Grill
Southeastern Community College
Sterzing Food Company

PARTNERING FOR THE FUTURE 2024 - 2028



The Greater Burlington Partnership is an organization driven by the vision of a community that is a growing regional center of commerce, industry, education, health care, entertainment, and culture. These components provide a great place to visit, live, and work. Welcoming visitors, revitalizing the unique and historic Downtown, serving and strengthening the business community, attracting jobs, and capital investment are vital parts of the Greater Burlington Partnership's mission.

The organization exists to promote the growth and well-being of the community. Whether a visitor, an existing business, prospective business, or a resident seeking information, the Partnership is here to be of value and assistance.

Greater Burlington Partnership
Making Connections, Building Community

GreaterBurlington.com