



ROCK VALLEY
— CHAMBER OF COMMERCE —

Rock Valley, Iowa

Community-Wide Economic Development Strategic Plan

2020–2026

Adopted by the City of Rock Valley on:

July __, 2020

Adopted by Rock Valley Economic Development on:

July __, 2020

Adopted by the Rock Valley Chamber of Commerce on:

July __, 2020

PREPARED BY:



Background

Rock Valley is a thriving community whose leaders have noted multiple successes over the past several years. With a strong base of support, the City of Rock Valley, Rock Valley Economic Development, and Rock Valley Chamber of Commerce determined that the time is right for an alignment of community priorities to steer a unified approach to the economic growth and sustainability of Rock Valley's businesses and residents. Undertaking the economic development strategic planning process spanned several months and included gathering community input through an online questionnaire and several planning sessions with a broad-based Planning Team. The community questionnaire was available for input from mid-February to early March with 121 individuals offering responses to help inform the strategic planning process. Respondents were asked to share their opinions about Rock Valley's assets, strengths, challenges, gaps and opportunities for economic development, and what they thought should be the community's economic development priorities. The 17-member Planning Team used this input, as well as studied economic and demographic data to craft this coordinated strategic plan for economic development in Rock Valley.

Strategic Planning Team

Planning team members brought a wide range of experiences, community involvement, and areas of expertise to the process. Special circumstances surrounding the timing of the strategic planning process resulted in multiple virtual planning sessions and significant interim work for the Planning Team. Team members engaged throughout the process included:

- Dan Breuer
- Brandon Dorhout
- Josie Faber*
- Spencer Gort
- Chad Janzen*
- Dale Kooima
- David Miller*
- Dawn Netten*
- Todd Netten
- Mike Post*
- Adam Rosman*
- Greg Westra
- Keith Sietstra
- Tom Van Maanen*
- Kevin Van Otterloo*
- Al Vermeer*
- Brad Vis

**Executive Team Members*

Priorities for Strategic Change

This strategic plan for economic development is organized around three major priorities:

Community Amenities

Improving and expanding community amenities was identified through the input as a top priority for the community. Residents want to take pride in a well-kept community, where they can recreate and raise families in a safe environment. Community amenities are seen as very important to attracting and keeping people and businesses in the community – critical to the growth and sustainability of Rock Valley's businesses, schools and organizations.

Resident Attraction & Retention

As important as amenities to attracting and keeping people and businesses in Rock Valley is ensuring that housing and childcare are available and affordable for those who seek it. In addition, engaging residents in community activities, fellowship opportunities, and as community champions will serve to create a welcoming and supportive home for new and existing residents.

Business Attraction & Retention

No economic development strategic plan is complete without placing priority on retaining and expanding business and industry. Businesses large and small are necessary to provide good jobs and offer the services, goods and experiences that create a high quality of life for people.

Combined, the goals and strategies developed in each of these priority areas will serve to prepare the community for long term sustainable growth, and strengthen and expand Rock Valley's business base.

Lead Organizations

As a community-wide economic development strategic plan, several organizations will work together to implement the strategies and actions laid out in each priority area. The lead organizations for ensuring successful implementation and monitoring progress and results include:

The City of Rock Valley whose leadership and departments will be critical in approving, supporting and maintaining amenity improvements and development; community infrastructure; and any tax-based incentive programs used or developed through plan implementation.

Rock Valley Economic Development will bring its expertise, leadership and experience to support existing businesses with problem solving and expansions; work to fill existing space with job-creating businesses; and initiate strategies that foster workforce development and talent attraction to meet Rock Valley's business needs.

Rock Valley Chamber of Commerce will continue to serve the community by supporting the growth and sustainability of service, retail and experience businesses in Rock Valley; and promoting the opportunities to explore and enjoy what Rock Valley has to offer to both residents and visitors. The Chamber is a key stakeholder in developing a quality of life that attracts and retains people and businesses.

Vision for Economic Development by 2026

The Rock Valley business community is growing, thriving and successful. The community takes pride in its amenities, schools, available housing and childcare, as well as diverse job opportunities and population. Combined, these attributes along with a caring, spiritual culture, is resulting in a forward-thinking, community that is attracting new businesses and people to Rock Valley.



Goals, Strategies & Actions

Priority Area: Community Amenities

To be competitive in attracting and retaining both people and businesses, Rock Valley will focus on improving, maintaining and promoting its quality of life features.

Goal 1: Rock Valley's gateways, main thoroughfares, parks, buildings and neighborhoods are made aesthetically pleasing through improvement projects.

Strategy 1.1: Improve appearance of community entrances and neighborhoods.

Lead Agency/Organization: City of Rock Valley

Action:	Responsibility:	Timeline:	Success Indicators:
a. Convene/Name/Appoint a beautification committee to identify needs, collect ideas, fundraise, and champion beautification projects	<ul style="list-style-type: none"> City of RV 	Summer, 2020	<ul style="list-style-type: none"> Resolution adopted Members selected # of projects \$ of fundraising
b. Undertake a visioning program (like Trees Forever program) to develop conceptual drawings and plans for community gateway improvements	<ul style="list-style-type: none"> City of RV Beautification Committee 	Spring, 2026	<ul style="list-style-type: none"> Process completed # of projects completed
c. Organize and promote local events that encourage beautification efforts: <ul style="list-style-type: none"> Community cleanup days (with hand-delivered notes to "problem properties" Appearance awards – see Positively Oelwein and Pride of Sioux City Paint-a-thons, clean-ups and weatherization projects that engage local business groups and schools 	<ul style="list-style-type: none"> City of RV RV Chamber of Commerce RV Beautification Committee 	Fall, 2020 and ongoing	<ul style="list-style-type: none"> # of awards # of participating properties # of participating businesses # of projects # of school students, clubs/groups participating

Strategy 1.2: Encourage downtown facade improvements.

Lead Agency/Organization: City of Rock Valley

Action:	Responsibility:	Timeline:	Success Indicators:
a. Utilize Iowa Downtown Resource Center tools to conduct and develop a downtown building inventory to assess building needs. Click on Community Resource Examples from this page to find inventory forms and other tools.	<ul style="list-style-type: none"> RV Chamber of Commerce 	Summer 2021	<ul style="list-style-type: none"> Inventory completed
b. Evaluate assessment results for common facade issues and develop an incentive program to encourage improvements.	<ul style="list-style-type: none"> City of RV 	Fall 2021	<ul style="list-style-type: none"> Incentive programs \$ in budget
c. Promote incentive program (develop materials, targeted distribution)	<ul style="list-style-type: none"> RV Chamber of Commerce 	Spring 2022	<ul style="list-style-type: none"> # of participants # of improvements
d. Consider a Downtown Assessment, Walk Around, or Exchange through IEDA's Downtown Resource Center	<ul style="list-style-type: none"> RV Chamber of Commerce 	As needed	<ul style="list-style-type: none"> Recommendations identified/implemented

Strategy 1.3: Develop and implement a streetscape design improvement plan.

Lead Agency/Organization: City of Rock Valley

Action:	Responsibility:	Timeline:	Success Indicators:
a. With City Engineer, create concept drawings for streetscape design/ beautification improvements for the Hwy 18 Corridor and Main Street (include trees, lighting, planters, safe crosswalks, etc.)	<ul style="list-style-type: none"> • City of RV • City Engineer • RV Beautification Committee 	Fall 2021	<ul style="list-style-type: none"> • Survey, Pictures (Before & After)
b. Host a community charrette or open house to get resident feedback on the designs.	<ul style="list-style-type: none"> • City of RV • RV Beautification Committee 	Winter 2022	<ul style="list-style-type: none"> • # of attendees
c. Finalize streetscape design/ beautification ideas and develop materials/cost estimates for project segments	<ul style="list-style-type: none"> • City Engineer 	Summer 2022	<ul style="list-style-type: none"> • Cost estimates prepared • Design drawings
d. Prioritize segments	<ul style="list-style-type: none"> • City of RV 	Fall 2022	<ul style="list-style-type: none"> •
e. Explore possible funding options (e.g. fundraisers, sponsorships, assessments, bonds)	<ul style="list-style-type: none"> • City of RV • RV Beautification Committee 	Spring 2023	<ul style="list-style-type: none"> • Funding plan developed
f. Develop and implement funding plan	<ul style="list-style-type: none"> • City of RV • RV Beautification Committee 	Summer 2023	<ul style="list-style-type: none"> • \$ raised/secured
g. Make design and aesthetic improvements per concepts	<ul style="list-style-type: none"> • City of RV 	Summer 2024	<ul style="list-style-type: none"> • # Projects completed

Strategy 1.4: A plan is developed and implemented to ensure Rock Valley's parks are improved, well-maintained and continuously updated.

Lead Agency/Organization: City of Rock Valley

Action:	Responsibility:	Timeline:	Success Indicators:
a. Create an inventory of City-owned park improvement needs (review input and ideas gathered in planning process)	<ul style="list-style-type: none"> • City of RV • RV Beautification Committee 	Ongoing	<ul style="list-style-type: none"> • Inventory completed • Improvement lists developed
b. Get resident feedback and prioritize improvement list	<ul style="list-style-type: none"> • City of RV • RV Beautification Committee 	Ongoing	<ul style="list-style-type: none"> • Citizen idea/reporting forms or processes developed
c. Develop and implement funding plan	<ul style="list-style-type: none"> • City of RV • Beautification Committee 	Ongoing	<ul style="list-style-type: none"> • \$ raised
d. Conduct improvements and celebrate accomplishments (articles, ribbon cuttings...)	<ul style="list-style-type: none"> • RV Beautification Committee • RV Marketing Committee 	Ongoing	<ul style="list-style-type: none"> • # of improvements

Goal 2: Rock Valley is attracting increased visitors and growing its reputation by implementing numerous marketing strategies that reach new audiences.

Strategy 2.1: Develop and Implement a Community Marketing Plan for Tourism.

Lead Agency/Organization: Rock Valley Chamber of Commerce

Action:	Responsibility:	Timeline:	Success Indicators:
a. Form a marketing committee	<ul style="list-style-type: none"> RV Chamber of Commerce RV Economic Development 	Fall, 2020	<ul style="list-style-type: none"> Committee formed
b. Develop a marketing plan: <ul style="list-style-type: none"> Identify community assets for tourism Identify targeted audiences and goals that align with assets Create messages for each unique audience Identify best methods to reach audiences Develop materials (publications, media posts, video, etc.) 	<ul style="list-style-type: none"> RV Marketing Committee 	Spring, 2021	<ul style="list-style-type: none"> Plan developed Materials developed
c. Implement marketing plan	<ul style="list-style-type: none"> RV Marketing Committee 	Ongoing	<ul style="list-style-type: none"> # of visitors Retail spending
d. Evaluate results (organized zip code surveys, focus groups, on the street surveys...)	<ul style="list-style-type: none"> RV Marketing Committee 	Ongoing	<ul style="list-style-type: none"> Surveys completed

Strategy 2.2: Engage in a focused Talent Attraction program that is aligned with the priorities and assets important to the talent needed in Rock Valley.

Lead Agency/Organization: Rock Valley Economic Development

Action:	Responsibility:	Timeline:	Success Indicators:
a. From business retention & expansion (BRE) surveys/visits, evaluate talent needs	<ul style="list-style-type: none"> RV Economic Development 	Ongoing	<ul style="list-style-type: none"> # visits per month
b. Investigate priorities (amenities, lifestyles, etc.) of needed talent	<ul style="list-style-type: none"> RV Economic Development 	Ongoing	<ul style="list-style-type: none"> Research completed
c. Develop materials highlighting Rock Valley’s alignment with talent’s priorities	<ul style="list-style-type: none"> RV Marketing Committee 	Ongoing	<ul style="list-style-type: none"> Materials developed
d. Use data to identify targeted “talent markets”	<ul style="list-style-type: none"> RV Economic Development 	Ongoing	<ul style="list-style-type: none"> Markets identified
e. Work with employers to integrate the program’s material and tools into their talent recruitment efforts	<ul style="list-style-type: none"> RV Economic Development 	Ongoing	<ul style="list-style-type: none"> # of employers using materials # of new recruits
f. Advertise/promote Rock Valley’s jobs and assets to targeted talent markets	<ul style="list-style-type: none"> RV Marketing Committee 	Ongoing	<ul style="list-style-type: none"> # of filled positions
g. Research and consider options and best practices for talent attraction incentives	<ul style="list-style-type: none"> RV Economic Development 	Ongoing	<ul style="list-style-type: none"> Incentives/ programs developed

Goal 3: Rock Valley’s trail system is experiencing increased usage due to upgrades and expansions that promote safety and connectivity.

Strategy 3.1: Continue the development of a connected trail system through Rock Valley with multiple trailhead access points.

Lead Agency/Organization: City of Rock Valley

Action:	Responsibility:	Timeline:	Success Indicators:
a. Form a Rock Valley Trail committee	• City of RV	Summer 2020	•
b. Revisit the trail concept drawings and assess progress (ensure that it includes lighting, signage and trailheads at major community amenities and destination points)	• RV Trail Committee	Fall 2020	• Trail plan adjusted
c. Prioritize and cost out the last eight trail “segments”	• RV Trail Committee • City Engineer	Fall 2020	• Timeline for segments identified
d. Explore options and develop a plan for funding (grants, fundraising, sponsorships/in-kind work, events), construction and ongoing maintenance	• RV Trail Committee • City of RV	Spring 2021	• Five year funding plan developed
e. Share plan with community and host events to build support and fundraise (bike rides, walks, trailhead festivals, competitions...)	• RV Trail Committee	Ongoing	• # of events • # of users

Goal 4: Rock Valley has developed new community assets and is noting increased usage by residents.

Strategy 4.1: Design and construct a new community swimming pool.

Lead Agency/Organization: City of Rock Valley

Action:	Responsibility:	Timeline:	Success Indicators:
a. Promote and complete the fundraising	• Pool Committee	Summer 2021	• \$1.5 M raised
b. Prepare/promote public bond vote	• City of RV • Pool Committee	Fall 2021	• Bond approved
c. Construct the pool	• City of RV	Summer 2022	• # of kids playing the new pool!

Strategy 4.2: Engage in the process to develop a recreation center.

Lead Agency/Organization: City of Rock Valley

Action:	Responsibility:	Timeline:	Success Indicators:
a. Form a rec. center committee to research the community’s recreation needs (with city, hospital and school representation)	• City of RV	After pool completion	• Committee formed • # of members
b. Explore ways to open existing recreation assets to more community members (e.g. rec pass)	• Rec. Center Committee	When formed	• Inventory of existing assets
c. Conduct a feasibility study to understand the viability of a center	• City of RV	Spring 2025	• Go/No go decision made

Priority Area: Resident Attraction & Retention

To support new and existing residents, Rock Valley will focus on ensuring sufficient housing, childcare, and amenities necessary to live and work in the community, as well as resident engagement to encourage a sense of belonging in the community.

Goal 5: Rock Valley’s residents and workforce have a variety of choices for available and affordable childcare options.

Strategy 5.1: Assess and address ongoing community needs for childcare.

Lead Agency/Organization: Rock Valley Economic Development

Action:	Responsibility:	Timeline:	Success Indicators:
a. Use employee surveys, data and interviews to assess childcare needs in terms of available providers, available slots, available times and affordability	<ul style="list-style-type: none"> Project Youth 	Annually	<ul style="list-style-type: none"> Information compiled
b. Outline true needs: number of slots; time of slots; cost of slots	<ul style="list-style-type: none"> Project Youth 	Annually	<ul style="list-style-type: none"> Information compiled, shared
c. Design and implement a plan to address needs (see Fairfield, Iowa’s Childcare Solutions Initiative) (homecare incubators, incentives, etc.)	<ul style="list-style-type: none"> RV Economic Development City of RV 	Ongoing	<ul style="list-style-type: none"> Programs developed # of providers/slots
d. Develop ongoing fundraising/grant writing for the childcare center’s operations	<ul style="list-style-type: none"> Project Youth 	Ongoing	<ul style="list-style-type: none"> Budgets met

Goal 6: Rock Valley’s residents are increasingly involved in community activities and leadership, and serve as community champions and advocates to attract, welcome and retain community members.

Strategy 6.1: Design and implement a public relations effort to inform and educate residents about Rock Valley’s assets and opportunities.

Lead Agency/Organization: Rock Valley Marketing Committee

Action:	Responsibility:	Timeline:	Success Indicators:
a. Develop a Public Relations Plan and Communications Guide/Brand Standards	<ul style="list-style-type: none"> RV Marketing Committee 	Spring, 2021	<ul style="list-style-type: none"> 2021 plan developed Guidelines/standards approved by City Council
b. Create a platform for sharing and celebrating multi-cultural (barrier-breaking) events, activities and volunteer opportunities	<ul style="list-style-type: none"> RV Marketing Committee 	Ongoing	<ul style="list-style-type: none"> Platforms developed Soc. Media metrics
c. Design and implement a “CommUNITY” campaign (include videos, social media posts, newsletters, etc.)	<ul style="list-style-type: none"> RV Marketing Committee 	Ongoing	<ul style="list-style-type: none"> Materials developed
d. Engage Rock Valley’s schools in promotional video development, bilingual classes, etc.	<ul style="list-style-type: none"> RV Marketing Committee 	Ongoing	<ul style="list-style-type: none"> #/reach of videos # of students participating

Strategy 6.2: Develop events and activities to engage a wide range of new and existing residents.

Lead Agency/Organization: Rock Valley Chamber of Commerce

Action:	Responsibility:	Timeline:	Success Indicators:
a. Develop a “Leadership Rock Valley” program to help participants learn about the community, develop leadership skills and learn more about leadership opportunities.	<ul style="list-style-type: none"> • RV Chamber of Commerce • Rotary? Kiwanis? Hospital? 	Winter 2020-2021 and ongoing	<ul style="list-style-type: none"> • Program developed • # of participants • # of participants who move on to leadership roles
b. Start a Rock Valley Young Professionals program (consider including neighboring communities to build membership)	<ul style="list-style-type: none"> • RV Chamber of Commerce 	Summer 2021 and ongoing	<ul style="list-style-type: none"> • YP Group developed • # of meetings/projects
c. Formalize a newcomer program to create community bonds for new residents (e.g. buddy system, newcomer activity groups, packets for businesses, Newcomer FAQ)	<ul style="list-style-type: none"> • RV Chamber of Commerce • RV Real Estate Agents 	Spring 2022 and ongoing	<ul style="list-style-type: none"> • Newcomer Program created • # of participants • # of engaged businesses
d. Host events that draw residents together (e.g. promote and encourage National Night Out participation, organize outdoor joint worship opportunities, offer indoor or outdoor art/cooking/yoga classes/lessons)	<ul style="list-style-type: none"> • RV Chamber of Commerce • RV Marketing Committee • RV Kiwanis? Rotary? Ministerial Association? 4-H? VFW? American Legion? Hospital? 	Ongoing	<ul style="list-style-type: none"> • # of events • # of participants • # of organizers

Goal 7: Rock Valley’s housing stock is increased and improved to offer affordable and/or appropriate options that meet the needs of new and existing residents.

Strategy 7.1: Assess housing needs to design and promote targeted incentives that spur development and rehabilitation.

Lead Agency/Organization: Rock Valley Economic Development

Action:	Responsibility:	Timeline:	Success Indicators:
a. Identify and convene an expanded housing committee made up of developers, contractors, real estate agents, social services, employers, financial institutions, etc.	<ul style="list-style-type: none"> • RV Economic Development 	Quarterly meeting	<ul style="list-style-type: none"> • Committee formalized
b. Review housing needs assessment for progress and remaining needs	<ul style="list-style-type: none"> • RV Housing Committee 	Quarterly	<ul style="list-style-type: none"> • List of remaining needs identified
c. Update the housing needs assessment	<ul style="list-style-type: none"> • RV Housing Committee 	Fall 2020 Fall 2025	<ul style="list-style-type: none"> • Housing Needs Assessment updated
d. Refine incentive programs targeted toward addressing housing needs (both new units and rehab of existing units)	<ul style="list-style-type: none"> • City of Rock Valley • RV Housing Committee 	Ongoing	<ul style="list-style-type: none"> • # of units developed/rehabbed • ROI from incentives
e. Promote programs to homeowners and developers	<ul style="list-style-type: none"> • RV Economic Development 	Ongoing	<ul style="list-style-type: none"> • # of applications • # of projects

Strategy 7.2: Assess need and explore options for land acquisition and development of affordable housing.

Lead Agency/Organization: Rock Valley Economic Development

Action:	Responsibility:	Timeline:	Success Indicators:
a. Review current and future land use map to identify and inventory potential redevelopment, infill and outskirt lots appropriate for housing. Include: <ul style="list-style-type: none"> • Maps • Ownership • Availability • Natural conditions or brownfield issues • Suitable use 	<ul style="list-style-type: none"> • RV Economic Development 	Annually	<ul style="list-style-type: none"> • Locations identified and described
b. Prioritize based on need and ease/cost of land prep	<ul style="list-style-type: none"> • RV Economic Development 	As needed	<ul style="list-style-type: none"> • List developed
c. Proceed with acquisitions and redevelopment/development	<ul style="list-style-type: none"> • RV Economic Development 	As needed	<ul style="list-style-type: none"> • # of acquisitions • # of units developed

Priority Area: Business Attraction & Retention

To provide good jobs and a strong retail and service environment, Rock Valley will focus on strengthening and growing existing businesses and attracting and/or developing new businesses that complement the existing available sites, buildings and industry mix.

Goal 8: Rock Valley is experiencing an increased tax base, job growth and new investment from new and existing primary sector businesses.

Strategy 8.1: Continue the implementation of formal business retention & expansion (BR&E) programming.

Lead Agency/Organization: Rock Valley Economic Development

Action:	Responsibility:	Timeline:	Success Indicators:
a. Identify critical employers/businesses	<ul style="list-style-type: none"> RV Economic Development 	Ongoing	<ul style="list-style-type: none"> List reviewed/finalized
b. Maintain and continually assess expansion incentives	<ul style="list-style-type: none"> RV Economic Development City of Rock Valley 	Ongoing	<ul style="list-style-type: none"> \$ available
c. Maintain comprehensive inventory of available sites/buildings and contractors for potential expansion opportunities	<ul style="list-style-type: none"> RV Economic Development 	Ongoing	<ul style="list-style-type: none"> LOIS updated
d. Conduct regular visits/interviews	<ul style="list-style-type: none"> RV Economic Development 	Annually	<ul style="list-style-type: none"> 15 to 20 visits
e. Deliver/connect to technical assistance as appropriate	<ul style="list-style-type: none"> RV Economic Development 	Ongoing	<ul style="list-style-type: none"> # of expansions \$ of private investment # of new jobs
f. Maintain database/CRM	<ul style="list-style-type: none"> RV Economic Development 	Ongoing	<ul style="list-style-type: none"> Synchronist and CRM updated

Strategy 8.2: Continue to implement targeted business attraction efforts.

Lead Agency/Organization: Rock Valley Economic Development

Action:	Responsibility:	Timeline:	Success Indicators:
a. Develop and maintain community profiles and statistics on website	<ul style="list-style-type: none"> RV Economic Development 	Ongoing	<ul style="list-style-type: none"> Increase in visits Time on page
b. Maintain available site/building information on website	<ul style="list-style-type: none"> RV Economic Development 	Ongoing	<ul style="list-style-type: none"> LOIS updated
c. Assess and tailor available incentives to targeted industry needs	<ul style="list-style-type: none"> RV Economic Development City of Rock Valley 	Ongoing	<ul style="list-style-type: none"> # of applicants Return on investment
d. Respond to RFPs/RFIs as appropriate	<ul style="list-style-type: none"> RV Economic Development 	Ongoing	<ul style="list-style-type: none"> # of RFPs/RFIs # of site visits
e. Promote Rock Valley's available buildings and sites to targeted industries and site selectors at trade shows, conferences, and through existing business relationships and supply chains	<ul style="list-style-type: none"> RV Economic Development Northwest Iowa Development 	Ongoing	<ul style="list-style-type: none"> # of referrals # of new businesses

Action:	Responsibility:	Timeline:	Success Indicators:
f. Form a local business investment club to support business attraction	• RV Economic Development	Summer 2021	<ul style="list-style-type: none"> • \$ of investments • Return on investments • # of resulting businesses
g. Maintain regular communication with real estate agents, brokers, property owners and site selectors	• RV Economic Development	Ongoing	<ul style="list-style-type: none"> • # of leads • # of projects
h. Serve as a liaison for prospects (with financial incentive programs, governments and/or resource providers), close deals	• RV Economic Development	Ongoing	<ul style="list-style-type: none"> • # of business park lots sold • # of new jobs • \$ of new job average wages • \$ of increased property taxes • Vacancy Rate

Goal 9: Rock Valley’s entrepreneurs and new start-ups are identified, supported, and encouraged through networks and programs that increase the likelihood of success.

Strategy 9.1: Organize and offer entrepreneurial and business start-up programming that meets the needs of individuals and fits the business targets of Rock Valley.

Lead Agency/Organization: Rock Valley Economic Development

Action:	Responsibility:	Timeline:	Success Indicators:
a. Coordinate with neighboring communities and schools to host “start-up” events (e.g. Entrebash, Start-up Weekends, Tech Brews, One Million Cups, pitch competitions)	• RV Economic Development	Ongoing	<ul style="list-style-type: none"> • # of events • # of participants
b. Work with schools to incorporate entrepreneurship programming – see the BizInnovator from the University of Iowa for resources.	<ul style="list-style-type: none"> • RV Economic Development • RVCSD 	Fall 2022	<ul style="list-style-type: none"> • Program implemented
c. Convene local employers to assess need for an incubator space to promote the growth of a local supply chain.	• RV Economic Development	Ongoing	<ul style="list-style-type: none"> • Incubator space capacity
d. Develop and manage a source of funding (equity and/or capital) to support start-ups in Rock Valley (a source that is willing to take on “riskier” investments)	• RV Economic Development	Summer 2023	<ul style="list-style-type: none"> • \$ in fund • # of investments • \$ invested

Goal 10: Rock Valley’s retail and service space is at near capacity and businesses are thriving, attracting visitors and supporting the needs of residents.

Strategy 10.1: Develop and implement a “small business retention & expansion (BRE)” program to assess and address needs.

Lead Agency/Organization: Rock Valley Chamber of Commerce & Rock Valley Economic Development

Action:	Responsibility:	Timeline:	Success Indicators:
a. Create an inventory/list of existing businesses	<ul style="list-style-type: none"> • RV Chamber of Commerce • RV Economic Development 	Ongoing	<ul style="list-style-type: none"> • List developed
b. Develop a short assessment questionnaire	<ul style="list-style-type: none"> • RV Chamber of Commerce • RV Economic Development 	Summer 2020	<ul style="list-style-type: none"> • Assessment questionnaire ready
c. Maintain a list of small business technical assistance and funding resources	<ul style="list-style-type: none"> • RV Chamber of Commerce • RV Economic Development 	Ongoing	<ul style="list-style-type: none"> • Resource list developed
d. Conduct business visits/business walks	<ul style="list-style-type: none"> • RV Chamber of Commerce • RV Economic Development 	Annually	<ul style="list-style-type: none"> • # of businesses visited
e. Respond to immediate, individual needs by connecting to appropriate resources	<ul style="list-style-type: none"> • RV Chamber of Commerce • RV Economic Development 	Ongoing	<ul style="list-style-type: none"> • # of businesses assisted
f. Respond to common needs by hosting educational opportunities (after hours, workshops)	<ul style="list-style-type: none"> • RV Chamber of Commerce 	Bi-monthly	<ul style="list-style-type: none"> • # of events • # of attendees

Strategy 10.2: Develop and implement a targeted small business attraction effort to fill existing space (sites/buildings).

Lead Agency/Organization: Rock Valley Economic Development

Action:	Responsibility:	Timeline:	Success Indicators:
a. Continually assess site/building inventory and map of existing lots and buildings suitable for development or use, include information on: <ul style="list-style-type: none"> • Zoning • Ownership • Availability • Sale/Lease rates • Traffic Counts/access 	<ul style="list-style-type: none"> • RV Economic Development 	Ongoing	<ul style="list-style-type: none"> • Updated inventory
b. Review Rock Valley’s Marketplace Potential Reports and Retail Analysis to quantify community needs and capacity	<ul style="list-style-type: none"> • RV Economic Development 	Summer 2020	<ul style="list-style-type: none"> • Assessments completed
c. Identify small business targets, specifically to fill strip mall and available retail spaces	<ul style="list-style-type: none"> • RV Economic Development 	Fall 2020	<ul style="list-style-type: none"> • Business targets identified
d. Conduct outreach to promote Rock Valley’s sites/buildings to attract targeted businesses.	<ul style="list-style-type: none"> • RV Economic Development 	Ongoing	<ul style="list-style-type: none"> • Strip mall filled • Hwy 18 buildings filled • Main Street building filled