

## Economic Development Goals and Objectives

### **1. To reduce unemployment, achieve economic stability, and increase the standard of living for all citizens.**

- 1.1. Maintain a broad community consensus regarding the direction of economic development efforts.
- 1.2. Promote diversification of the commercial/industrial base.
- 1.3. Encourage access to economic incentives for quality job creation and/or tax base enhancement.
- 1.4. Continue to use a unified economic development team, with public/private sector involvement, to tackle the region's economic development goals.
- 1.5. Reduce barriers to economic growth, while recognizing regulatory function.
- 1.6. Identify additional resources to aid in economic development.
- 1.7. Maintain a community socio-demographic database as an information clearinghouse for economic development.

### **2. To build a highly skilled, flexible workforce.**

- 2.1. Cooperate with local educational institutions to coordinate training/skill requirements to meet the needs of local employers.
- 2.2. Reduce barriers to obtaining necessary or upgraded job skills.
- 2.3. Utilize the talents and experience of mature workers who bring special skills and knowledge to the work force.
- 2.4. Maintain an informational clearinghouse that coordinates job training, placement, and skills development.
- 2.5. Develop and deliver educational programming over the widest array of media.
- 2.6. Provide information on work skills development and available employment opportunities through print, electronic, and telecommunications media.

### **3. To concentrate on retaining and expanding existing local businesses.**

- 3.1. Cooperate with business, educational institutions, community organizations, and government to provide information to local businesses.
- 3.2. Assist local firms in finding appropriate development sites for expansion.
- 3.3. Encourage existing neighborhood employers to grow "in place," keeping jobs close to where people live.
- 3.4. Retain existing manufacturing firms and facilitate their expansion.
- 3.5. Maintaining and strengthen the region's position as a retail center in the trade area.
- 3.6. Maintain and expand the local health care industry's share of the regional market.
- 3.7. Retain and expand the base of service industry employment.
- 3.8. Encourage downtown revitalization and neighborhood business development.
- 3.9. Encourage diversified retail shopping.

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3.10. Retain and expand - river-dependent uses, while recognizing environmental constraints.

### **4. To increase the number of small firms within the region by fostering local entrepreneurship.**

4.1. Cooperate with other agencies and institutions to identify programs and services to assist in the creation of new small businesses.

4.2. Promote start-up businesses with both financial and technical assistance.

4.3. Remove barriers to allowing in-home businesses to be successful.

4.4. Strengthen programs which provide business development, information, and technical assistance.

### **5. To recruit businesses that are suited to the region, require a highly skilled work force or are willing to train an entry-level work force and are experiencing growth.**

5.1. Assist businesses and industries that produce exports or import substitutes and that provide high quality jobs.

5.2. Promote opportunities in the region to targeted businesses and industries.

5.3. Continue a collaborative recruitment strategy among business, non-profits, and government.

5.4. Recruit businesses with new technology and renewable resources.

5.5. Recruit businesses that are in line with the State's economic development goals.

5.6. Recruit businesses that utilize the by-products of other businesses.

5.7. Recruit a variety of restaurants and retail establishments, including franchises that are not currently in the region, but that are located within the regional malls that attract shoppers from the region.

### **6. To identify the economic needs of the chronically unemployed and underemployed in the region, and encourage programming – including education and retraining -- to meet those needs.**

6.1. Develop awareness of the impediments to employment for this sector of the population.

6.2. Collaborate with unemployed and underemployed persons and potential employers to find creative ways to overcome barriers.

6.3. Target- unemployed young adults (ages 18-24) for job/skills training, providing supportive services as needed.

6.4. Promote access to resources and tools for education, training, and supportive services through a variety of means and media.

6.5. Encourage business, labor, education, and government partnerships to solve work force development problems.

### **7. To maintain and strengthen region's position as a tourist destination.**

7.1. Promote existing attractions.

7.2. Promote a variety of additional year-round tourist attractions.

7.3. Focus resources on future tourism initiatives, including those identified in the community visioning process.

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- 7.4. Foster enhanced recreational access to local attractions as an economic development strategy.
- 8. To promote and encourage preservation of the region's historic assets.**
  - 8.1. Explore ways to increase State and Federal funding for historic preservation.
  - 8.2. Explore ways to remove barriers to preservation.
  - 8.3. Educate the public on the economic benefits of historic preservation.
- 9. To strengthen the local tax base.**
  - 9.1. Encourage expansion and diversification of the tax base.
  - 9.2. Attract- and retain capital intensive industries for increased property values.
  - 9.3. Encourage property improvements and revitalization throughout the region.
  - 9.4. Consider annexing additional land, as necessary and as possible according to smart growth principles to accommodate future expansion in cities.
  - 9.5. Discourage rural commercial and industrial development to businesses other than those businesses serving local retail, service and agricultural needs of rural communities.
- 10. To establish and maintain housing and transportation, communication, and utility systems which support and foster quality development.**
  - 10.1. Coordinate the provision of supportive infrastructure in concurrence with new development.
  - 10.2. Evaluate new development impacts on existing infrastructure and services to ensure adequate capacity and compensation.
  - 10.3. Encourage efforts to link the region with major transportation networks.
  - 10.4. Work closely with public agencies, such as RTA, Jule Transit, and the private sector to deliver an efficient and effective transportation system.
  - 10.5. Improve transit connections between residential communities and work sites.
  - 10.6. Coordinate infrastructure investment strategies of government, business, and local institutions.
  - 10.7. Pursue special opportunities for alternative modes of transportation to serve as attractors themselves, such as care and bicycle sharing and bicycle/pedestrian facilities and amenities.
  - 10.8. Limit rural commercial development oriented to the general traveling public to locations along highways or paved County roads adequate to support traffic demand.
- 11. To strengthen, maintain, and continually upgrade technology infrastructure and systems, and provide adequate access and capacity for current and anticipated needs.**
  - 11.1. Foster communication with end users regarding current and future needs.
  - 11.2. Explore feasibility of community wide wireless computer networks, or Wi-Fi (wireless fidelity).
  - 11.3. Promote opportunities of the information superhighway for economic development.

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- 11.4. Maintain a computerized Geographic Information System (GIS) to support economic development in the region.

### **12. To provide an adequate supply of vacant, development-ready land for commercial and industrial use.**

- 12.1. Promote redevelopment of existing vacant, underutilized, and brownfield properties.
- 12.2. Promote utilization of development-ready sites.
- 12.3. Evaluate potential commercial and industrial development sites, based on the Future Land Use Map.
- 12.4. Protect development potential of commercial and industrial sites.
- 12.5. Promote aeronautical and industrial park development at the Dubuque Regional Airport.
- 12.6. Consider annexing growth areas, as necessary and as possible, to ensure adequate supply of developable land and to control development in the fringe areas of cities.
- 12.7. Direct commercial development serving regional needs to cities able to provide needed infrastructure.
- 12.8. Provide adequate customer parking when creating or expanding commercial development.
- 12.9. Utilize techniques that help with traffic safety and address drainage problems.
- 12.10. Protect extractive mineral and aggregate areas, whether developed or undeveloped in urban and rural areas, and reserve such areas for extractive purposes.

### **13. To encourage development that is environmentally sensitive.**

- 13.1. Target environmentally sensitive business and industry in recruitment efforts.
- 13.2. Promote development of businesses and industries that are committed to enhancing local environmental quality.
- 13.3. Promote and encourage sound environment practices with existing businesses and industries.
- 13.4. Promote and encourage the use of alternative and/or renewable fuel and energy sources for vehicle fleets, building operations, and manufacturing processors.
- 13.5. Encourage LEED (Leadership in Energy and Environmental Design) Green Building Rating System or similar concepts in building design for new and existing facilities.