

VISION 2021:
OUR TOWN – OUR FUTURE

Rock Rapids Community-Wide Strategic Plan

The Rock Rapids 2021 Strategic Planning Team

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The Rock Rapids



Rock Rapids, the county seat of Lyon County, Iowa and one of northwest Iowa's most attractive communities for families to live and work in, offers a diversified economy and a variety of recreational and entertainment opportunities for all. Ten years ago, community leaders charted the course to transform Rock Rapids into a vibrant, growing community.

Advancing Economic Development

A positive spirit of cooperation among residents and city government has resulted in an attractive, vital business climate, a low unemployment rate, and a competitive tax structure for residents and businesses. An aggressive industry retention plan keeps existing industries located in the community, and industry expansions are encouraged and supported. A targeted business and industry recruitment effort has been effective in attracting a diversified group of companies utilizing and maintaining stable labor forces and paying higher-than-average wages while maintaining a strong tax base. The successful development of a business incubator, along with partnerships with local and regional educational institutions, has fostered a creative environment for entrepreneurship and made jobs readily available in 2021.

The city's location at the intersection of heavily-travelled U.S. Highway 75 and Iowa Highway #9 provide excellent access to the city. Its proximity to Sioux Falls, SD, Iowa Great Lakes, Interstate highways and local and regional air transportation makes Rock Rapids a desired geographical location.

Fresh, new storefronts complement Rock Rapids' continuing retail development along the Highway 9 downtown area. An impressive variety of retail businesses, cafes, and services draw people to the clean and thriving areas which provide an enjoyable, slower-paced shopping experience for the residents of Lyon County. Rock Rapids' historic downtown has undergone planned re-development, and storefronts are occupied with successful businesses including professional services, unique specialty shops, and cultural and arts activities for all ages. The "City of Murals" theme has grown through the years and provides an artistic journey through time as visitors walk the streets. The Highway 75 Forster Development retail, commercial and residential area continues to grow, adding services and employment opportunities for residents. Visitors come from throughout the region to utilize our expanding campgrounds,

which features the Island Park campgrounds and recreational trails. Water enthusiasts can be seen enjoying the Rock River on warm summer days.

Providing Growth-Oriented Community Development

Families of all ages are choosing to live and work in Rock Rapids because of rewarding employment opportunities, excellent schools, and numerous recreation and entertainment options. Maintaining a low cost of living and healthy lifestyles are community priorities. The new activity center attracts residents from the region and provides year-round recreation for all ages including basketball, racquet ball, volleyball, tennis, and many other activities. Outdoor parks and recreation facilities in and around Rock Rapids provide numerous opportunities for summer and winter sports for all ages. All ages enjoy the convenience of the local movie theater, golf course and the expansion of recreational trails in and around Rock Rapids.

Whether you enter the city from the north, south, east or west, you enter the community from a view of rich agricultural farmland for as far as the eye can see. Rock Rapids, situated among the fields and Rock River Valley, has maintained a strong agricultural heritage and is home to many ag-related businesses. In addition, Rock Rapids boasts a variety of professional service businesses. Along with that, residents have a choice of many churches offering the opportunity to worship and belong to faith communities within the city.

Rock Rapids successfully meets the increasingly diverse housing needs of its residents with a comprehensive, long-term housing plan. Construction of an attractive new housing development has been in progress, with numerous units available for Rock Rapids' elderly and low-to-moderate income earners. Residential homes and building sites are available throughout the city for families.

Visitors are always impressed by our well-maintained sidewalks and streets, and inviting, safe residential neighborhoods. On most days, children are seen walking and riding their bicycles to school or running down to the local aquatic center. Landmarks and refurbished buildings and homes representing our rich history can be seen throughout the city.

Rock Rapids' medical facilities and staff meet the emergency and immediate health care needs - - as well as the long-term care needs -- of the area. A modern medical facility is meeting the needs of the growing community and Rock Rapids continues to be a destination for medical services.

Expanding Education & Lifelong Learning

The entire community is proud of its modern and highly recognized school system. Student performance is among the highest in the state. The high school and middle school use cutting-

edge communication technology to bring college-level and continuing education courses to all area residents. In addition, education programs supporting the individual as well as the technical needs of employers are available. A new outreach center for higher learning has been established in the community and offers several advanced learning opportunities for area residents. Furthermore, the community has been a leader in delivering innovative daycare options to its families.

Therefore . . .

Rock Rapids is a community with a continuing vision and a plan for its future. This vision is being realized through hard work, focus and collaboration by an involved citizenry. These people are dedicated to making Rock Rapids an attractive, prosperous, and dynamic place to live and work.

Rock Rapids 2021 Cornerstone Values

We value **Community Involvement** as demonstrated by our citizens' willingness to invest in and improve Rock Rapids through community service organizations and volunteerism. Our citizens believe in small town values and draw a great sense of pride from serving others for the greater good of the community.

We value **Families and Spiritual Growth** as demonstrated by our desire to maintain a stable community where family values and service to others is held in high regard. As a community, we maintain respect for our shared traditions, as well as traditions that are specific to one's own faith or beliefs.

We value a **Healthy and Safe Environment** as demonstrated by clean, safe neighborhoods and a respect for laws and law enforcement. This is further demonstrated by maintaining ample opportunities for exercise and recreation and the availability of quality healthcare services.

We value **Economic Development and Prosperity** as demonstrated by our efforts to create and maintain diverse opportunities for employment and a vibrant main street district. As a community we want to ensure that Rock Rapids is a town where our citizens and potential new residents can live, work and play.

We value **Educational Opportunities** as demonstrated by providing our youth with a high-quality foundation for learning and by encouraging new opportunities for post-high school education.

We value **Individual Responsibility/Integrity** as demonstrated by a strong, honest work ethic and the pride we take in a job well done. Our citizens share a respect for self-reliance and accountability but appreciate their place as members of a broader community.

We value **Effective and Efficient Government** as demonstrated by judicious management of public funds and maintaining services that are responsiveness to citizens' needs. As a community, we respect those serving the government at all levels and publicly demonstrate our patriotism.

1.0 Theme: Advancing economic development

Goal 1.1: To expand and diversify opportunities for employment

OBJECTIVES

1. Assist in the location or expansion of three or more companies with potential to attract new residents.

Lead Responsibility: Rock Rapids Development Corporation, 2nd – Lyon County Development, City of Rock Rapids, Rock Rapids Utilities

Timeline: 2021

Measurable Results: Visitations to existing companies conducted; received contact from companies interested in locating

Suggested Actions:

- A. Conduct a business retention and expansion survey, emphasizing input for the attraction of new employers that complement existing businesses.
 - B. Participate in Community Venture Network (CVN) presentations to identify potential business startups.
 - C. Communicate with venture capital groups.
 - D. Generate leads from local citizens and follow-up on potential opportunities.
 - E. Develop a new central online portal of Rock Rapids to attract potential employers and inform potential citizens about employment opportunities.
 - F. Develop a commercial and residential development marketing plan.
2. Continue to fund the City's economic development initiative.

Lead Responsibility: Rock Rapids Development Corporation, 2nd – City of Rock Rapids

Timeline: On-going

Measurable Results: Funding received

Suggested Actions:

- A. Report to all stakeholders with periodic updates.
- B. Seek additional investors in the economic development initiative.
- C. Utilize TIF funds for operations and projects to support economic development.
- D. Provide updates to existing businesses on the benefits of economic development and available opportunities.

3. Fill new and existing business/industrial parks.

Lead Responsibility: Rock Rapids Development Corporation, City of Rock Rapids

Timeline: 2021

Measurable Results: Infrastructure to sites; buildings are occupied

Suggested Actions:

- A. Research the types of businesses with potential to relocate or expand to Rock Rapids.
 - B. Market the incentives that are available for new industrial, commercial and residential development at all locations.
 - C. Continuously contact Iowa Department of Economic Development- Business Development Division, USDA Rural Development, IA –DOT and Iowa Area Development Group, to provide updates and be informed of changes.
 - D. Participate in marketing initiatives with Northwest Iowa Developers.
 - E. Unify information for industrial, commercial and residential prospects at various points of contact (utilities, phone companies, Community Affairs Corporation, etc.).
4. Develop property southwest of Highway 75 (Forster Development).
Lead Responsibility: Rock Rapids Development Corporation, City of Rock Rapids, Forster Trust
Timeline: 2013
Measurable Results: Creation of a plan for development based on survey results; land use plan developed
Suggested Actions:
- A. Conducting housing and employment survey.
 - B. Development of a land use plan.
 - C. Planning and zoning of business and residential property.
 - D. Develop infrastructure and roads at the development site.
5. Construct speculative building to create additional manufacturing jobs.
Lead Responsibility: Rock Rapids Development Corporation, City of Rock Rapids, Rock Rapids Utilities, Rock Rapids Area Development Foundation
Timeline: 2014
Measurable Results: Speculative building planned and funding secured; building complete
Suggested Actions:
- A. Monitor the availability of grant funding (e.g. USDA).
 - B. Complete grant applications.
 - C. Developing a marketing plan specific to the speculative building.
 - D. Recruit manufacturing builders/owners that are looking for an available manufacturing building.
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Goal 1.2: To support entrepreneurship and new business development

OBJECTIVES

1. Create a business incubation program.

Lead Responsibility: Rock Rapids Development Corporation

Timeline: 2013

Measurable Results: Program in place

Suggested Actions:

- A. Conduct a feasibility study including potential financing.
 - B. Obtain financing for the building / location.
 - C. Find, remodel or construct a building for new business start-up.
 - D. Develop an informational packet / guidelines for the incubator space and/or services.
 - E. Contact local colleges to raise awareness of business incubation program and explore potential partnerships.
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Goal 1.3: To strengthen commercial retail and entertainment options within Rock Rapids.

OBJECTIVES

1. Develop a façade (storefront) improvement program for existing business owners.

Lead Responsibility: City of Rock Rapids

Timeline: 2011-2012

Measurable Results: Improvements conducted

Suggested Actions:

- A. Define the improvement program, fund and guidelines.
- B. Submit to the City Council for approval.
- C. Promote the program to existing businesses.

2. Create a mentoring program for new or existing business owners that may need or want mentoring assistance.

Lead Responsibility: Community Affairs Corporation

Timeline: 2012

Measurable Results: Number of businesses mentored / participating

Suggested Actions:

- A. Form mentor committee in 2011.
- B. Identify and recruit business owners to participate as mentors or mentees.
- C. Work with local academic institutions (NCC, Southeast Tech., University Center, SCORE, etc.) to promote and communicate the support system.

3. Develop a business retention program.

Lead Responsibility: Community Affairs Corporation, Rock Rapids Development Corporation

Timeline: Ongoing

Measurable Results: All businesses visited once annually, documenting and addressing their needs and/or concerns

Suggested Actions:

- A. Conduct face-to-face visitations with all businesses in Rock Rapids.
- B. Respond to individual needs and concerns of area businesses.
- C. Invite businesses to become involved in more community events (Community Affairs Corporation events) to generate better community awareness of their goods and services.
- D. Organize networking functions to build a network environment.

4. Attract niche businesses for Rock Rapids that will generate greater economic impact.

Lead Responsibility: Rock Rapids Development Corporation, 2nd – Community Affairs Corporation

Timeline: 2013-2015

Measurable Results: Marketing plan in place; two niche businesses exist

Suggested Actions:

- A. Recruit or assist in the development of a bakery / coffee shop to get people in and on the streets of downtown Rock Rapids.
- B. Recruit or assist in the development of a Movie Theater to attract people to the downtown area.
- C. Recruit or assist in the development of a new restaurant to attract residents from the surrounding area.
- D. Develop a brand and advertising/marketing plan targeted to Sioux Falls' audiences, including cooperative marketing packages among local businesses.

5. Capitalize on river and park resources to stimulate new visitor revenue.

Lead Responsibility: City of Rock Rapids, Community Affairs Corporation

Timeline: Ongoing

Measurable Results: Expanded camping and recreation; visitor revenue increases

Suggested Actions:

- A. Develop a plan for enhancements.
- B. Research viable grant or state funding opportunities.
- C. Communicate with the Army Corps of Engineers and Iowa DNR.

- D. Recruit a Rock River tubing business to attract people for dining, shopping and camping in Rock Rapids, as well providing summer work opportunities for college and high school students.
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2.0 Theme: Providing growth-oriented community development

Goal 2.1: To enhance recreational opportunities

OBJECTIVES

1. Coordinate recreation activities and events year round with a recreation director.
Lead Responsibility: City of Rock Rapids, 2nd - Community Affairs Corporation, Kiwanis (baseball), Kids Club, and Central Lyon School District
Timeline: 2012
Measurable Results: Hire a recreation director and meetings held
Suggested Actions:
 - A. Hold meetings with leadership of responsible entities to define roles and responsibilities and determine budget/funding.
 - B. Hold meetings of athletic directors to define roles and responsibilities.
2. Maintain and expand recreational trails.
Lead Responsibility: City of Rock Rapids
Timeline: 2014
Measurable Results: 5 miles of trails added
Suggested Actions:
 - A. Develop a work plan; award contracts for existing plans and plan an additional loop when low bridge is out.
 - B. Treatment of existing train bridge deck.
 - C. Acquire land for existing plan.
 - D. Pursue funding through area gaming association.
 - E. Long-range plan execution.
 - F. Pursue volunteer labor/donation of materials.
3. Expand camping opportunities northwest, towards North Boone Street.
Lead Responsibility: City of Rock Rapids
Timeline: 2014
Measurable Results: Camping sites added
Suggested Actions:
 - A. Work with Lyon County to study flood control methods for Island Park.
 - B. Work with property owners to acquire land.

- C. Execute existing plans.
4. Create a new activity center for all ages, including centralization of after-school programs.
- Lead Responsibility: City of Rock Rapids, Recreation Director, Kids Club, Fitness Center
Timeline: 2021
Measurable Results: Activity center in operation
Suggested Actions:
- A. Coordinate responsible organizations to define roles and responsibilities.
 - B. Evaluate potential programs: basketball, racquet ball, volleyball, tennis, fitness, daycare, etc.
 - C. Determine location/facility.
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Goal 2.2: To improve infrastructure and community facilities

OBJECTIVES

1. Develop storm water management system.
- Lead Responsibility: City of Rock Rapids, Iowa DNR, DeWild Grant Reckert and Associates, Army Corps of Engineers
Timeline: 2014; 2021
Measurable Results: Preparation of management plan
Suggested Actions:
- A. Acquire property/easement by 2014.
 - B. Identify appropriate sources and submit applications for funding (grants, etc.).
 - C. Conduct a cost-benefit analysis of retention basin property west of Highway 75.
 - D. North Second area – flood control, Island Park development, backwater/Moon Creek.
2. Conduct a study of traffic and parking.
- Lead Responsibility: City of Rock Rapids, commercial property owners
Timeline: 2014
Measurable Results: Study complete
Suggested Actions:
- A. Coordinate parking with retail expansion.
 - B. Develop ordinances for parking expansion, including number of stalls per square foot.
 - C. Evaluate properties and acquire land for public parking.

3. Continue street development and improvement project.

Lead Responsibility: City of Rock Rapids, DeWild Grant Reckert and Associates

Timeline: 2014

Measurable Results: Capital improvements plan on schedule

Suggested Actions:

- A. Determine a project schedule based on financing.
 - B. Maintain prioritization of streets, planning and execution.
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Goal 2.3: To stimulate population growth

OBJECTIVES

1. Identify Rock Rapids' best assets and services.

Lead Responsibility: Community Affairs Corporation, Rock Rapids Municipal Housing, City of Rock Rapids, Central Lyon School District, Rock Rapids Development Corporation

Timeline: 2011

Measurable Results: Assets identified and positioning completed

Suggested Actions:

- A. Identify best portfolio of assets to showcase: schools, hospitals, safety, parks, family, business opportunities, etc.
 - B. Obtain data from Central Lyon Community Schools, showcasing educational assets.
 - C. Incorporate these assets into marketing materials.
 - D. Review and promote potential public and private incentive programs for new residents (lot rebates, new home incentives, business rebates).
 - E. Obtain testimonials from current citizens and former students and incorporate into marketing materials.
 - F. Pursue funding from Forster Trust, Casino Foundation or other sources to support these efforts.
2. Develop a marketing plan for Rock Rapids and actively employ marketing strategies to attract new residents.
- Lead Responsibility: Community Affairs Corporation (single group under Community Affairs Corporation to develop branding and advertising), City of Rock Rapids, Central Lyon School District, and Rock Rapids Development Corporation – one group of five individuals.
- Timeline: 2011 (plan developed); Implementation in 2012-2015
- Measurable Results: Plan implemented, new residents attracted

Suggested Actions:

- A. Develop a community brand for further positioning.
 - B. Communicate the Rock Rapids brand strategy to local community members.
 - C. Utilize various media for communicating the Rock Rapids brand with external audiences (T.V., internet, print materials)
 - D. Engage new media advertising, including blogs, to reach a broader audience.
 - E. Evaluate incentives, services and marketing approach annually; employ new strategies as needed.
 - F. Develop a database of former students/young families for targeted marketing to these demographic audiences.
3. Lower taxes while maintaining quality of place.

Lead Responsibility: City of Rock Rapids, Rock Rapids Development Corporation

Timeline: 2014-2021

Measurable Results: Competitive tax levy with comparable communities

Suggested Actions:

- A. Expand the industrial/commercial tax base and increase revenue through new development.
 - B. Assess city services to avoid duplication and identify opportunity for cost savings.
 - C. Lobby senators and representatives at the state level.
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Goal 2.4: To offer housing opportunities based on citizen needs

OBJECTIVES

1. Conduct a housing inventory analysis and needs survey.

Lead Responsibility: Rock Rapids Municipal Housing Agency, Rock Rapids Development Corporation, Forster Trust

Timeline: 2011

Measurable Results: Survey and analysis completed; results shared

Suggested Actions:

- A. Identify need for lots and types of housing.
- B. Obtain funding for the analysis and survey.
- C. Work with Northwest Iowa Planning Commission to develop the methodology and conduct the analysis and survey.
- D. Share the results with private lenders and builders to encourage new development.
- E. Maintain effective incentives relative to lot sales and new construction.

2. Address housing needs based on housing survey results.
 Lead Responsibility: Rock Rapids Municipal Housing Agency, Rock Rapids Development Corporation, City of Rock Rapids
 Timeline: Ongoing (5-10 years)
 Measurable Results: Increase housing stock
 Suggested Actions:
 - A. Continue demolition program (City of Rock Rapids) to increase available lots (infill).
 - B. Recruit a developer to construct a modern and independent senior living facility for elderly residents, to increase existing housing stock.

 3. Create new Low-Moderate Income (LMI) housing opportunities.
 Lead Responsibility: Rock Rapids Municipal Housing Agency, City of Rock Rapids, Rock Rapids Development Corporation
 Timeline: Ongoing (5-10 years)
 Measurable Results: Funding obtained
 Suggested Actions:
 - A. Investigate State and Federal programs for LMI housing.
 - B. Pursue viable grant opportunities for LMI housing projects.

 4. Create a new rental incentive program to encourage development of rental housing opportunities.
 Lead Responsibility: Rock Rapids Development Corporation, 2nd – Independent landlords
 Timeline: 2014
 Measurable Results: Increased rental housing opportunities
 Suggested Actions:
 - A. Pursue relationships with private development groups to fund rental housing projects.
 - B. Create rental housing tax incentives for private developers (including TIF).
 - C. Identify areas for potential rental housing development.
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Goal 2.5: To develop healthcare services necessary for current and future Rock Rapids citizens

OBJECTIVES

1. Increase the number of healthcare professionals (including non-physician providers)
 Lead Responsibility: Merrill Pioneer Community Hospital, Rock Rapids Development Corporation (other professional healthcare recruitment), 2nd –

Sanford Health Network (physician and non-physician providers and hospital/clinic personnel)

Timeline: 2014

Measurable Results: Number of healthcare professionals in Rock Rapids increase

Suggested Actions:

- A. Identify need for additional healthcare professionals.
 - B. Work to increase in frequency of visiting specialists providing services and provision of local services through onsite services or telehealth consultation.
 - C. Development Corporation to explore options to increase number of mental health professionals working in the Rock Rapids area.
2. Enhancement of existing medical facility to create a modern medical facility
- Lead Responsibility: Merrill Pioneer Community Hospital, Sanford Health Network, 2nd – Forster Trust, Lyon County, Cities of Rock Rapids and George
- Timeline: 2021
- Measurable Results: Phased facility remodel/enhancements completed
- Suggested Actions:
- A. Remodel current facility at existing location to provide high quality services to the residents of Lyon County.
 - B. Finalize funding commitments for a facility remodel with engaged organizations (Sanford Health Network, Forster Trust, Lyon County, Cities of Rock Rapids, George and other Cities in Lyon County).
 - C. Encourage those living in the area served by Sanford Medical Center to use the local hospital and clinic for their health care needs.

Goal 2.6: To maintain open and efficient government operations

OBJECTIVES

1. Evaluate effectiveness of financial incentive programs.
Lead Responsibility: City of Rock Rapids
Timeline: Ongoing
Measurable Results: Programs evaluated and updated, if necessary
Suggested Actions:
 - A. Evaluate expiring tax abatements and adjust to maximize effectiveness.
2. Maintain a fully-operational county courthouse in Rock Rapids.
Lead Responsibility: Lyon County Board of Supervisors
Timeline: Ongoing
Measurable Results: Courthouse open

Suggested Actions:

- A. Contact County Auditor, County Treasurer and Board of Supervisors to establish a team and develop a plan for maintaining an autonomous courthouse.
 - B. Implement the plan developed by the team.
3. Maintain effective communications with County Board of Supervisors to address Rock Rapids issues.

Lead Responsibility: City Council

Timeline: Ongoing

Measurable Results: Issues identified and shared, Periodic meetings with County Board of Supervisors

3.0 Theme: Expanding Education and Life Long Learning

Goal 3.1: To enhance childcare and Pre-K-12 education

OBJECTIVES

1. Integrate daycare operations with school programs and increase viable daycare options.

Lead Responsibility: Rock Rapids Kids Club, City of Rock Rapids, 2nd – Central Lyon School District, Forster Trust

Timeline: 2014

Measurable Results: Daycare operating

Suggested Actions:

- A. Assemble a coordinating group to lead effort.
 - B. Research grant funding opportunities for this project.
 - C. Locate property for daycare facilities.
 - D. Conduct a site visit to daycare facilities or other similar projects in a nearby community.
 - E. Utilize a vehicle for funding
 - F. Encourage legislation that allows a vehicle for funding
2. Extend coursework delivery options by utilizing nontraditional delivery methods.

Lead Responsibility: Central Lyon School District, Educators

Timeline: Ongoing

Measurable Results: New coursework options available; students enrolled

Suggested Actions:

- A. Generate awareness of and acceptance of the validity of online coursework and technology in general.
- B. Continue alternative diploma program and facility.

- C. Create greater availability of personal technology.
3. Include foreign language options in pre-high school curriculum.
Lead Responsibility: Central Lyon School District
Timeline: 2013-2016
Measurable Results: Languages introduced in the curriculum
Suggested Actions:
- A. Research and identify languages with greatest utility to students.
 - B. Recruit additional foreign language teachers to teach new language options.
 - C. Schedule foreign language as one of the elective/special course (similar to art, music, etc.) options.
 - D. Conduct staff development workshops to educate teachers on the new language offerings.
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Goal 3.2: To offer innovative technical education and training options

OBJECTIVES

1. Work with Iowa institutions of higher education to launch an outreach center in Rock Rapids.
Lead Responsibility: Central Lyon School District and Central Lyon School Foundation
Timeline: 2014-2017
Measurable Results: Outreach center in place
Suggested Actions:
- A. Develop a team and strategy for institution contacts.
 - B. Make contact and conduct meetings with appropriate leadership at Iowa academic institutions.
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Goal 3.3: To expand post-secondary educational opportunities

OBJECTIVES

1. Work with NWICC and local hospital on a nursing / medical professional training program.
Lead Responsibility: Sanford Health Network, Merrill Pioneer Community Hospital, NCC (or other local college)
Timeline: 2017-2021
Measurable Results: Training program in place

Suggested Actions:

- A. Discuss this program with leadership in Orange City for advice on how they implemented a similar program in their community.
 - B. Discuss long-term strategy with Merrill Pioneer Community Hospital and Sanford Health Network.
 - C. Communicate with potential partner institutions of higher education (NCC, USF, Minnesota West).
2. Work with area businesses to develop mentoring programs to increase the possibility of students wanting to return to Rock Rapids.

Lead Responsibility: Retail Trade Committee – Community Affairs Corporation, Rock Rapids Development Corporation, Central Lyon School District

Timeline: 2013-2015

Measurable Results: Number of students participating

Suggested Actions:

- A. Survey local businesses to determine their interest in participating as mentors.
 - B. Contact SE VoTech, NCC about consulting program and placement of students after graduation.
 - C. Investigate possibilities to encourage student participation (compensation for students / mentors, housing for students, incentives for businesses).
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