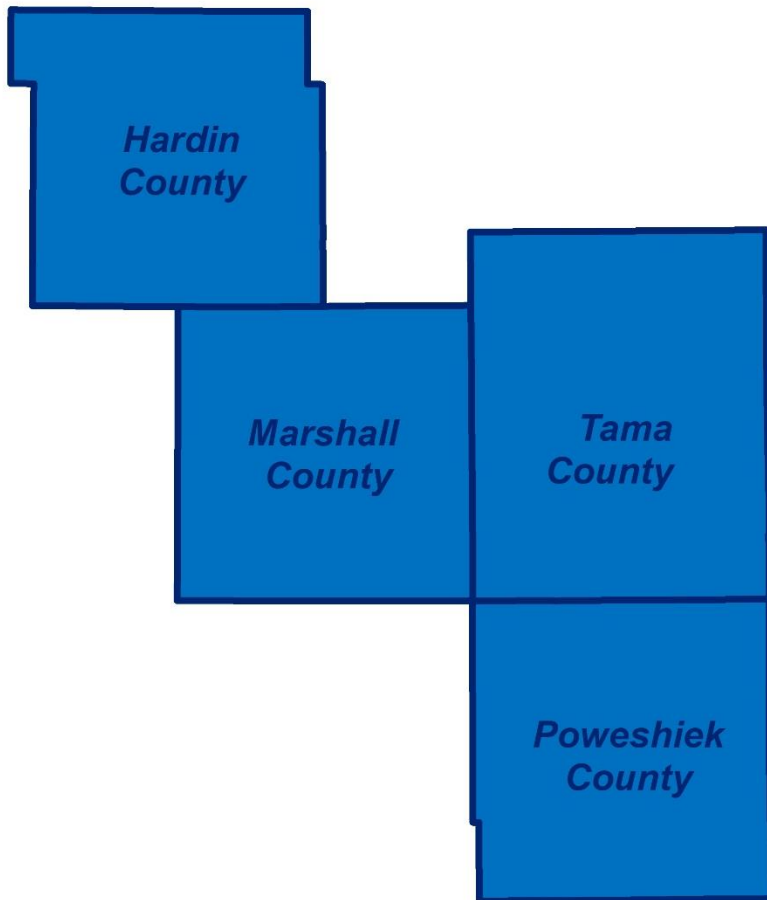


REGION 6 RESOURCE PARTNERS COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

2022 - 2027



903 East Main Street
Marshalltown, IA 50158

641-752-0717
<https://www.region6resources.org>

TABLE OF CONTENTS

APPROVAL OF THE PLAN	3
RESOLUTION APPROVING THE STRATEGY	4
PURPOSE OF A COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY	5
THE REGION 6 ECONOMIC DEVELOPMENT DISTRICT	6
VISION STATEMENT	7
REGIONAL BACKGROUND	8
THE PLANNING PROCESS	17
STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS	18
GOALS, OBJECTIVES, AND TACTICS – IMPLEMENTATION PLAN	21
DISASTER AND ECONOMIC RECOVERY AND RESILIENCY STRATEGY	26
IMPLEMENTING THE STRATEGY	30
MONITORING STRATEGY PROGRESS	33
APPENDIX A – RESULTS OF MEETINGS	34
COMMUNITY NEEDS – WATER, SEWER AND STORM SEWER INFRASTRUCTURE	35
COMMUNITY NEEDS – HOUSING	37
COMMUNITY NEEDS – DOWNTOWN REVITALIZATION	39
COMMUNITY NEEDS – PARKS	40
COMMUNITY NEEDS – PUBLIC SAFETY	41
COMMUNITY NEEDS – COMMUNITY IMPROVEMENTS	42
COMMUNITY NEEDS – ROADS	43
SUMMARY OF NEEDS	44
APPENDIX B – RESULTS OF ECONOMIC DEVELOPMENT STRATEGY MEETING	45

APPROVAL OF THE PLAN

This Comprehensive Economic Development Strategy was approved by the Region 6 Resource Partners Board of Directors, referred to as the Board, on , 2022 after review and consideration of the Strategy. See resolution provided on the following page. The strategy was submitted to the Economic Development Administration (EDA) for approval on , 2022. Per regulation, this strategy will be updated every five years by Region 6 Resource Partners.

Board membership at the time of Strategy approval is provided below.

Region 6 Resource Partners Board of Directors

Name	Position	Affiliation	Type
Jody Anderson, Chair	City Manager	City of Iowa Falls	Public
Mark Schoborg, Vice-Chair	Retired	Retired Engineer from Central Iowa Water Association	Private
Dave Thompson	Supervisor	Marshall County	Public
Dan Agnew	Mayor	City of Grinnell	Public
Dan Anderson	Supervisor	Tama County	Public
Roger Luehring	Treasurer of CGA	City of Gladbrook and CGA Consultants	Private
Michelle Spohnheimer	Housing and Community Development Director	City of Marshalltown	Public
Mark Buschkamp	Director	Iowa Falls Area Development	Public
Jason Roudabush	Supervisor	Poweshiek County	Public
Land Granzow	Supervisor	Hardin County	Public
Trudi Scott	Mayor	City of Gladbrook	Public



Central Park Shelter Renovation, City of Grinnell, Poweshiek County. Source: City of Grinnell

RESOLUTION APPROVING THE STRATEGY

PLACEHOLDER FOR RESOLUTION

PURPOSE OF A COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

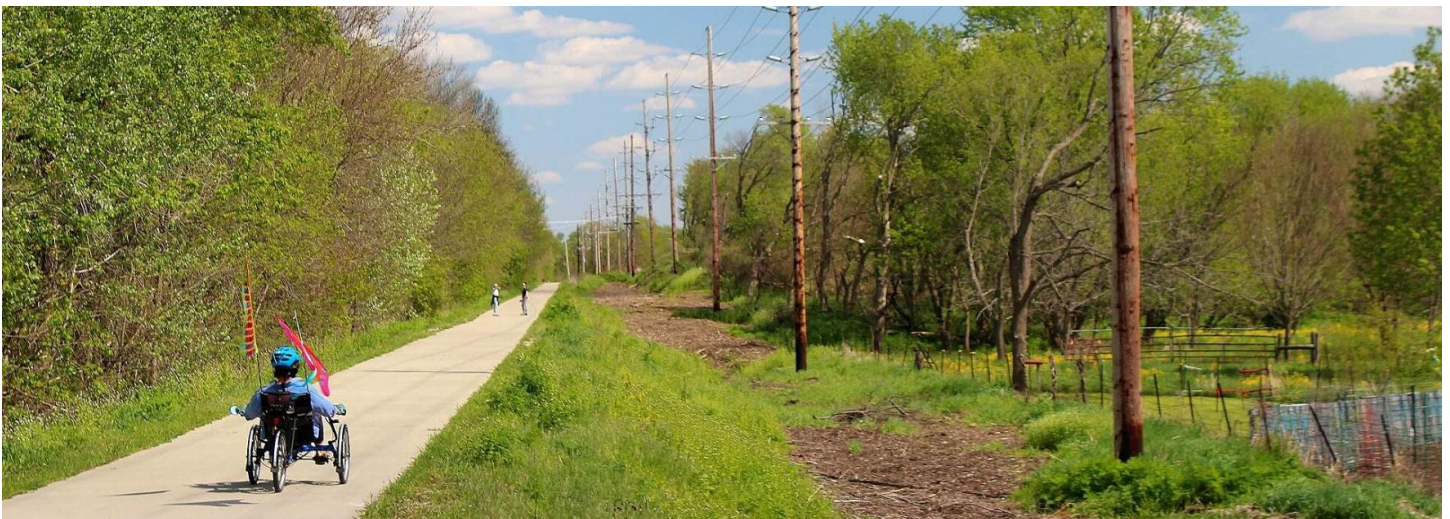
A comprehensive economic development strategy is most frequently referred to as a CEDS—pronounced “sahds.” This comprehensive economic development strategy will be referred in this plan as the CEDS or the Strategy. It is important to understand the purpose of a comprehensive economic development strategy and why planning organizations, local governments, and various organizations and individuals devote time and resources to prepare a CEDS. The Economic Development Administration (EDA) has concisely defined the purpose of a comprehensive economic development strategy below.

A CEDS is a strategy-driven plan for regional economic development. A CEDS is the result of a regionally-owned planning process designed to build capacity and guide the economic prosperity and resiliency of an area or region. It is a key component in establishing and maintaining a robust economic ecosystem by helping to build regional capacity (through hard and soft infrastructure) that contributes to individual, firm, and community success.

The CEDS provides a vehicle for individuals, organizations, local governments, institutes of learning, and private industry to engage in a meaningful conversation and debate about what capacity-building efforts would best serve economic development in the region. The CEDS should take into account and, where appropriate, integrate or leverage other regional planning efforts, including the use of other available federal funds, private sector resources, and state support which can advance a region’s CEDS goals and objectives.

- *Economic Development Administration CEDS Content Guidelines, 2020*

Region 6 Resource Partners is charged with updating the CEDS at least every five years so that area communities can qualify for EDA assistance under the Public Works and Economic Adjustment Assistance programs. A CEDS is also a prerequisite for designation by EDA as an Economic Development District (EDD). The CEDS has a five-year time horizon and is designed to capture the major trends, strengths, and needs of the region.



Iowa River’s Edge Trail near Marshalltown, Marshall County. Source: TrailLink.com.

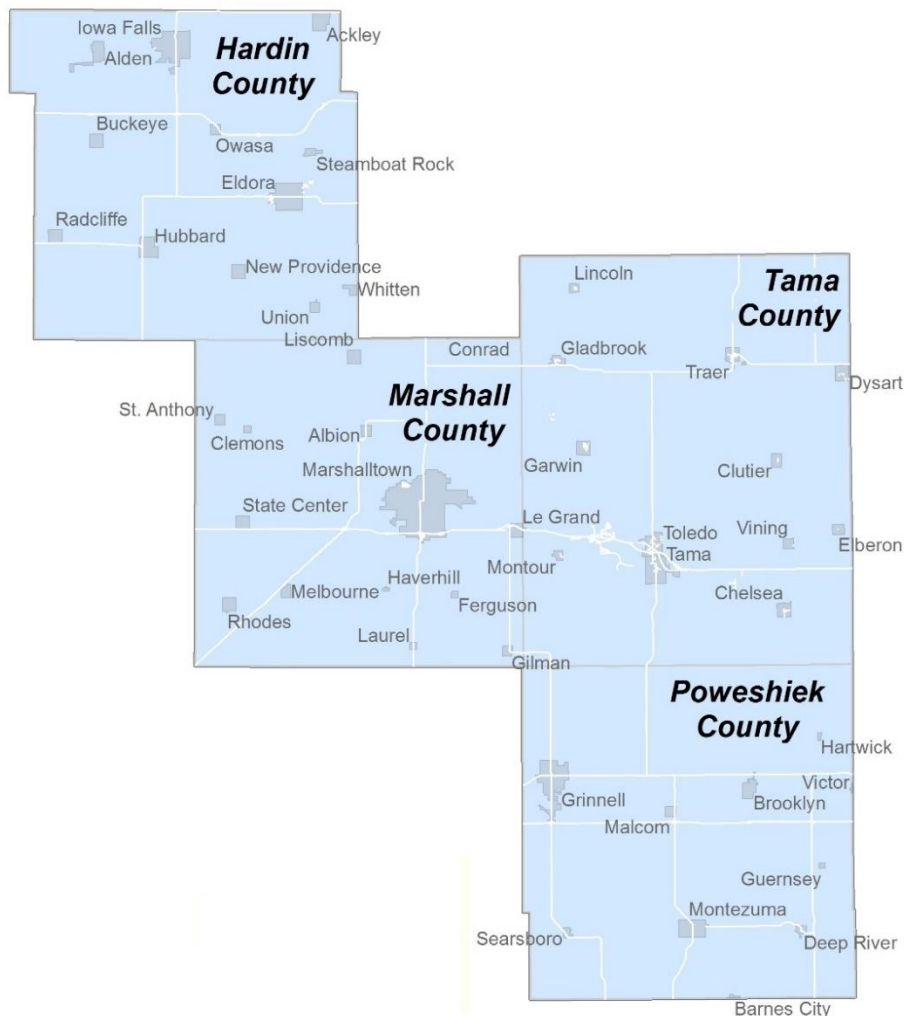
THE REGION 6 ECONOMIC DEVELOPMENT DISTRICT

The Region 6 Economic Development District includes the central Iowa counties of Hardin County, Marshall County, Poweshiek County, and Tama County. The region also includes the Meskwaki Settlement, which is located in Tama County. Overall, there are 45 cities in the region; these counties, cities, and settlement form Iowa's Region 6, which is served by Region 6 Resource Partners.

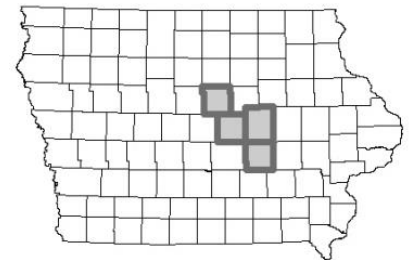
Region 6 Resource Partners serves as a council of government (COG) that provides planning services to the counties, cities, and the settlement in the region. Common services include grant writing and administration, community and economic development, and technical planning services. Region 6 Resource Partners also houses the regional transit system operator, Peoplerrides, and staffs the regional Region 6 Housing Trust Fund.

For economic development planning, Region 6 Resource Partners was awarded a federal grant from the Economic Development Administration to facilitate the development of this comprehensive economic development strategy for the region, or Economic Development District.

Communities in the Region 6 Area



Region 6 in the Context of Iowa



VISION STATEMENT

VISION: To attract and retain people to the region through enhanced community amenities, improvements and expansions to critical infrastructure, and support of all businesses in order to create a strong and diverse economy.

The Region 6 Comprehensive Economic Development Strategy will provide direction to the region, its leaders, and the Region 6 Economic Development District as we create a strong and diverse economy that attracts new people and jobs to the region. The Strategy focuses on enhancing communities with improved amenities and infrastructure while seizing all opportunities to improve the area. The Region 6 CEDS aims to make communities throughout the region a great place to call home or operate a business.

Highlights of the 2022-2027 Comprehensive Economic Development Strategy plan include:

- An overview of the region's key demographic data as well as information on regional labor sectors, location of large employers, and changes in employment by industry.
- A comprehensive analysis of the region's strengths, weakness, opportunities, and threats.
- Action tactics to address the four priority goals for the region:
 1. Enhancing quality of life in the region by creating a sense of place and developing more community amenities.
 2. Attract and retain workers in the region to meet the needs of area employers.
 3. Support small business, large business, and entrepreneurial development in the region to retain and increase jobs.
 4. Maintain and expand critical infrastructure in the region to support industry expansion and community development.
- A summary of recent disasters that have affected the region and actions that the region can pursue to become more resilient ahead of future economic and natural disasters.
- A list of essential community projects identified by communities across the region in the categories of: water, sewer and storm sewer infrastructure; housing; downtown revitalization; parks; public safety; community improvements, and; roads.

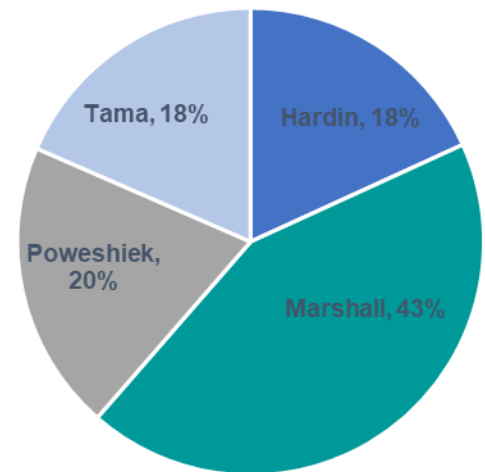
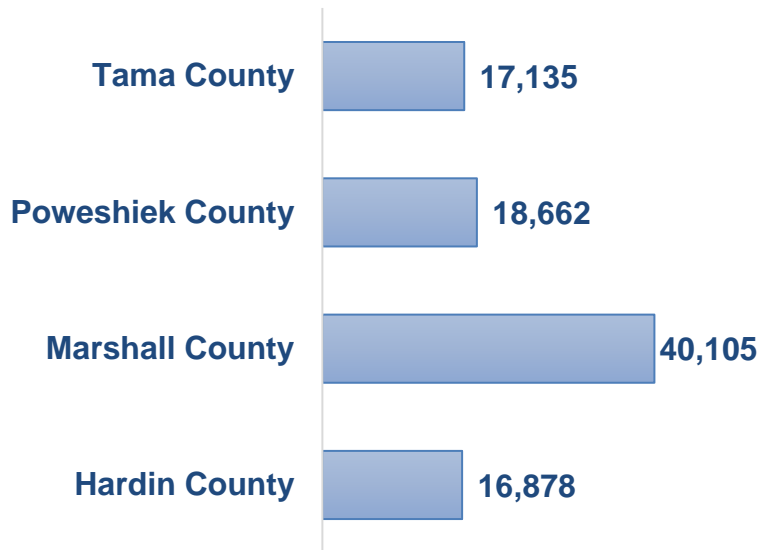
Otter Creek Lake, Tama County

REGIONAL BACKGROUND

According to the 2020 Census, the total population of the region is 92,780. Nearly half (43%) of the region's total population resides in Marshall County, and the remaining population is spread relatively similarly across Hardin, Poweshiek and Tama County.

2020 TOTAL POPULATION IN THE REGION: 92,780

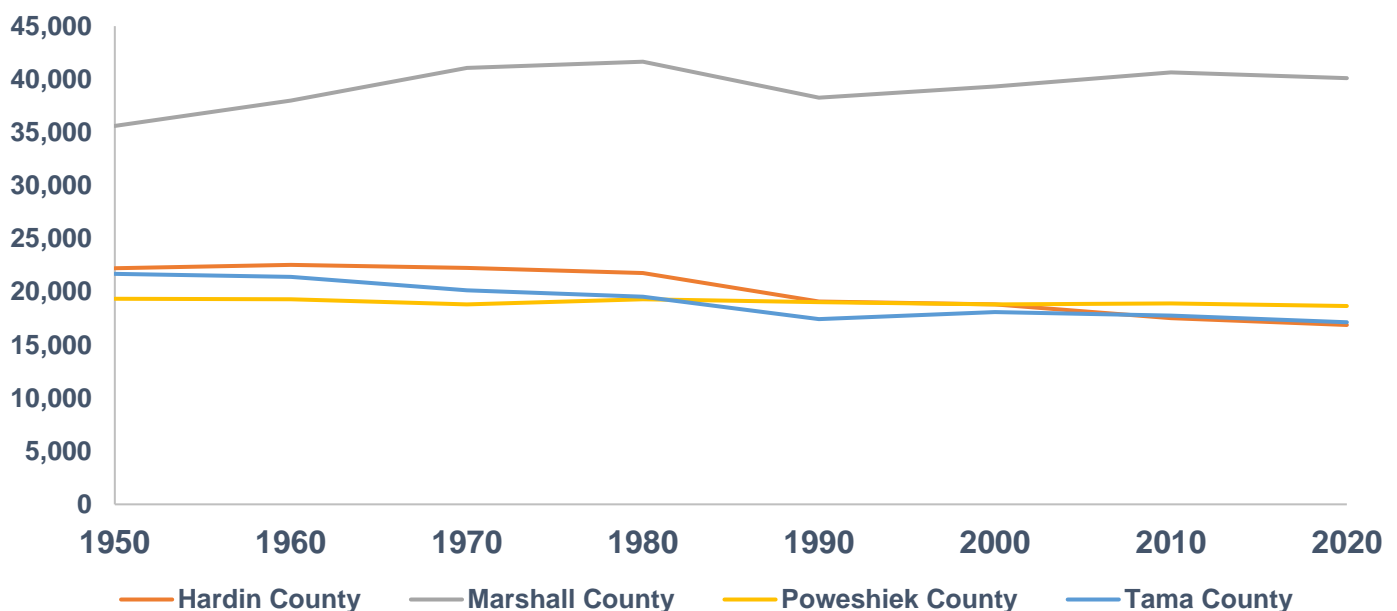
REGIONAL POPULATION DISTRIBUTION



Source: 2020 Census

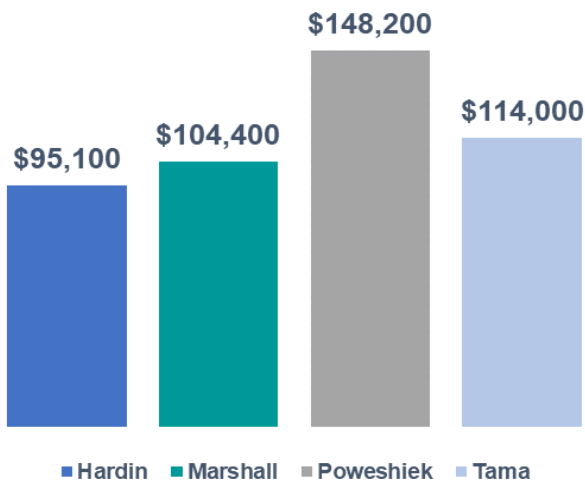
The region's population has experienced periods of decline (especially in the 1980s), but at present, the population trends have stayed relatively consistent with only a slight decline overall (-2%) from 2010 to 2020.

REGION 6 POPULATION TRENDS



The region is a very affordable place to live with a median home value of \$115,425. Despite the region's affordability, more rental and owner-occupied housing options are needed in a variety of forms including apartments, townhomes, multi-family buildings, and single-family houses in order to meet the growing housing demand.

MEDIAN HOME VALUE



Source: ACS 2016-2020



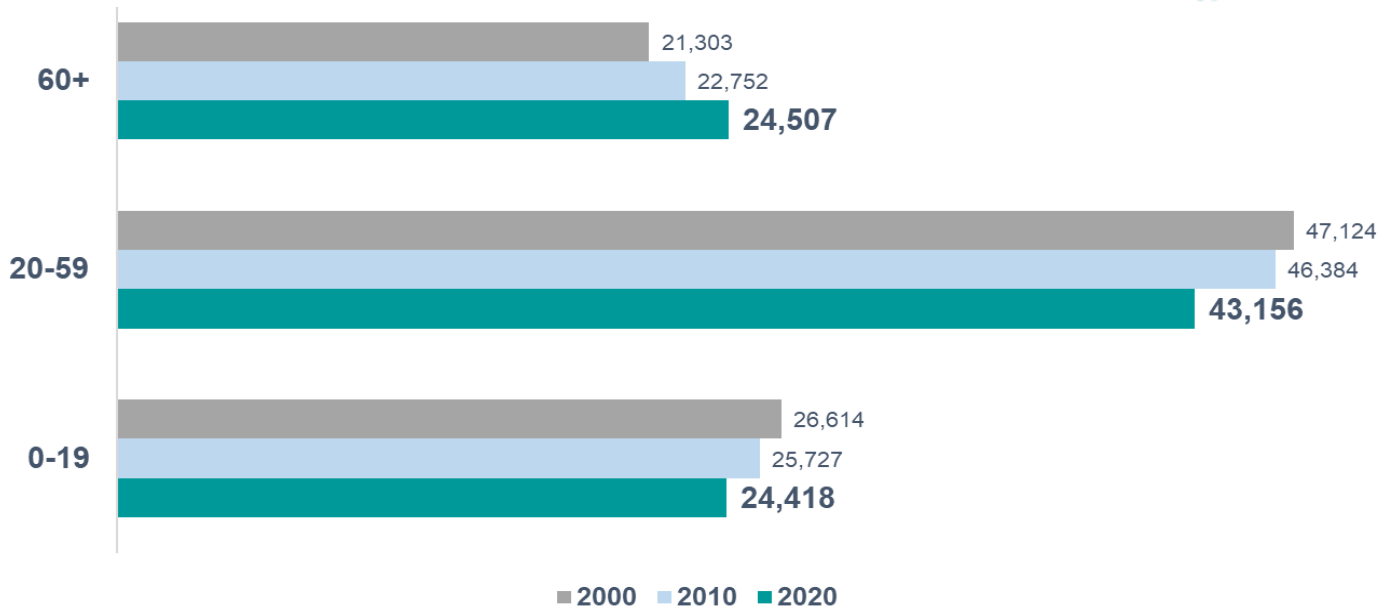
Home in Hubbard, Iowa, Hardin County

The age of the regional population has slightly increased over the past 20 years with the median age now at 41.4 and a slight increase in the 60+ population. The groups of 0-19 and 20-59 have slightly decreased in the last 20 years.

MEDIAN AGE: 41 . 4



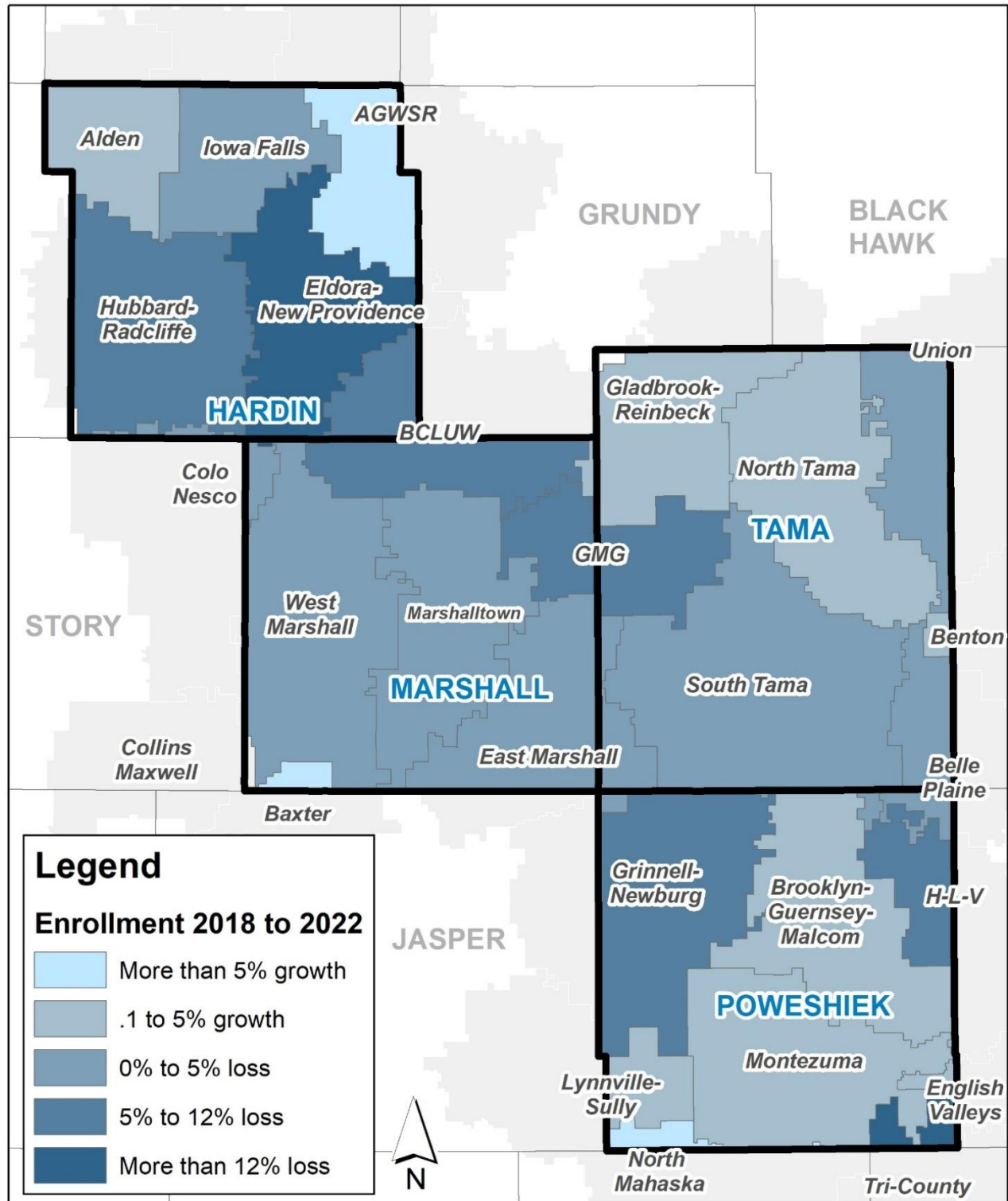
AGE OF THE REGIONAL POPULATION



Source: ACS 2016-2020

There are over 20 school districts that serve the Region 6 area. Over the past four years, on average, school districts that serve the region have experienced a slight decline in enrollment (2% decline overall). However, at least 11 districts that serve the region have experienced growth.

ENROLLMENT TRENDS FOR SCHOOL DISTRICTS IN THE REGION



Source: Iowa Department of Education [Public School District Certified Enrollment](#)

ENROLLMENT TRENDS FOR SCHOOL DISTRICTS IN THE REGION

District	2018-2019 Enrollment	2021-2022 Enrollment	Percent Change
North Mahaska	535.0	598.9	11.94%
Baxter	419.1	451.3	7.68%
AGWSR	582.7	615.4	5.61%
Alden	138.0	143.0	3.62%
Gladbrook-Reinbeck	454.2	470.4	3.57%
Lynnvile-Sully	500.5	518.0	3.50%
North Tama County	445.0	458.4	3.01%
Benton	1,460.0	1,495.4	2.42%
Brooklyn-Guernsey-Malcom	552.5	556.7	0.76%
English Valleys	428.0	431.1	0.72%
Montezuma	476.4	476.5	0.02%
Marshalltown	4,877.5	4,844.3	-0.68%
Iowa Falls	1,244.4	1,206.0	-3.09%
Union	1,027.3	991.5	-3.48%
East Marshall	767.5	740.3	-3.54%
Belle Plaine	485.5	466.7	-3.87%
South Tama County	1,468.1	1,407.3	-4.14%
West Marshall	964.1	920.6	-4.51%
Colo Nesco	386.7	368.9	-4.60%
Hubbard-Radcliffe	373.7	353.9	-5.30%
Grinnell-Newburg	1,626.6	1,500.9	-7.73%
GMG	502.7	461.2	-8.26%
BCLUW	558.7	504.0	-9.79%
H-L-V	336.3	300.2	-10.73%
Eldora-New Providence	581.3	490.8	-15.57%
Tri-County	239.4	195.0	-18.55%
TOTAL	21,432.2	20,996.7	-2.17%

Source: Iowa Department of Education [Public School District Certified Enrollment](#)



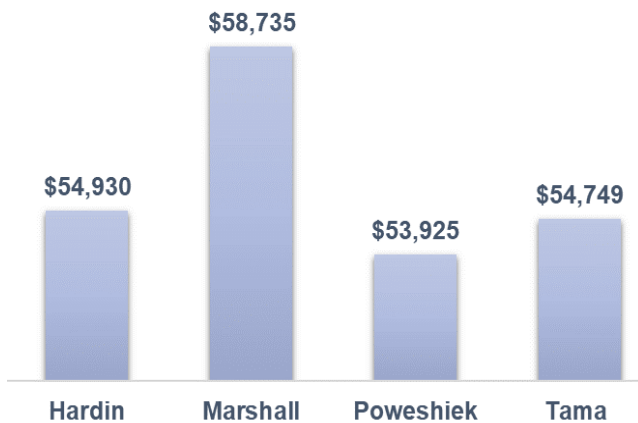
Marshalltown Aquatic Center, Marshall County. Source: Marshalltown Area Chamber of Commerce.

The median household income of the region is \$55,585. The region has nearly 45,000 people in the labor force with educational services, health care, and manufacturing being the top three labor sectors. The unemployment rate in the region is comparable to the state average with the exception of Marshall County, which has a slightly higher unemployment rate (4.20%) than the state average.

**REGIONAL
MEDIAN HOUSEHOLD INCOME:
\$55,585**



**MEDIAN HOUSEHOLD INCOME
BY COUNTY**



Source: ACS 2016-2020

TOP REGIONAL LABOR SECTORS

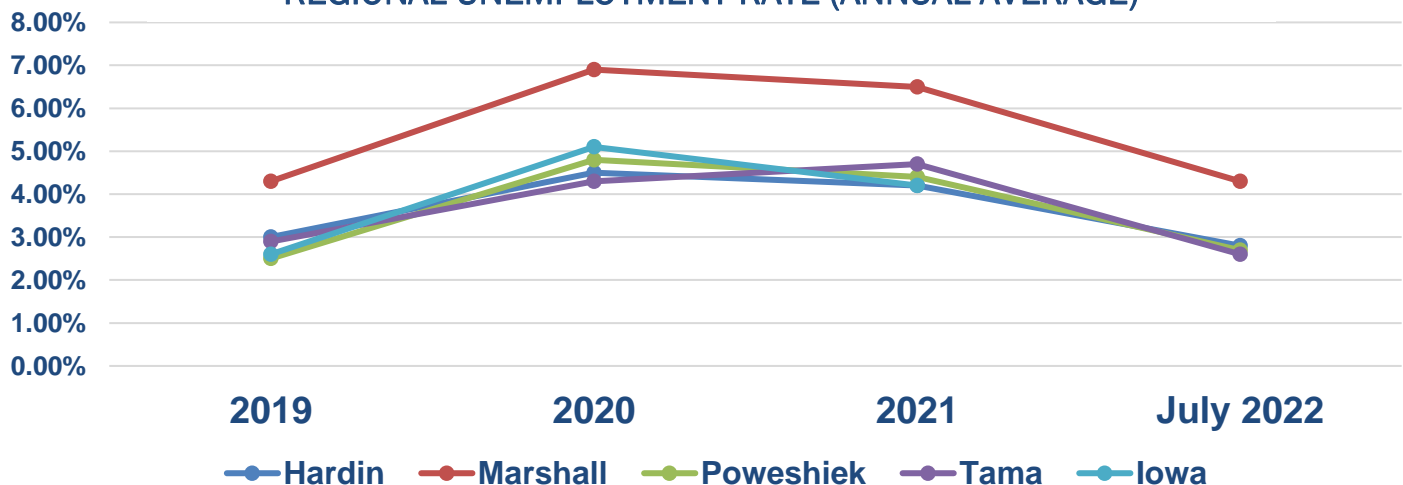
SECTOR	EMPLOYMENT
EDUCATIONAL SERVICES AND HEALTH CARE	10,305
MANUFACTURING	8,602
RETAIL	5,407
CONSTRUCTION	3,233
ARTS	2,951
AGRICULTURE	2,733
PROFESSIONAL	2,455
FINANCE, INSURANCE, REAL ESTATE AND LEASING	2,008

**CIVILIAN POPULATION (16+)
IN LABOR FORCE:
44,802**



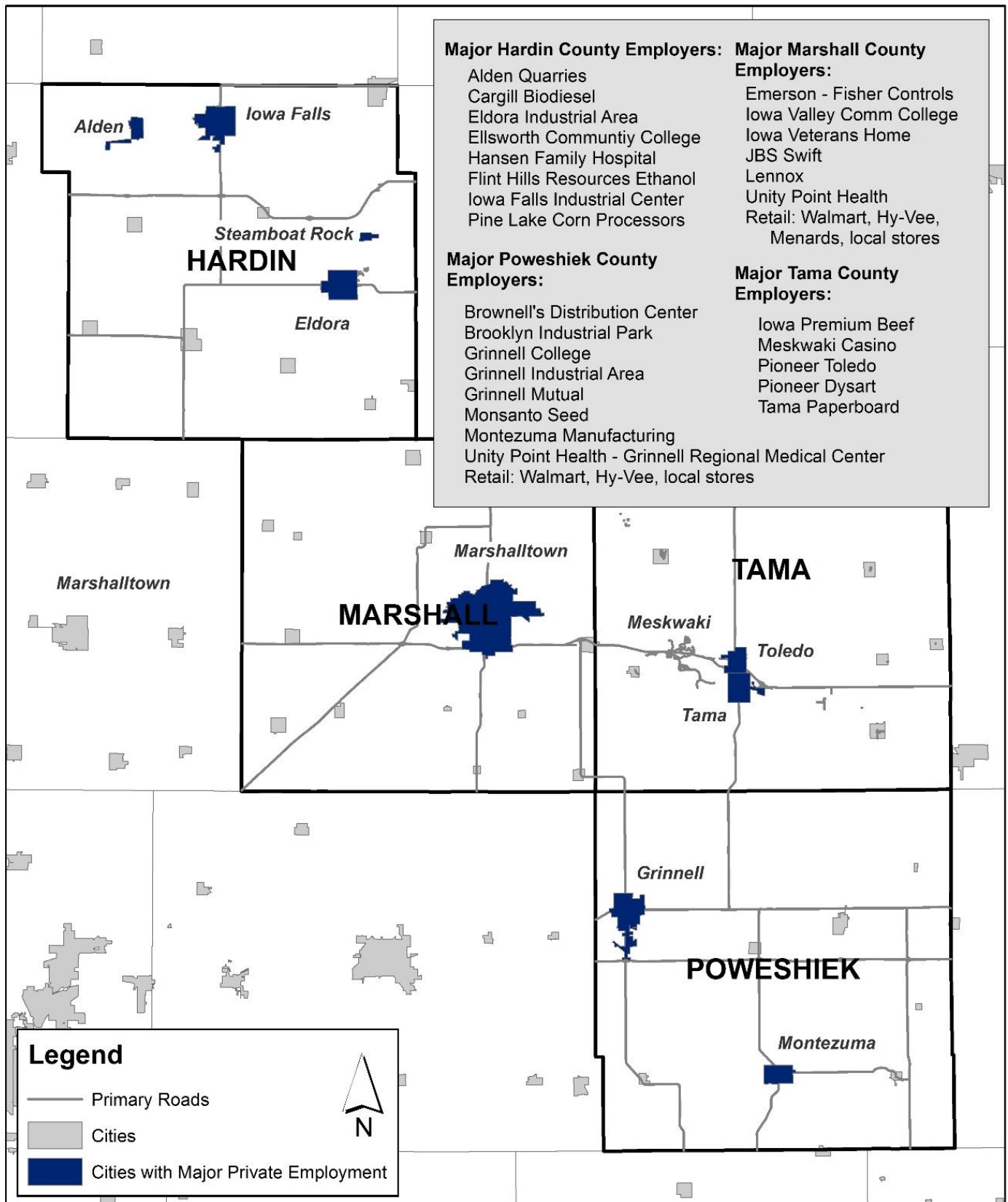
Source: ACS 2016-2020

REGIONAL UNEMPLOYMENT RATE (ANNUAL AVERAGE)



Source: Iowa Workforce Development

REGION 6 MAJOR EMPLOYMENT CENTERS

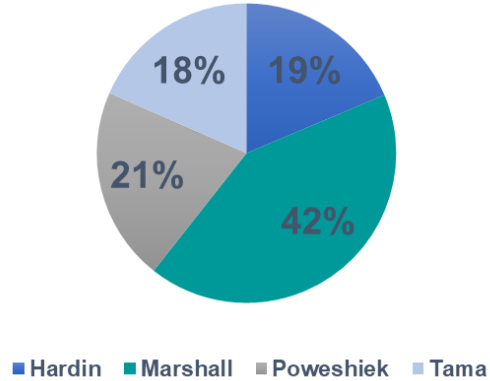


REGION 6 TOP 10 MAJOR PRIVATE SECTOR EMPLOYERS

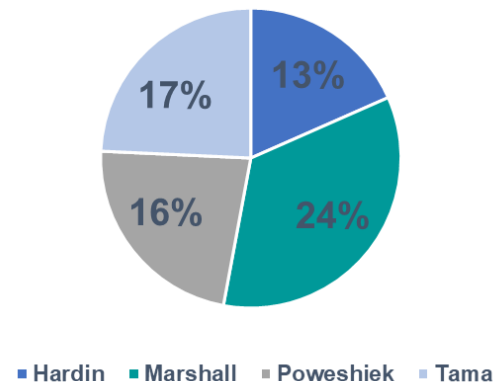
Company	Industry	Employer Class Size*	City
JBS	Manufacturing	1,000-4,999	Marshalltown
Emerson Process Management – Fisher Division	Manufacturing	1,000-4,999	Marshalltown
Lennox Manufacturing	Manufacturing	1,000-4,999	Marshalltown
Iowa Premium Beef	Manufacturing	500-999	Tama
Grinnell College	Educational Services	500-999	Grinnell
Grinnell Mutual Reinsurance	Finance & Insurance	500-999	Grinnell
Meskwaki Bingo Casino & Hotel	Arts & Entertainment	250-499	Tama
Unity Point Health - Marshalltown	Health Services	250-499	Marshalltown
Hy-Vee (multiple locations)	Retail Trade	Multiple locations	Marshalltown, Eldora, Iowa Falls, Grinnell
Wal-Mart (multiple locations)	Retail Trade	Multiple locations	Marshalltown, Iowa Falls, Grinnell

Source: Iowa Workforce Development Employer Database accessed in August of 2022

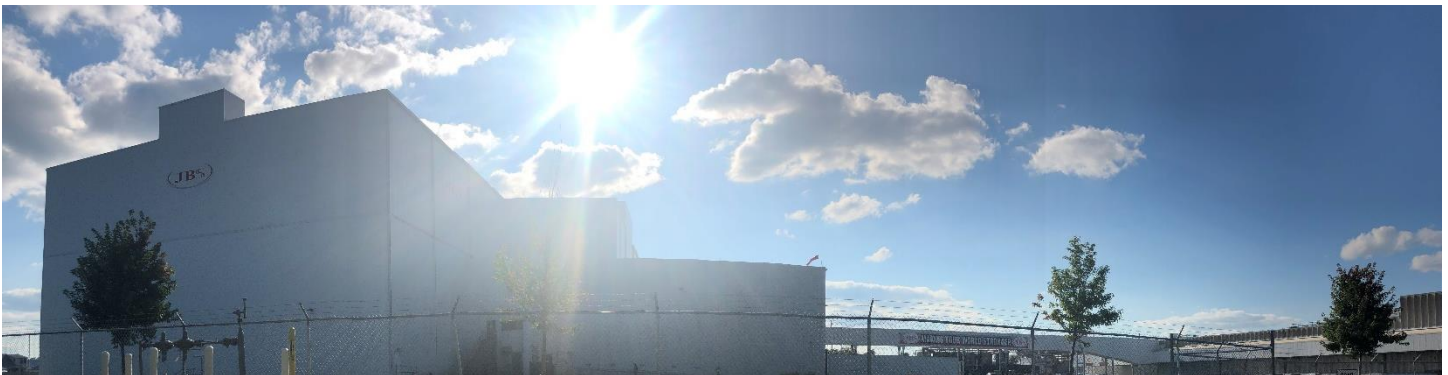
TOTAL WORKFORCE BY COUNTY



MANUFACTURING JOBS BY COUNTY



Source: ACS 2016-2020

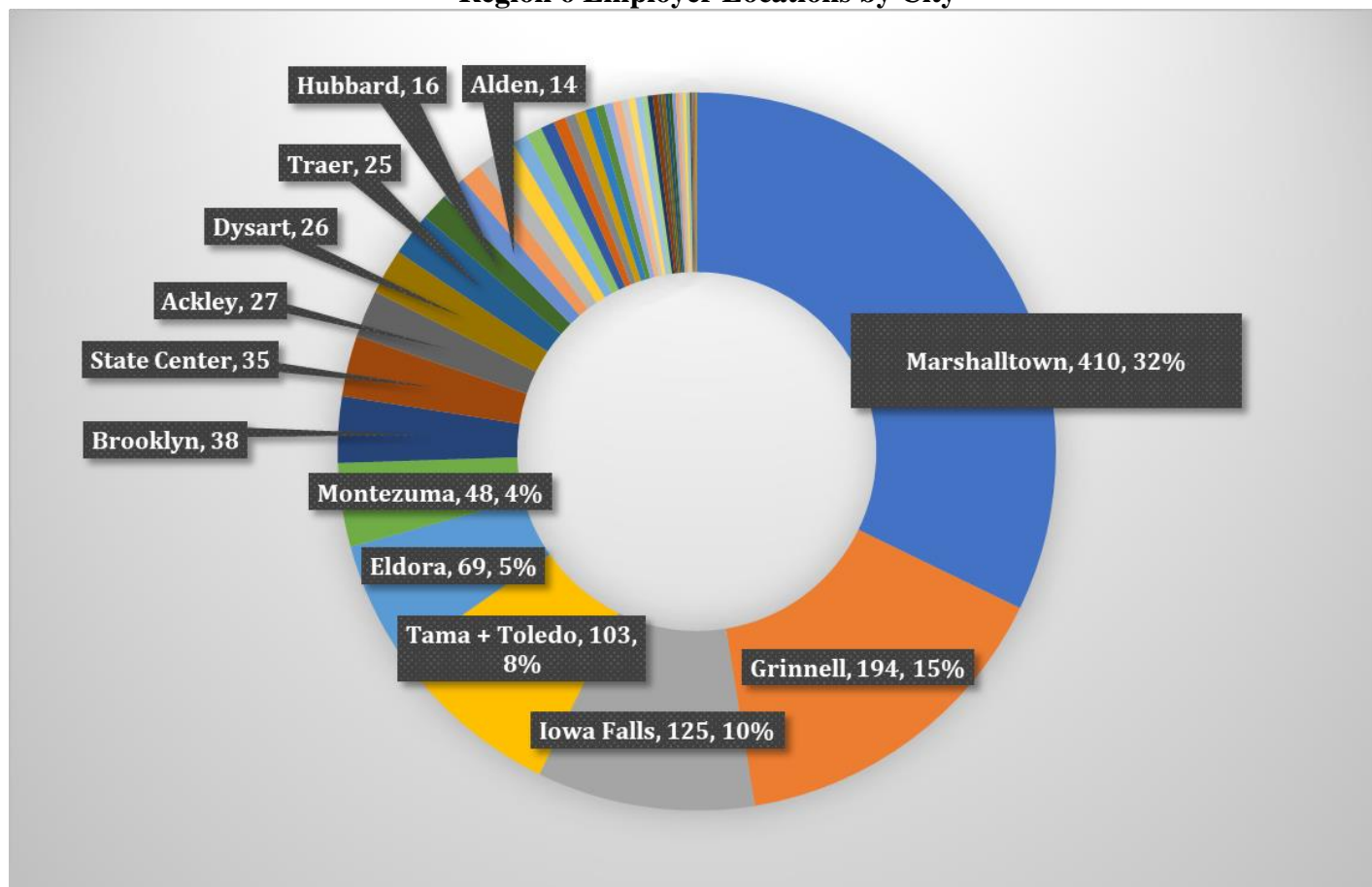


JBS in Marshalltown, Marshall County. Source: Region 6 Resource Partners.

EMPLOYER LOCATIONS

As of September 2019, there were a total of 1,274 employers across 47 cities in the region with Marshalltown holding 32% of all employers. Note that one employer/company may have multiple worksites or locations in the region. (Note: the employer database identifies 1,274 employers in the region and BLS Quarterly Census from June 2019 identifies 2,820 worksites. Employers with a very small number of employees may not be fully identified in the employer database.)

Region 6 Employer Locations by City



Source: [Iowa Workforce Development](#) Employer Database accessed January 2020. Based on 1274 identified employers in region.

Other Cities with Fewer than 14 Employers (not labeled on the above graphic):

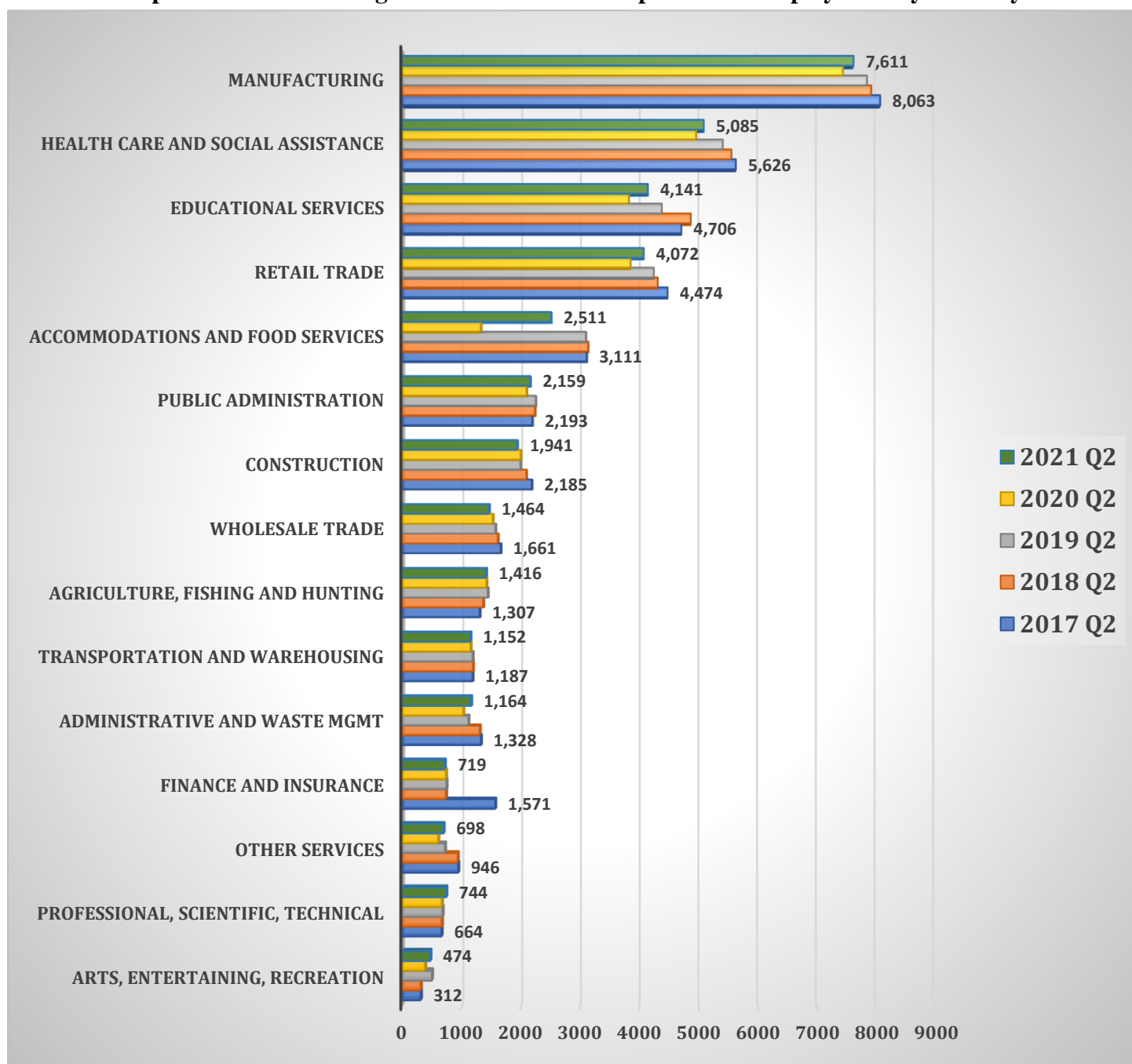
Cities with 1 employer:	Belle Plaine, Elberon, Garden City, Gifford, Reinbeck, Vining
Cities with 2 employers:	Beaman, Buckingham, Guernsey, Haverhill, Lincoln, Liscomb, Montour, Victor
Cities with 3 employers:	Garwin, Green Mountain, New Providence
Cities with 4-6 employers:	Albion, Laurel, Searsboro, Chelsea, Deep River, Hartwick, Clutier, St Anthony, Steamboat Rock
Cities with 7-12 employers:	Le Grand, Radcliffe, Melbourne, Union, Gladbrook, Gilman

Source: [Iowa Workforce Development](#) Employer Database accessed January 2020. Based on 1274 identified employers in region.

CHANGES IN EMPLOYMENT BY INDUSTRY

Changes in employment are displayed in the chart below. Manufacturing, the largest industry in terms of total employment in the region, experienced a 5.6% decline in total employment between 2017 and 2022 (452 jobs lost).

Top 15 Industries in Region – 2017 to 2021 Comparison of Employment by Industry



Source: [Iowa Workforce Development](#) Quarterly Census of Employment and Wages (County Employment and Wages) – Derived from BLS data, 2022. Retrieved in August 2022. Note: total employment and employment by industry numbers may differ due to data suppression and confidentiality restrictions for certain sectors.

THE PLANNING PROCESS

In 2022, Region 6 Resource Partners staff held 35 interviews and meetings with county engineers, city staff, and economic development professionals throughout the region to identify current needs, progress in existing projects, and local plans for the future. Results of those interviews can be found in Appendix A. The goal of these meetings was to determine community needs and inform the CEDS goals and objectives.

In July of 2022, additional stakeholders throughout the region were invited to attend an economic development strategy meeting to discuss the most pressing economic development issues in the region. This one-time event was held on August 3, 2022. Those who participated in the event are listed below. Details of the meeting activities are in Appendix B.

Strategy Committee Members and Affiliation

Name	Position	Affiliation
Dan Agnew	Mayor	City of Grinnell
Jody Anderson	City Manager	City of Iowa Falls
Mark Buschkamp	Director	Iowa Falls Area Development
Amber Danielson	Director	Marshall County Arts and Culture Alliance
Kristie Fisher	President	Iowa Valley Community College
Gage Grutz	Community Planner	Region 6 Resource Partners
John Hall	President and CEO	Marshalltown Area Chamber of Commerce
Denine Morris	Grants Planner/Writer	Meskwaki Nation
Jason Roudabush	Supervisor	Poweshiek County BOS
Mark Schoborg	Retired	Retired Engineer from Central Iowa Water Association
Michelle Spohnheimer	Housing and Community Development Director	City of Marshalltown
Melissa Strovers	Director of Collective Impact	Grinnell College
Clarissa Thompson	Executive Director	Mid-Iowa Community Action
Julie Winter	Planning Director	Region 6 Resource Partners
Marty Wymore	Executive Director	Region 6 Resource Partners

Other Strategy Committee Members that were invited to participate but were unable to attend: Dan Anderson (Poweshiek County BOS), Dave Thompson (Marshall County BOS), Lance Granzow (Hardin County BOS), Roger Luehring (CGA and Tama County), Trudi Scott (City of Gladbrook), Bill Menner (Iowa Rural Development Council), Angela De La Riva (Hardin County Economic Development), Russ Behrens (City of Grinnell), Krista Tedrow, Tyler Avis (City of Grinnell), Jacque Goodman, Rachael Kinnick (Grinnell Chamber), Katherine Ollendieck (Tama County Economic Development), Jack Allen (Mid Iowa Workshop), and Jeff Vance (CIRSI).

Both of these feedback events provided vital input into the CEDS planning process.

Otter Creek Lake, Tama County. Source: Tama County.

STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS

Regional trends were evaluated to create a strengths, weaknesses, opportunities, and threats – or SWOT – analysis. The analysis was prepared by Region 6 Resource Partners staff and provided to Region 6 Resource Partners board for input. This analysis was used to identify both positive and negative aspects of the region. See the SWOT graphic used to complete the analysis at right. Data trends, local knowledge, strategy committee member feedback, and information gathered from the regional interviews with city staff, county engineers, and other economic development professionals were used to generate information for the SWOT analysis.

The SWOT analysis is on the following page is followed by a detailed discussion of these positive and negatives aspects of the region. We kept these factors in mind choosing action items and charting our strategic direction.

SWOT ANALYSIS



Source: Wikipedia



Building reuse project: from Grinnell Junior High to Hotel Grinnell in Grinnell, Poweshiek County. Source: Hotel Grinnell.

REGION 6 SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Proximity to urban centers • 4-lane roads across region • Many good local service airports • Access to rail • Quality K-12 public schools • Family-friendly and small town vibes • Low cost of living • Grinnell College located in region • Community college network • Workforce • Population diversity • Employer-driven housing projects 	<ul style="list-style-type: none"> • Not enough housing • Lack of “cool stuff” • Lack of recreation options • Daycare availability and affordability • Blight • Workforce shortages • Aging populations in small towns • Old infrastructure – water, sewer, storm sewers, roads • Infrastructure capacity issues • Lack of small town leadership and civic engagement • Low population density makes public transit difficult • Lack of services for immigrants • Lack of historical infrastructure (i.e., depots) for any passenger rail services • Lack of intermodal connections with railroads • Lack of high-speed internet in all areas
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • New housing development • Encourage infill development • Reuse large buildings (i.e.: Marshalltown hospital) • Create new organizations that can own, fund, and manage new developments where market forces are not responsive • Create community financial tools for demolition and blighted property remediation • Offer relocation incentives for new residents • Expand daycare offerings • Amenities to help with aging in place • Encourage vanpool partnerships with large employers • Encourage startups to share infrastructure • Create more electric charging stations • Encourage more local foods production and options • Expand adult English language learning opportunities • Create more intermodal facilities • Better connect entrepreneurs to resources • Create rental inspection programs • Create civic training and outreach programs for local elected officials, staff, and community members • Encourage state to create a system that rewards communities that are embracing challenges • Embrace new “cool” initiatives for younger generations and fun recreational activities 	<ul style="list-style-type: none"> • Closure of employers due to inability to find and retain workers • Reduction of property tax base due to plant closures and increasing blight • Declining public schools due to inability to find and retain good teachers • Ability to attract new people and professionals to the area • Expensive and spiking water and sewer rates to replace 100-year infrastructure • Water availability for industrial use • No new housing development in small towns • Declining small business startups • Declining local road quality • High cost of vehicle fuel affects rural public transit • Lack of local leadership • Lack of civic engagement of younger groups • Willingness to accept new immigrants • Climate change impacts

SWOT ANALYSIS SUMMARY – THE REGION TODAY



*Newly constructed 4-lane Highway 30, Tama County.
Source: Tama-Toledo News.*



*Vibrant mural in Marshalltown: "Somos Marshalltown."
Source: Marshall County Arts and Culture Alliance.*

The Strengths

The Region 6 area is situated in the rolling hills and expansive farmland of central Iowa. The area is primarily focused on agriculture, manufacturing, education, health care, and retail with a low cost of living and high quality of life. Family-friendly communities with a small-town character dot the landscape. The region is seeing an increase in diverse populations, bringing with it unique cultural additions to our community and lifestyle.

The region contains four counties – Hardin, Marshall, Poweshiek, and Tama – and 45 cities. The Meskwaki Settlement is also located in Tama County. The largest communities in the region are Marshalltown (27,591), Grinnell (9,564), Iowa Falls (5,106) and the Tama/Toledo area (5,499). The total regional population is 92,780, and the region has access to major metro markets (Des Moines, Ames, Cedar Rapids, Waterloo and Iowa City) with a 45 to 90 minute drive time. Quality K-12 public school districts cover the region, and the Iowa Valley Community College network continues to offer strong programming. Grinnell College, a private liberal arts college, is also located within the region. Grinnell College draws approximately 1,500 students per year from a variety of locations across the country and world, bringing vibrancy and diversity to the region.

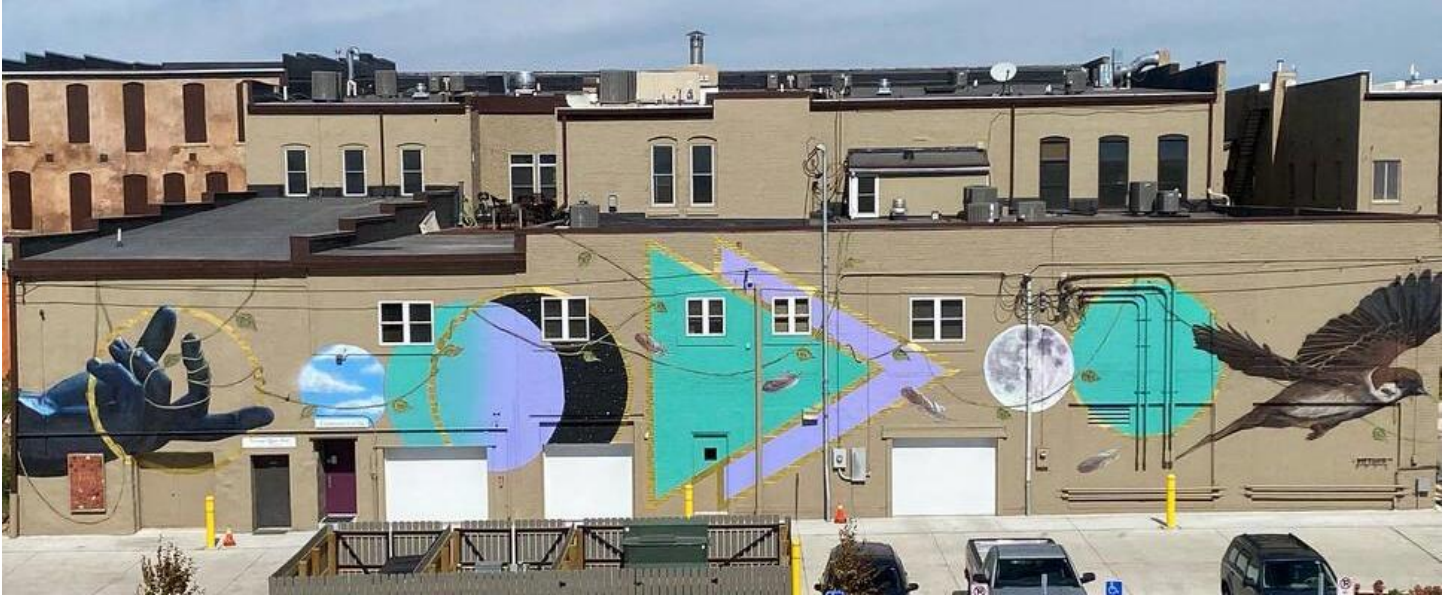
The Challenges

Housing is in incredibly short supply in the region in all forms – single-family housing, duplexes, condos, and apartments – and at a variety of price points. Both rental housing options and owner-occupied options are needed. While new construction will meet the majority of this housing need, there are unique opportunities for building reuse in each community. Reuse opportunities include adding housing units to upper floors of downtown buildings or renovating old school buildings, old hospitals or old nursing home facilities that are no longer in use.

Expensive and spiking water and sewer rates are being seen throughout the region as towns try to replace 100+ year old critical infrastructure. Drinking water, wastewater, stormwater, and roadways are aging, and funding for this public infrastructure is lacking. Broadband coverage is also spotty and needs to be further explored. The COVID pandemic has fueled a massive shortage in available workforce. Worker shortages are affecting large and small employers alike. One large threat to the region, if this problem continues or worsens, is that employers may close and either permanently shutter their business or relocate to another area with better workforce supply.

GOALS, OBJECTIVES, AND TACTICS – IMPLEMENTATION PLAN

A formal analysis was completed of state and national priorities, existing conditions and trends and community needs. The region's strengths, weaknesses, opportunities, and threats were also evaluated. From this analysis, four primary economic development goals were identified for Region 6 by the Region 6 Strategy Committee. Overall, these goals are meant to achieve the ultimate vision of creating a strong and diverse economy in Region 6.



Public art on a downtown building in Marshalltown, Marshall County. Source: Marshall County Arts and Culture Alliance.

FOUR GOALS FOR THE REGION 6 AREA

GOAL 1: Enhance quality of life in the region by creating a sense of place and developing more community amenities. Improve desirability of the region by expanding housing options, child care offerings, social events, recreational amenities, and reducing blight.

GOAL 2: Attract and retain workers in the region to meet the needs of area employers. Focus on improvements or changes to transportation, broadband, social support, worker training, and employer incentives that will result in more filled jobs in the region.

GOAL 3: Support small business, large business, and entrepreneurial development in the region to retain and increase quality jobs. Support business expansion through an increased availability of infrastructure, connection to business resources, and a focus on business adaptations in a changing world.

GOAL 4: Maintain and expand critical infrastructure in the region to support industry expansion and community development. Assist communities in updating and maintaining area infrastructure to keep the region competitive and the quality of life high.

Goal 1: Enhance quality of life in the region by creating a sense of place and developing more community amenities.

Objective: Improve desirability of the region by expanding housing options, child care offerings, social events, recreational amenities, and reducing blight.

TACTIC 1: Support efforts to expand child care in the region.

- Help child care centers find grant funding to subsidize facility expansions or other costs.
- Encourage large employers to offer daycare subsidies as benefits or onsite daycare centers that are partially funded by employers.
- Encourage policy changes on double staffing requirement for third shift child care.

TACTIC 2: Encourage the development of more quality and affordable rental and owner-occupied residential housing stock throughout the region.

- Research funding sources that can help to finance the risk of developing in rural areas. Attract more developers through incentives and risk sharing.
- Pursue partnerships with large area employers to develop workforce housing.
- Support the creation of housing incentives for buyers.
- Consider housing projects that “think beyond standard stick built” homes and embrace other housing options (modular, tilt-up, or 3-D printed homes) that require less on-site trade expertise.
- Support communities in planning for future housing development.
- Maintain existing housing stock in order to preserve quality and affordability while reducing blight.

TACTIC 3: Enhance access to recreational amenities, family-friendly activities, and tourist attractions.

- Encourage the development of “cool stuff” and unique experiences that the community wants – restaurants, social activities, the arts, live music, outdoor activities and family-friendly activities.
- Enhance tourist attractions and market to increase visitor draw throughout the region.
- Provide safe and accessible pedestrian and bicycle facilities, including recreational trails.
- Increase access to recreational facilities.
- Market the area to a family market by emphasizing small town feel, affordability, and family-friendly amenities.

TACTIC 4: Reduce blight in the region through downtown revitalization, housing rehabilitation, and enforcement of property maintenance standards.

- Improve the appearance of downtown areas by researching and pursuing grant funding to reuse existing space and assist with downtown revitalization efforts.
- Encourage communities to create incentive programs to help building owners and homeowners with maintenance costs.
- Assist communities with planning and resources for demolition of blighted homes.
- Encourage development of and/or enforcement of minimum maintenance standards for properties.

Goal 2: Attract and retain workers in the region to meet the needs of area employers.

Objective: Focus on improvements or changes to transportation, broadband, social support, worker training, and employer incentives that will result in more filled jobs in the region.

TACTIC 1: Increase transportation options for all people in the community.

- Better support transit services in the region in order to increase access.
- Increase marketing of public transit options in the region.
- Research the gaps in current workforce transportation and the possibilities for partnering with employers.
- Explore starting an employer vanpool program with the Iowa DOT and Enterprise Rent a Car.

TACTIC 2: Explore broadband speeds throughout the region and assess needs.

- Research data on high-speed internet access gaps in the region.
- Investigate funding availability for broadband development.

TACTIC 3: Expand training opportunities for area workers.

- Work with area partners to offer integrated education trainings for the immigrant workforce to learn English while learning a trade or skill.
- Work with area partners to match workforce training to workforce seasonality. For example, offer specific training for construction workers during the downtime in winter on topics such as licensing, insuring, and bonding.
- Encourage and support the creation of paid internship programs and technical skills programs for youth.
- Encourage and support the creation of “career ladders” to jump start pathways to high-demand jobs.

TACTIC 4: Increase the efficiency of social services with an emphasis on the underemployed.

- Research best practices from the state on career counseling, life coaching, and other social assistance that can help motivate individuals to enter or re-enter the workforce.
- Centralize community support services in the region to provide the best accessibility possible.
- Investigate how to provide better systemic and coordinated immigration solutions in the region.

TACTIC 5: Help area employers identify incentives or best practices to attract and retain workers in jobs.

- Encourage and support a more flexible certification process for teachers in Iowa.
- Encourage incentives to attract teachers to area school districts.
- Encourage area employers to adopt flex scheduling, remote work, and employee benefits to match employee expectations.
- Encourage smaller area employers to develop onboarding and training materials in other languages in order to position those employers to hire immigrants and non-native English speakers.
- Support immigration policies at the national level in order to maintain the flow of workers to the region.

Goal 3: Support small business, large business, and entrepreneurial development in the region to retain and increase quality jobs.

Objective: Support business expansion through an increased availability of infrastructure, connection to business resources, and a focus on business adaptations in a changing world.

TACTIC 1: Assist communities in providing readily available infrastructure that allows for business expansion and development.

- Help communities create readily available commercial space/building stock through grant funding and community planning. Older buildings in downtown areas that are not being utilized are a particularly good asset if they are still structurally sound.
- Work with area partners to help communities plan for and acquire more buildable land for large business/industrial development.
- Consider the use of shared infrastructure for startups through ghost kitchens, commercial kitchens, business incubators, smaller start up centers, and coworking spaces.

TACTIC 2: Provide connection to business resources for area businesses and entrepreneurs.

- Provide referrals to the Small Business Development Center (SBDC) to access technical resources and to “take the leap” and start small businesses.
- Identify training opportunities that would be useful for new and prospective business owners to attend so that they can develop long-term and well-researched business models that match community needs and target a broad market (including e-commerce when possible).
- Work with area partners to help identify funding for new area businesses through grant programs, local TIF incentives, SBDC referrals, and seed capital.

TACTIC 3: Work with area partners to encourage business adaptations for a changing landscape.

- Work with area partners to encourage businesses to identify changes in business design to respond to workforce shortages (i.e.: popular area restaurant reopened for lunch and dinner but now has people order food at one central point in the restaurant to minimize staff need).
- Encourage area manufacturers to invest in manufacturing 4.0 strategies (smart technology, data-driven operations and process automation) so that area employers can adapt to a changing landscape.
- Encourage businesses to develop and maintain an online presence. Promote e-commerce and other online business approaches to expand market.

Goal 4: Maintain and expand critical infrastructure in the region to support industry expansion and community development.

Objective: Assist communities in updating and maintaining area infrastructure to keep the region competitive and the quality of life high.

TACTIC 1: Modernize the region's infrastructure to keep the region competitive.

- Expand or modernize roads to accommodate growth.
- Maintain roads and expand shoulders when possible to provide safety benefits to farm equipment operators, bikers, and for general roadway safety.
- Assist communities with wastewater, drinking water, and stormwater system improvements to maintain compliance with all federal and state regulations and to accommodate growth.
- Explore broadband speeds throughout the region and assess needs.
- Encourage the region to invest in electric charging stations for the trucking industry.
- Research cell phone service coverage in the region and identify coverage gaps.
- Make sure critical infrastructure and buildings are protected from flooding.

TACTIC 2: Help communities secure funding for infrastructure improvements.

- Secure grant funding for communities for water, wastewater, roads, trails, and other types of infrastructure maintenance and expansion.
- Help communities develop funding strategies for infrastructure projects.
- Research and pursue funding mechanisms for transportation projects in the region in partnership with the RPA, cities and counties in the region.
- Encourage regional funding and collaboration when possible.

TACTIC 3: Help community leaders gain knowledge and training.

- Research what makes a successful community. Create a standardized checklist (Community Development Scorecard) of action items communities in the region should have in place to best position itself for success in the future. Consider a longer-term strategy of rolling out this program to communities in the region.
- Provide training opportunities to clerks throughout the region on timely topics through a regional clerk's group.
- Identify training opportunities at the state and regional level that would be useful for community leadership to attend.
- Educate community leadership about the importance of investment in community infrastructure and taking on debt to complete large but necessary projects.

DISASTER AND ECONOMIC RECOVERY AND RESILIENCY STRATEGY

Economic prosperity is linked to a region's ability to prevent, withstand, and quickly recover from major disruptions to its underlying economic base. The CEDS process provides a critical mechanism to help identify regional vulnerabilities and prevent or respond to economic disruptions.

Recent Disasters in the Region 6 Area

Some areas of Region 6 have been heavily impacted in recent years by natural disasters caused by severe wind events, derechos, tornadoes, hail storms, and flooding. The City of Eldora and other communities in Hardin County experienced a serious wind-driven hail event in August of 2009 with 100 mile per hour winds driving up to 3-inch hail sideways. The impacts of the storm were far beyond dented cars and broken windows. Some houses experienced significant paint loss on siding because the pelting was so significant, in addition to broken windows and damaged roofs. Crop damage was severe.



*House in Eldora following August 2009 wind-driven hail event.
Source: Weather.gov.*



*Hail from the August 2009 Eldora wind-driven hail event.
Source: Weather.gov.*

The City of Marshalltown was hit with an EF-3 tornado in July of 2018 that caused millions of dollars in damage to homes, businesses, government buildings, social services, and infrastructure. The tornado path traveled directly over the Marshalltown Central Business District, damaging 100 or more historic and commercial properties. Housing was also significantly affected with hundreds of structures in need of repair. Power was not returned to some areas for five days, and many businesses did not reopen for several months while repairs took place and streets were shut down for demolitions of severely damaged properties.



*Marshalltown storefronts blown out following tornado.
Source: Region 6 Resource Partners.*



*Affected house following the 2018 Marshalltown tornado.
Source: Region 6 Resource Partners.*

In August of 2020, the region experienced a derecho (“land hurricane”) with 100+ mile per hour winds that caused significant damage across the entire region. The derecho’s largest impacts in the region were felt in Marshall County and Tama County. In December of 2021, a less powerful derecho came through the area with minimal impacts in Hardin and Marshall County. The region continues to experience more wind events than in the past.



*Damage from 2020 derecho to South Tama Middle School.
Source: Tama Toledo News.*



*Marshall County grain bin damage from 2020 derecho.
Source: Region 6 Resource Partners.*

In addition to severe wind events, the region is vulnerable to river flooding. The most recent major flooding in the region was in 1993 and 2008. Since those events, there have been some isolated flooding events. In March 2019, warm weather caused abundant snow on the ground to melt. Heavy rain around that time created excessive runoff conditions that triggered river flooding and ice jams. Hardin County experienced a massive ice jam along the flooded Iowa River. The rising river levels threatened key infrastructure including water wells, a sewer lift station, and a water treatment facility in Iowa Falls. The flooding pushed huge chunks of ice over River Road. The community of Iowa Falls was able to avoid significant infrastructure damage by constructing a protective barrier of sandbags between the flood water and the infrastructure until the ice jam cleared. The flooding also affected Marshall and Tama Counties, but minimal infrastructure or property damage occurred.



*Ice jam causes ice chunks to spread over River Road in Iowa Falls.
Source: Times Citizen.*



*Flooding north of Marshalltown in March of 2019.
Source: Times Republican.*

The COVID-19 pandemic has also had a significant social, health, and economic impact on the region. From 2020-2022, the region saw closed businesses, lost businesses and worker shortages. Social and health impacts are also ongoing; between the four counties, Region 6 has experienced at least 24,000 documented cases of COVID-19. Based on the environmental trends of the past five years, the region will continue to experience floods, wind events, severe winter storms, and droughts during the summer.

Economic Resilience

To build economic resilience, we must think about long-term actions that can strengthen our ability to withstand or avoid shock. Activities that help to strengthen economic resilience can take place both before a disaster occurs and after the disaster has already happened. These are long-term, ongoing actions that will help the region come back stronger after a disaster. These disasters can include natural disasters or other economic shocks. **Region 6 Resource Partners will complete the following economic resiliency actions:**

1. **Continue partnership with EDA.** Region 6 is a recipient of the EDA partnership planning grant, which ensures that the organization has enough staff time to stay in consistent communication with its member communities. This partnership allows staff to help with projects on an ongoing basis across the region. EDA has also recently funded two grants in the region to help prepare for economic resilience. These grants include the Marshalltown EDA Edgewood Extension grant (creating more industrial lots in Marshalltown to increase economic diversity from a few very large employers) and the Iowa Falls EDA floodproofing grant (protecting critical city infrastructure from flooding on the Iowa River).
2. **Housing activities.** Housing is a critical component to economic resilience in the region. Region 6 administers the Region 6 Housing Trust Fund, which provides grant funding to income-eligible households to provide critical repairs to their houses. Region 6 will continue to administer this program in order to keep the regional housing stock in good condition and to incentivize new construction of affordable housing units in the region.
3. **Infrastructure activities.** Keeping area drinking water, wastewater, stormwater, and roads up to date is another critical component to economic resilience in the region. Region 6 specializes in helping communities through these projects – from funding to implementation. Region 6 will continue to provide this technical expertise to communities to enhance economic resilience.
4. **ICOG Resiliency Toolkit.** In 2021, the Iowa COGs worked together with the Iowa Association of COGs to create a resiliency toolkit. Region 6 will continue to promote this toolkit to area municipalities and businesses in order to increase disaster preparedness and resiliency.
5. **Continue to ensure that all counties have up-to-date hazard mitigation plans.** Hazard mitigation plans should be updated every 5 years. An up-to-date plan is critical for each community to have access to FEMA funding for projects laid out in the plan.



*Home in Marshalltown before Housing Trust Fund assistance.
Source: Region 6 Resource Partners.*



*Home after Housing Trust Fund assistance.
Source: Region 6 Resource Partners.*

Disaster Resilience

Based on past events, it seems clear that it's not if a disaster will strike the region, but when. When disaster strikes, it is imperative that regular communication channels are in place so that information and updates can get to the right people and communities know what resources are available. Region 6 Resource Partners will continue to maintain a strong network of community stakeholders between the private, public, and non-profit sectors of the region to improve disaster resiliency and to guide recovery efforts when disasters occur. **In order to continue collaborative disaster resiliency and recovery efforts among community stakeholders, Region 6 Resource Partners will complete the following disaster resilience actions:**

1. **Frequent meetings with all communities.** It is the goal of region 6 to have meetings with member communities at least once a year to discuss project progress and needs. These meetings allow Region 6 to communicate about resources available to help with infrastructure and housing needs, and to directly help communities with technical issues.
2. **Clerks Meeting.** Region 6 helps facilitate a regional clerks group meeting on a quarterly basis that provides technical information to area clerks on a topic. A special speaker is chosen for each topic, and the event provides an opportunity for clerks to gather among their peers to hear about how other communities are using resources and dealing with challenges.
3. **Provide insight to cities/counties about availability of disaster recovery programs, services, and planning tools.** When disaster strikes, Region 6 serves as the communicator about resources. Depending on the disaster and severity, there may be different grant funding available from various sources. Region 6 works to keep our member communities informed on the latest updates on resources for recovery.
4. **Help communities work with engineers and understand technical subject matters.** Projects are often technical in nature and require work directly with an engineer. Region 6 will continue to serve as a partner with engineers and municipalities as they work to implement projects.



(Left) A downtown Grinnell (Poweshiek County) building had a roof blown off from the 2020 derecho wind event. (Right) A car wash in Toledo (Tama County) was severely damaged from the 2020 derecho (Source: Region 6 Resource Partners).

Measuring Disaster and Economic Resilience

Region 6 Resource Partners can measure resilience effects in the following ways:

- Number of houses improved through the Housing Trust Fund over a year.
- Number of infrastructure projects completed in the region over five years.
- Number of counties updating their hazard mitigation plans over five years.
- Number of clerks meetings held over a year.
- Number of visits/meetings with communities held over a year.

IMPLEMENTING THE STRATEGY

The Strategy Committee, in conjunction with Region 6 Resource Partners and other identified organizations and individuals, will be responsible for implementing the Region 6 Comprehensive Economic Development Strategy. Having several entities involved will increase the likelihood of success due to the diversity of knowledge, skills, and resources that each organization and individual brings to the committee. Overall, this strategy will be reviewed periodically by the Strategy Committee and Region 6 Resource Partners to ensure all goals and projects are being pursued.

Strategy Committee

With regular meetings facilitated by Region 6 Resource Partners, the Region 6 Board of Directors will be the primary organization guiding the implementation of the Region 6 Comprehensive Economic Development Strategy. The Board is long-term with a focus on all regional planning efforts, so this strategy and future implementation will be coordinated with other regional planning efforts.

Region 6 Resource Partners

In order to achieve the goals and tactics of this plan, Region 6 Resource Partners will be proactive and assist Region 6 counties, cities, organizations, and businesses in a broad range of community and economic development areas. Overall, the work of Region 6 Economic Development District will maximize the overall economic development goals of Iowa and the nation. Specifically, Region 6 Resource Partners will work with the Strategy Committee, local leaders, industries, economic development and community improvement groups, educational institutions, public agencies, and the private sector to forge strategic partnerships to achieve the goals in this strategy.

To this end, Region 6 Resource Partners will institute new activities and build on those which are already a part of operations. Region 6 Resource Partners staff currently works with counties and cities to apply for funding and administer low-income housing rehabilitation projects, develop new home construction projects, obtain grants and funding to build community centers, recreational amenities, and wastewater treatment facilities, assist with downtown development, assist with comprehensive planning, and provide assistance with other economic development and funding opportunities. Region 6 Resource Partners works with counties and cities to plan and implement a regional Transportation Improvement Program so transportation policies comply with the region and state's economic development strategies. Transportation planning and public transit services completed by region 6 also connects public and private sector work. Through transportation planning, both public and private sector needs are considered. Through public transit services, Peoplerides increases public mobility and access to services provided by the private sector such as healthcare.

Ultimately, Region 6 Resource Partners will continue to provide existing services and, as an Economic Development District, will increase its role in developing programs for communities in its service area. Region 6 Resource Partners will also continue seeking community public participation and input in order to prioritize future community economic development projects in the region.

Public and Private Sector Collaboration

On a regular basis, Region 6 Resource Partners works with economic development organizations, Iowa Valley Community College District, and financial institutions in the region to achieve CEDS goals. We also work with local governments, counties and cities to achieve economic development goals. Through assistance programs, Region 6 Resource Partners also works with private individuals and companies in the region. Several economic development professionals and private sector representatives serve on the Region 6 board.

The Iowa Valley Community College District is a public community college that is extremely important in achieving the education and job skills training component of this strategy. Overall, the District provides the vital connection between the workforce and companies in the region by providing the educational opportunities needed to attain skilled or professional employment. The District also collaborates with local companies to ensure the training offered are valuable, and it is essential that collaboration continues and even increases.

In addition, the financial institutions in the region are essential to successful Strategy implementation because these institutions provide access to capital for private investment. In all Region 6 committees, a financial institution participates to ensure the requirements and challenges in providing financial assistance to the public and private sector is incorporated in the Region 6 work. Like economic development organizations and the community college district, the region's financial institutions provide a vital link between the public and private sectors. Overall, the public and private sectors will continuously work together to ensure implementation of the goals and projects in this strategy. Region 6 and other organizations in the region will be essential in maintaining open communication between the public and private sectors to ensure ideal outcome.

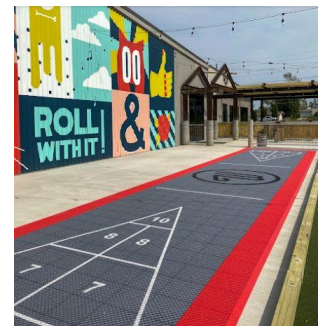
Strategy Partners

The following implementation strategy identifies the key organizations and partners that can serve as potential resources to help guide the next steps in the implementation process.

GOAL 1: Enhance quality of life in the region by creating a sense of place and developing more community amenities. Improve desirability of the region by expanding housing options, child care offerings, social events, recreational amenities, and reducing blight.

Key organizations and partners:

Marshalltown Area Chamber of Commerce, Tama County Economic Development, Iowa Falls Area Development Corporation, Traer Development Corporation, Toledo Economic Development, State Center Development Association, City of Marshalltown, City of Toledo, City of State Center, City of Iowa Falls, City of Eldora, City of Grinnell, other area cities and counties, Meskwaki Nation, large area employers, area daycare centers, housing developers, general contractors, Iowa Economic Development Authority (CDBG and Downtown Resource Center), Iowa Finance Authority (Workforce Housing Tax Credit and Low Income Housing Tax Credit), area financial institutions, Homes for Iowa, Region 6 Housing Trust Fund, Hardin, Marshall, Poweshiek and Tama County Conservation Boards, Iowa Department of Transportation (TAP funding, State Recreational Trail funding, Federal Recreational Trail funding), Marshall County Arts and Culture Alliance, Iowa League of Cities, Region 6 Resource Partners.



(Left) Mural in Marshalltown (Source: Marshall County Arts and Culture Alliance). (Middle) Matchstick Marvels in Gladbrook (Source: Matchstick Marvels). (Right) Wayward Social restaurant, bar and entertainment (Source: Wayward Social).

GOAL 2: Attract and retain workers in the region to meet the needs of area employers. Focus on improvements or changes to transportation, broadband, social support, worker training, and employer incentives that will result in more filled jobs in the region.

Key organizations and partners:

Marshalltown Municipal Transit (MTT), Peoplerides, Iowa Department of Transportation, South Central Iowa Workforce Board (Iowa Workforce Development), Iowa Valley Community College, Grinnell College, Central Rivers Area Education Agency, Mid-Iowa Community Action (MICA), Center Associates, SATUCI, area employers, area economic development organizations that are involved with broadband research/development, workforce training or apprenticeship programs, and any direct communication with area employers.

GOAL 3: Support small business, large business, and entrepreneurial development in the region to retain and increase quality jobs. Support business expansion through an increased availability of infrastructure, connection to business resources, and a focus on business adaptations in a changing world.

Key organizations and partners:

Area employers, area cities and counties, Economic Development Authority (EDA), Iowa Economic Development Authority (CDBG, Downtown Resource Center, others), Small Business Development Center (SBDC), area financial institutions, all area economic development professionals, Region 6 Resource Partners.

GOAL 4: Maintain and expand critical infrastructure in the region to support industry expansion and community development. Assist communities in updating and maintaining area infrastructure to keep the region competitive and the quality of life high.

Key organizations and partners:

Area cities and counties, Hardin County Engineer, Marshall County Engineer, Poweshiek County Engineer, Tama County Engineer, Iowa Economic Development Authority (CDBG), Iowa Department of Natural Resources (SRF funding), Iowa Department of Transportation, FEMA, Economic Development Authority (EDA), United State Department of Agriculture (USDA), area engineering firms, area economic development professionals who are involved with broadband research and development, Region 6 Resource Partners.



(Left) Large area employer Iowa Premium Beef in Tama (Tama County) (Source: Times Republican) and (Right) JELD-WEN in Grinnell (Poweshiek County) (Source: JELD-WEN).

MONITORING STRATEGY PROGRESS

In order to ensure that the Region 6 Comprehensive Economic Development Strategy remains a living document that is relevant to the shifting challenges and opportunities in the region, the Region 6 board will meet at least once each year to evaluate progress in the implementation of this strategy's goals and tactics for vital projects. Monitoring the progress in the implementation of this strategy will be the responsibility of Region 6 Resource Partners staff with guidance from the Region 6 board. Evaluating the effectiveness of the strategies and preparation of an evaluation document will also be accomplished by Region 6 staff. Reports will be prepared annually in accordance with Economic Development Administration requirements.

Measuring Strategy Performance

This evaluation will include both quantitative and qualitative measures of performance. Quantitative measure will include the following:

- Number of new/expanded child care centers
- Number of new housing units created
- Number of new recreation or tourist attractions created
- Number of improved downtown properties
- Change in population in the region
- Number of new apprenticeship or training programs created
- Number of new jobs created
- Number and type of investments regionally
- Changes in the economic environment
- Number of CDBG, EDA or USDA grants addressing water, sewer, downtown investments, public amenities or community facilities.

More qualitative methods of measuring progress include word of mouth and personal interviews, which will give Region 6 Resource Partners valuable information about the progress of individual projects and how they are perceived by the public and project partners.



Timbukbru microbrewery in Iowa Falls, Hardin County. Source: Timbukbru.

APPENDIX A – RESULTS OF MEETINGS

In April and May of 2022, Region 6 staff traveled the region to hold meetings with city staff, economic development professionals, and county engineers. The goal of each meeting was to learn about community needs and planned improvements. The results of these meetings show a significant need for improvements throughout the region in the following categories:

- Water, Sewer and Storm Sewer Infrastructure
- Housing
- Downtown
- Parks
- Public Safety
- Community Improvements
- Roads

Community needs are broken down by category on the following pages.

COMMUNITY NEEDS – WATER, SEWER AND STORM SEWER INFRASTRUCTURE

Goal	County	City	Type of Project	Details	Estimated Cost	Desired Timeline
4	Hardin	Ackley	Water	Replace Fire Hydrants	\$ 200,000	5 Years
4	Hardin	Ackley	Water	Water Treatment System Replacement	\$ 5,000,000	5 Years
4	Hardin	Ackley	Wastewater	Additional Wastewater Lining	\$ 500,000	5 Years
4	Hardin	Alden	Water	New Water Well	\$ 500,000	5 Years
4	Hardin	Eldora	Storm Sewer	Storm Sewer Improvements	\$ 500,000	5 Years
4	Hardin	Iowa Falls	Water	New Water Well	\$ 4,000,000	5 Years
4	Hardin	Iowa Falls	Wastewater	Replace Wastewater System	\$ 12,000,000	5 Years
4	Hardin	Radcliffe	Wastewater	Wastewater Lining	\$ 700,000	5 Years
4	Hardin	Radcliffe	Water	Replace Water Tower	\$ 1,000,000	5 Years
4	Hardin	Steamboat Rock	Wastewater	Extend Wastewater Infrastructure	\$ 500,000	5 Years
4	Hardin	Union	Wastewater	Wastewater System Lining	\$ 500,000	5 Years
4	Hardin	Union	Storm Sewer	Storm Sewer Improvements with Floodplain	\$ 800,000	5 Years
4	Marshall	Albion	Wastewater	Wastewater Treatment Improvements	\$ 2,000,000	5 Years
4	Marshall	Clemons	Wastewater	Wastewater Lining Improvements	\$ 400,000	5 Years
4	Marshall	Ferguson	Wastewater	Wastewater Treatment Facility Improvements	\$ 1,000,000	5 Years
4	Marshall	Gilman	Wastewater	Wastewater Treatment Facility Improvements	\$ 2,000,000	5 Years
4	Marshall	Haverhill	Wastewater	Wastewater Treatment Facility Improvements	\$ 1,000,000	5 Years
4	Marshall	Laurel	Wastewater	Wastewater Treatment Facility Improvements	\$ 1,000,000	5 Years
4	Marshall	Le Grand	Water	Water Line Replacement	\$ 600,000	5 Years
4	Marshall	Liscomb	Wastewater	Wastewater Lining Improvements	\$ 600,000	5 Years
4	Marshall	Marshalltown	Water	New Water Treatment Facility	\$ 20,000,000	5 Years
4	Marshall	Marshalltown	Storm Sewer	Replace Aging Storm Sewer Infrastructure	\$ 20,000,000	5 Years
4	Marshall	Melbourne	Wastewater	Line the wastewater system to reduce flows	\$ 700,000	5 Years
4	Marshall	Melbourne	Wastewater	Wastewater Treatment Facility Improvements	\$ 2,000,000	5 Years
4	Marshall	State Center	Wastewater	Wastewater Treatment Improvements	\$ 3,000,000	5 Years
4	Poweshiek	Deep River	Water	Water Lines Replacement	\$ 700,000	5 Years
4	Poweshiek	Grinnell	Water	New Water Treatment Facility	\$ 22,000,000	5 Years
4	Poweshiek	Grinnell	Water	Replace Water Tower	\$ 3,000,000	5 Years

REGION 6 CEDS

4	Poweshiek	Malcom	Wastewater	Replace Wastewater Lift Station	\$ 150,000	5 Years
4	Poweshiek	Malcom	Wastewater	Replace Control Valve - wastewater	\$ 150,000	5 Years
4	Poweshiek	Montezuma	Wastewater	New Jordan Well with Water Treatment Improvements	\$ 3,000,000	5 Years
4	Tama	Chelsea	Wastewater	Wastewater Treatment Facility Improvements	\$ 2,000,000	5 Years
4	Tama	Dysart	Wastewater	Wastewater Treatment Facility Improvements	\$ 5,000,000	5 Years
4	Tama	Gladbrook	Wastewater	Wastewater Lining	\$ 750,000	5 Years
4	Tama	Montour	Wastewater	Wastewater Treatment Facility Improvements	\$ 1,500,000	5 Years
4	Tama	Montour	Storm Sewer	Storm Sewer Improvements	\$ 300,000	5 Years
4	Tama	Montour	Water	Replace Water Distribution System	\$ 700,000	5 Years
4	Tama	Toledo	Wastewater	Wastewater Lining Improvements	\$ 2,000,000	5 Years
4	Tama	Traer	Wastewater	Wastewater Lining	\$ 600,000	5 Years
	TOTAL				\$ 122,350,000	

COMMUNITY NEEDS – HOUSING

Goal	County	City	Type of Project	Details	Estimated Cost	Desired Timeline
1	Hardin	Ackley	Housing	New Lots for New Single Family Housing	\$ 1,000,000	5 Years
1	Hardin	Alden	Housing	Demolish Blighted Homes & Buildings	\$ 30,000	5 Years
1	Hardin	Eldora	Housing	Repurpose Old Hospital Building for Housing	\$ 3,000,000	5 Years
1	Hardin	Eldora	Housing	Demolish Blighted Homes & Buildings	\$ 100,000	5 Years
1	Hardin	Eldora	Housing	Upper Story Housing Rehab Opportunity	\$ 2,000,000	5 Years
1	Hardin	Eldora	Housing	Redevelop Trailer Park - purchase, remove trailers	\$ 1,500,000	5 Years
1	Hardin	Iowa Falls	Housing	Upper Story Housing	\$ 1,000,000	5 Years
4	Hardin	Iowa Falls	Housing	Extend Infrastructure for New Housing Developments	\$ 1,000,000	5 Years
1	Hardin	New Providence	Housing	Cleanup and Demolish Homes	\$ 100,000	5 Years
1	Hardin	Steamboat Rock	Housing	Housing Improvements	\$ 400,000	5 Years
1	Hardin	Steamboat Rock	Housing	Demolish Blighted Homes	\$ 60,000	5 Years
1	Hardin	Whitten	Housing	Demolish Blighted Homes	\$ 50,000	5 Years
1	Marshall	Albion	Housing	Housing Improvements - existing	\$ 500,000	5 Years
1	Marshall	Ferguson	Housing	Demolish Blighted Homes	\$ 100,000	5 Years
1	Marshall	Ferguson	Housing	Housing Improvements	\$ 200,000	5 Years
1	Marshall	Liscomb	Housing	Demolish Blighted Homes	\$ 50,000	5 Years
1	Marshall	Marshalltown	Housing	Housing Improvements	\$ 500,000	5 Years
1	Marshall	Marshalltown	Housing	Increase Affordable Housing Options	\$ 5,000,000	5 Years
1	Marshall	Marshalltown	Housing	Upper Story Housing	\$ 2,000,000	5 Years
1	Marshall	Marshalltown	Housing	New Single Family Subdivision for Growth	\$ 1,000,000	5 Years
1	Marshall	Melbourne	Housing	New Housing Development for Single Family Homes	\$ 1,000,000	5 Years
1	Marshall	Melbourne	Housing	Existing Homes Improvements	\$ 300,000	5 Years
1	Marshall	Rhodes	Housing	Existing Homes Improvements	\$ 300,000	5 Years
1	Marshall	State Center	Housing	New Single Family Subdivision for Growth	\$ 1,000,000	5 Years
1	Poweshiek	Brooklyn	Housing	New Single Family Subdivision for Growth	\$ 1,000,000	5 Years
1	Poweshiek	Deep River	Housing	Demolish Blighted Homes	\$ 50,000	5 Years
1	Poweshiek	Grinnell	Housing	Housing Improvements	\$ 1,000,000	5 Years
1	Poweshiek	Grinnell	Housing	Assist with Creating New Housing Area	\$ 1,000,000	5 Years

REGION 6 CEDS

1	Poweshiek	Malcom	Housing	Existing Housing Improvements	\$ 200,000	5 Years
1	Poweshiek	Malcom	Housing	Demolish Blighted Homes	\$ 50,000	5 Years
1	Poweshiek	Montezuma	Housing	Upper Story Housing	\$ 1,200,000	5 Years
1	Poweshiek	Montezuma	Housing	Purchase and remove the trailer court	\$ 1,000,000	5 Years
1	Tama	Dysart	Housing	Demolish Blighted Homes	\$ 60,000	5 Years
1	Tama	Dysart	Housing	New Independent/Assisted Living Facility	\$ 5,000,000	5 Years
1	Tama	Gladbrook	Housing	Demolish Blighted Homes	\$ 60,000	5 Years
1	Tama	Lincoln	Housing	Housing Improvements	\$ 250,000	5 Years
1	Tama	Tama	Housing	Adaptive Reuse of Existing Buildings for Housing	\$ 1,000,000	5 Years
1	Tama	Toledo	Housing	Upper Story Housing	\$ 2,000,000	5 Years
1	Tama	Tama	Housing	New Area for Single and Multi-Family Homes	\$ 1,000,000	5 Years
1	Tama	Toledo	Housing	New Area for Single and Multi-Family Homes	\$ 1,000,000	5 Years
	TOTAL				\$ 38,060,000	

COMMUNITY NEEDS – DOWNTOWN REVITALIZATION

Goal	County	City	Type of Project	Details	Estimated Cost	Desired Timeline
1	Hardin	Ackley	Downtown	Downtown Revitalization	\$ 1,500,000	5 Years
1	Hardin	Alden	Downtown	Downtown Revitalization	\$ 800,000	5 Years
1	Hardin	Eldora	Downtown	Downtown Revitalization	\$ 1,500,000	5 Years
1	Hardin	Hubbard	Downtown	Downtown Revitalization	\$ 200,000	5 Years
1	Hardin	Iowa Falls	Downtown	Downtown Revitalization - Blighted Properties	\$ 1,200,000	5 Years
1	Hardin	Iowa Falls	Downtown	Commercial Façade Improvements	\$ 1,200,000	5 Years
1	Marshall	Marshalltown	Downtown	Downtown Improvements	\$ 10,000,000	5 Years
1	Marshall	Marshalltown	Downtown	Infill Development on Vacant Lots (Tornado Demolitions)	\$ 10,000,000	5 Years
1	Poweshiek	Montezuma	Downtown	Demolish Blighted Building - Downtown Hotel	\$ 250,000	5 Years
1	Tama	Garwin	Downtown	Downtown Revitalization	\$ 500,000	5 Years
1	Tama	Tama	Downtown	Downtown Façade and streetscape improvements	\$ 2,000,000	5 Years
1	Tama	Toledo	Downtown	Downtown Revitalization	\$ 1,500,000	5 Years
1	Tama	Traer	Downtown	Downtown Revitalization	\$ 1,500,000	5 Years
	TOTAL				\$ 32,150,000	

COMMUNITY NEEDS – PARKS

Goal	County	City	Type of Project	Details	Estimated Cost	Desired Timeline
1	Hardin	Alden	Parks	Remove Iowa River Dam (low head dam)	\$ 500,000	5 Years
1	Hardin	Eldora	Parks	Develop Riverfront Park	\$ 1,800,000	5 Years
1	Hardin	Hardin County	Parks	Extend Iowa River's Edge trail to Marshall County Line	\$ 15,000,000	5 Years
1	Hardin	Eldora	Parks	Extend Eldora Trail	\$ 1,000,000	5 Years
1	Hardin	Hubbard	Parks	Replace Local Swimming Pool	\$ 3,000,000	5 Years
1	Hardin	Iowa Falls	Parks	Extend Iowa Falls Trail	\$ 500,000	5 Years
1	Hardin	Steamboat Rock	Parks	Remove Iowa River Dam (low head dam) and Create River Park	\$ 3,000,000	5 Years
1	Marshall	Ferguson	Parks	Community Center Improvements	\$ 50,000	5 Years
1	Marshall	Gilman	Parks	Park Improvements	\$ 100,000	5 Years
1	Marshall	Le Grand	Parks	Park Equipment Replacement	\$ 50,000	5 Years
1	Marshall	Marshalltown	Parks	Extend Iowa River's Edge trail to Hardin County Line	\$ 15,000,000	5 Years
1	Marshall	Marshalltown	Parks	Park Improvements	\$ 500,000	5 Years
1	Marshall	Marshall County	Parks	Improve and Expand County Park Facilities and Amenities	\$ 2,000,000	5 Years
1	Poweshiek	Malcom	Parks	Community Center Improvements	\$ 250,000	5 Years
1	Poweshiek	Montezuma	Parks	Park Improvements	\$ 310,000	5 Years
1	Tama	Dysart	Parks	Park Improvements	\$ 100,000	5 Years
1	Tama	Toledo	Parks	Park Improvements	\$ 150,000	5 Years
	TOTAL				\$ 43,310,000	

COMMUNITY NEEDS – PUBLIC SAFETY

Goal	County	City	Type of Project	Details	Estimated Cost	Desired Timeline
4	Hardin	Ackley	Public Safety	New Tornado Shelter at Prairie Bridges Campground	\$ 500,000	5 Years
4	Hardin	Ackley	Public Safety	Replace Tornado Sirens	\$ 200,000	5 Years
4	Hardin	Ackley	Public Safety	New Ambulance Building	\$ 300,000	5 Years
4	Hardin	Alden	Public Safety	Replace Tornado Sirens	\$ 100,000	5 Years
4	Hardin	Iowa Falls	Public Safety	Flood Prevention	\$ 750,000	5 Years
4	Hardin	Whitten	Public Safety	Expand Fire Station	\$ 200,000	5 Years
4	Marshall	Ferguson	Public Safety	Replace Tornado Sirens	\$ 30,000	5 Years
4	Marshall	Marshalltown	Public Safety	Raise Sections of the Flood Control Levee	\$ 5,000,000	5 Years
4	Poweshiek	Grinnell	Public Safety	New Municipal EMS System	\$ 500,000	5 Years
4	Tama	Clutier	Public Safety	New Fire Department Equipment	\$ 25,000	5 Years
4	Tama	Garwin	Public Safety	New Public Safety Building	\$ 1,000,000	5 Years
4	Tama	Tama	Public Safety	Raise the Floodproof Levee System	\$ 1,000,000	5 Years
4	Tama	Traer	Public Safety	New Public Safety Building	\$ 500,000	5 Years
	TOTAL				\$ 10,105,000	

COMMUNITY NEEDS – COMMUNITY IMPROVEMENTS

Goal	County	City	Type of Project	Details	Estimated Cost	Desired Timeline
1	Hardin	Steamboat Rock	Community Improvement	Demolish Old School Building	\$ 1,000,000	5 Years
1	Hardin	Whitten	Community Improvement	Demolish Old School Building	\$ 300,000	5 Years
4	Marshall	Le Grand	Community Improvement	Replace or Renovate City Hall	\$ 250,000	5 Years
1	Marshall	Rhodes	Community Improvement	Demolish Blighted Buildings	\$ 30,000	5 Years
1	Marshall	St. Anthony	Community Improvement	Community Revitalization	\$ 500,000	5 Years
1	Marshall	Marshalltown	Community Improvement	Repurpose or reuse old downtown hospital	\$ 20,000,000	5 Years
1	Poweshiek	Deep River	Community Improvement	Demolish Old School Building	\$ 300,000	5 Years
1	Poweshiek	Grinnell	Community Improvement	Repurpose Veteran's Memorial Building	\$ 5,000,000	5 Years
1	Poweshiek	Montezuma	Community Improvement	Redevelop the Community Center	\$ 500,000	5 Years
4	Tama	Clutier	Community Improvement	New Public Works Facility	\$ 150,000	5 Years
4	Tama	Dysart	Community Improvement	New Public Works Facility	\$ 300,000	5 Years
1	Tama	Toledo	Community Improvement	Repurpose the State Juvenile Detention Center	\$ 1,500,000	5 Years
1	Tama	Toledo	Community Improvement	Demolish Blighted Buildings	\$ 150,000	5 Years
	TOTAL				\$ 29,980,000	

COMMUNITY NEEDS – ROADS

Goal	County	City	Type of Project	Details	Estimated Cost	Desired Timeline
4	Hardin	Ackley	Roads	Street Improvements	\$ 1,500,000	5 Years
4	Hardin	Steamboat Rock	Roads	Repavement Project	\$ 400,000	5 Years
4	Marshall	Gilman	Roads	Road Improvements	\$ 500,000	5 Years
4	Marshall	Le Grand	Roads	Pavement Replacement	\$ 700,000	5 Years
4	Marshall	Marshalltown	Roads	Highland Acres Road	\$ 5,000,000	5 Years
4	Marshall	Marshalltown	Roads	3rd Avenue/Highway 14 Reconstruction	\$ 20,000,000	5 Years
4	Marshall	State Center	Roads	Local road improvements	\$ 1,000,000	5 Years
4	Poweshiek	Brooklyn	Roads	Improve local roads	\$ 1,000,000	5 Years
4	Tama	Dysart	Roads	Road Replacement	\$ 600,000	5 Years
4	Tama	Garwin	Roads	Road Replacement	\$ 300,000	5 Years
4	Tama	Gladbrook	Roads	Road Replacement	\$ 500,000	5 Years
4	Tama	Montour	Roads	Bridge Replacement	\$ 300,000	5 Years
4	Tama	Tama	Roads	Road Improvements	\$ 1,000,000	5 Years
4	Tama	Toledo	Roads	Road Replacement	\$ 1,500,000	5 Years
4	Tama	Traer	Roads	Road Improvements	\$ 1,000,000	5 Years
	TOTAL				\$ 35,300,000	

SUMMARY OF NEEDS

Type of Project	Sampling of Projects	Estimated Cost
Water, Sewer, and Storm Sewer Infrastructure	Replace fire hydrants, replace water treatment system, new water well, replace water tower, replace water distribution system, wastewater treatment facility improvements, wastewater lining, storm sewer improvements.	\$122,350,000
Housing	New lots and infrastructure for single-family housing, demolish blighted homes, improve existing housing, upper story housing opportunities, address trailer parks, new independent/assisted living facility	\$38,060,000
Downtown	Downtown revitalization of blighted properties, demolish blighted properties, downtown streetscape improvements.	\$32,150,000
Parks	Remove low head dam, develop riverfront park, develop recreation trails, community center improvements, replace or improve park equipment	\$43,310,000
Public Safety	New tornado shelter, replace tornado sirens, new ambulance building, flood prevention, expand fire station, new public safety building, new EMS system, raise the floodproof levee system	\$10,105,000
Community Improvements	Demolish old school buildings, replace city hall, demolish blighted buildings, community revitalization, new public works facility	\$28,480,000
Roads	Street improvements, repavement projects, road replacements	\$29,980,000
TOTAL		\$304,435,000

APPENDIX B – RESULTS OF ECONOMIC DEVELOPMENT STRATEGY MEETING

On August 3, 2022, stakeholders throughout the region were invited to attend an economic development strategy meeting to discuss the most pressing economic development issues in the region. Those who participated in the event are listed below.

Strategy Committee Members and Affiliation

Name	Position	Affiliation
Dan Agnew	Mayor	City of Grinnell
Jody Anderson	City Manager	City of Iowa Falls
Mark Buschkamp	Director	Iowa Falls Area Development
Amber Danielson	Director	Marshall County Arts and Culture Alliance
Kristie Fisher	President	Iowa Valley Community College
Gage Grutz	Community Planner	Region 6 Resource Partners
John Hall	President and CEO	Marshalltown Area Chamber of Commerce
Denine Morris	Grants Planner/Writer	Meskwaki Nation
Jason Roudabush	Supervisor	Poweshiek County BOS
Mark Schoborg	Retired	Retired Engineer from Central Iowa Water Association
Michelle Spohnheimer	Housing and Community Development Director	City of Marshalltown
Melissa Strovers	Director of Collective Impact	Grinnell College
Clarissa Thompson	Executive Director	Mid-Iowa Community Action
Julie Winter	Planning Director	Region 6 Resource Partners
Marty Wymore	Executive Director	Region 6 Resource Partners

Other Committee Members that were invited to participate but were unable to attend: Dan Anderson (Poweshiek County BOS), Dave Thompson (Marshall County BOS), Lance Granzow (Hardin County BOS), Roger Luehring (CGA and Tama County), Trudi Scott (City of Gladbrook), Bill Menner (Iowa Rural Development Council), Angela De La Riva (Hardin County Economic Development), Russ Behrens (City of Grinnell), Krista Tedrow (South Central Iowa Workforce Board), Tyler Avis (City of Grinnell), Jacque Goodman (Iowa Valley Community College), Rachael Kinnick (Grinnell Chamber), Katherine Ollendieck (Tama County Economic Development), Jack Allen (Mid Iowa Workshop), and Jeff Vance (CIRSI).

Meeting participants were broken up into 3 groups and asked to brainstorm barriers and solutions for 4 key topics:

1. **Placemaking and Quality of Life.** What are the barriers to more individuals and families living in our region? What needs to be improved in our region to attract and maintain residents?
2. **Workforce Development & Retention.** How can we assist existing and future residents who are underemployed, early retirees, unemployed, unmotivated, etc. gain and retain employment? Does the region lack the facilities, special training programs, or other resources to bring people into the workforce?
3. **Businesses and Entrepreneurial Development and Support.** How can we enhance small business, large business, and entrepreneurial development?
4. **Infrastructure.** What infrastructure (water, wastewater, roads, railroads, internet, etc.) improvements are needed to help local development or redevelopment?

The combined results of what the three groups identified for each topic are on the following pages.

Topic 1: Placemaking and Quality of Life

- What are the barriers to more individuals and families living in our region?
- What needs to be improved in our region to attract and maintain residents?

Results

- Child care – Supported by businesses, adequate staff with good pay, 24-hour care.
- Child care – Rethink K-12 model, especially for summer (how to fund).
- Child care – Third shift child care (in late evening hours) requires double staffing.
- Housing – The price of expanding, land-locked cities with no affordable available land.
- Housing – Attract more developers.
- Housing – Acquire more funding sources to help with risk of developing (SBA loans, philanthropy)
- Housing – Cultivate more tradespeople. Earlier exposure to trades.
- Housing – Rethink housing sector (modular, tilt up, 3-D printed homes). Think beyond stick built. Develop housing that requires less on-site tradespeople.
- Housing – Housing for all needs and income levels. Create housing programs to encourage new construction.
- Blight – Support property owners with maintenance. Support, education, neighborhood pride
- Blight – Perception of high crime, safety and drugs
- Social – Lack of social events and night life. Lack of unique experiences.
- Social – Need more nightlife, entertainment, restaurants
- Social – Need to better showcase tourism opportunities in area.
- Social – Develop more cool stuff, cool stuff for 4 seasons.
- Social – Marketing for retention of the “family” market. Market small town, affordability and family friendly. Market to employees who are at that stage of life. Market to retirees coming back for class reunions: ask them what would make you move here?
- Social – Create more family friendly activities
- Social support – Juggling accessing community support services (i.e., needing to go to MICA then therapist office in a different location).
- Social support – Better systemic and coordinated immigration solutions. Immigrants need better access to community and social support (hard to come ask for help if you don’t speak the language). Stigma attached to announcing you are “new to the community” so people stay in the shadows. Supportive school services for the underserved community (mid-year joiners).
- Rural public transportation – Focus on getting people to work sites.
- Rural public transportation – Need for on-demand transportation (uber)
- Support entrepreneurs, mentorship – Resources to start and maintain businesses that are sustainable that meet community needs.
- Education – This sector needs workers. Better pay needed, more respect
- Employers – Need more employers who are open to diversity/inclusion. It can’t just be JBS. Would a workforce program help?

Topic 2: Workforce Development & Retention

- How can we assist existing and future residents who are underemployed, early retirees, unemployed, unmotivated, etc. gain and retain employment?
- Does the region lack the facilities, special training programs, or other resources to bring people into the workforce?

Results

- Child care – Onsite daycares, cost share with employees
- Housing – Major employers partner with communities to develop more workforce housing
- Social support – Job life coaching and other social assistance that can motivate individuals to enter or reenter workforce.
- Rural public transportation – Support workers
- Rural public transportation – Transportation to and from work
- Rural public transportation – Lack of transportation options for any use
- Infrastructure – Provide better broadband access job training and job opportunities
- Infrastructure – Create more shared workspaces to provide access to high-speed internet.
- Policy change – More flexible certification process for education teachers. IA is stringent with licensing and it hurts teachers relocating to Iowa from other states.
- Training – Career pathway for teachers. Career ladder for teacher's aids and others to get their teaching certificate.
- Training – Paid apprenticeship programs, especially for HVAC and electrical
- Training – Offer integrated education trainings for immigrant workforce to learn English while learning a trade/skill – i.e., CAN
- Training – Match workforce training to workforce seasonality in construction business. Offer specific training for construction workers during the downtime in winter (licensing, insuring, bonding).
- Training – Resources and training for smaller employers. Position small employers to hire immigrants and non-English speakers. Possibly develop onboarding programs in other languages, training programs for employees so that various people can be trained to do a job.
- Policy change – Support immigrant policies at the national level
- Policy change – Remain open to immigration at the local level as the community grows
- Retention – Increase employer flexibility to increase retention. Flex schedule, remote work, employee benefits match employee expectations

Topic 3: Businesses and Entrepreneurial Development and Support

- How can we enhance small business, large business, and entrepreneurial development?

Results

- Rural public transportation – Rural focus on transportation (i.e.: UBER)
- Infrastructure – Need broadband
- Infrastructure – Commercial space that is ready to be rented
- Infrastructure – Industrial space that is ready to be developed
- Infrastructure – Encourage the use of shared infrastructure through ghost restaurants, startup incubators, commercial kitchens
- Infrastructure – Have land readily available for large businesses/industrial
- Infrastructure – Have building stock readily available
- Infrastructure – Business incubator/smaller start up centers
- Training – Training for new business owners for sustainable long-term operations. Help business owners match to community need.
- Training – Support business development that targets broader market – i.e.: Main Street AND online
- Policy – Identify ways that smaller towns can generate funds in invest in themselves (i.e.: TIF)
- Funding – Access to money through grant programs and seed capital
- Training – Take the Leap! Encourage people to take the leap and start small businesses through a support network with the SBDC to access technical resources.
- Technology – Invest in manufacturing 4.0 to support automation and efficiency in manufacturing
- Training – Encourage businesses to find changes in design to handle employee shortages (i.e.: Wayward Social adapting to ordering food when you come into the restaurant to minimize need for wait staff).
- Funding – Startup packages for new businesses
- Training – Better partnerships with SBDC to access technical resources
- Policy – Offer TIF incentives

Topic 4: Infrastructure

- What infrastructure (water, wastewater, roads, railroads, internet, etc.) improvements are needed to help local development or redevelopment?

Results

- Housing – Building homes to withstand hazards
- Roads – When updating roads/streets, include larger shoulder to provide benefit to farm equipment, bikers, and for general road safety. (IE: Poweshiek County did 4-foot shoulders).
- Trails – Expand statewide bike trails for recreational and tourism benefit.
- Drinking Water – Work to maintain capacity and quality of drinking water systems
- Drinking Water – Improve drinking water capacity in Marshalltown so that it can accommodate more growth
- Water quality – Water quality of surface water
- Land access for housing development – Need resources to purchase and expand
- Broadband – Smaller communities need help
- Broadband – Encourage competition to improve service
- Flooding – Make sure infrastructure and other older buildings are resilient
- Cell phone service – Verizon and Sprint connectivity outside of Marshalltown is not good
- Electric vehicle charging for trucking industry – Need to invest in this infrastructure in the region in order to position the region for electrification of truck industry
- Funding – Secure funding for communities for water, wastewater, roads, trails, and other types of infrastructure maintenance and expansion.
- Funding – Funding for infrastructure projects is usually employment-driven (i.e.: EDA and RISE). Identify funding that can be used for capital investment driven projects.
- Training – Educate community leadership about the importance of investment in community infrastructure and taking on debt to complete large but needed projects.
- Training – Identify training opportunities and topics that would be beneficial to community leadership and elected officials in the region to attend. Long term, a “Community Development Scorecard” program may be pursued that would create a standardized checklist of action items the community should have in place to best position itself for success in the future.