
SOUTHWEST IOWA PLANNING COUNCIL

FY 2020-2025

COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

FOR THE COUNTIES OF:
CASS, FREMONT, HARRISON,
MONTGOMERY, PAGE, &
SHELBY



ADOPTING RESOLUTION

Adoption of Final 2020 Comprehensive Economic Development Strategy

WHEREAS the six county economic development region served by the Southwest Iowa Planning Council, comprising Cass, Fremont, Harrison, Montgomery, Page, and Shelby Counties in Iowa is proactively planning for future economic development, and;

WHEREAS a committee of economic development professionals and other area leaders has worked with the public and Southwest Iowa Planning Council staff to draft the *Comprehensive Economic Development Strategy, 2020*, and;

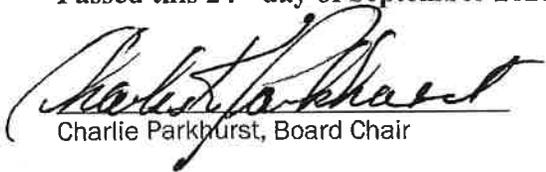
WHEREAS multiple public meetings were held to discuss the plan and were well attended by the public, whose participation helped develop and guide the document, and;

WHEREAS notice of the plan has been published for at least 30 days in newspapers throughout the region and the public has been allowed to comment on the plan during that time period, and;

WHEREAS it is a requirement of the U.S. Department of Commerce, Economic Development Administration that economic development regions submit an updated Comprehensive Economic Development Strategy every 5 years, therefore;

BE IT RESOLVED that the Southwest Iowa Planning Council Policy Council adopts the *Comprehensive Economic Development Strategy, 2020* and will work to implement the recommendations thereof.

Passed this 24th day of September 2020.


Charlie Parkhurst, Board Chair

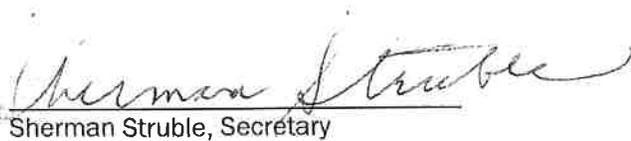

Sherman Struble, Secretary

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INTRODUCTION

Southwest Iowa Planning Council's (SWIPCO) Comprehensive Economic Development Strategy (CEDS) 2020 is an economic development planning tool funded by the US Department of Commerce. The SWIPCO CEDS examines the SWIPCO Economic Development District (EDD), a region comprised of six counties in southwest Iowa: Cass, Fremont, Harrison, Montgomery, Page and Shelby.

The intent of the CEDS is to identify regional issues and potential solutions. This is an on-going, long-term process that discusses regional economic development.

The CEDS document accomplishes the following:

1. Provides data and information on the EDD
2. Discusses external and internal trends
3. Establishes the EDD's vision and goals
4. Strengthens Economic Resiliency and Recovery
5. Outlines programs and projects for implementation
6. Sets criteria for evaluation

Planning Process and Community Involvement

To prepare for the 2020 CEDS Update, SWIPCO asked for strategic volunteers in the region from varying backgrounds and industries. SWIPCO Policy Board Members were also approached to participate in the process or nominate a representative. The CEDS Committee met in May 2019 to start the process. The committee and representatives from the SWIPCO board met again in July 2019 to conduct the SWOT analysis. A community survey was sent out in July to gather public input. A group of stakeholders met again in September 2019 during the SWIPCO annual meeting to discuss the goals and action plan.

A draft was provided to each CEDS Committee member for review and comment in July 2020. Upon completion of the draft plan, a 30-day public comment period was held. No comments were received. The final draft was then presented to the SWIPCO Policy Board for review and public hearing at the board meeting on 8/27/2020.

After the 30-day comment period, the SWIPCO Policy Board adopted the 2020 Comprehensive Economic Development Strategy on September 24, 2020

John McCurdy

EXECUTIVE DIRECTOR



SWIPCO CEDS REGION

CEDS COMMITTEE MEMBERS

Atlantic Chamber- Bailey Smith
 Atlantic- Dave Jones*
 Cass County Economic Development- Jen McEntaffer
 Cass County- Frank Waters*
 Clarinda Economic Development- Renee Riedel
 Clarinda Chamber- Elaine Farwell
 Fremont County/ Shenandoah- Gregg Connell
 Fremont County- Terry Graham*
 Harrison County- Renae Anderson
 Harrison County- John Straight*
 Harlan- Terry Arentson*
 Missouri Valley- Sherman Struble*
 Montgomery County- Shawna Silvius
 Montgomery County- Donna Robinson*
 Page County- Alan Armstrong*
 Red Oak- Brad Wright*
 Stanton Community Development- Jenna Ramsey
 Shelby County Chamber and Industry- Todd Valline*
 Shelby County- Charles Parkhurst
 Shenandoah- AJ Lyman*
 Tabor- Susan Shepherd*

ABOUT SWIPCO

The Southwest Iowa Planning Council was formed in 1975. Our goal is to promote regional cooperation as well as to serve the counties and cities within our region with community and economic development activities to improve the quality of life for all of southwest Iowa. We are governed by a 17 member Policy Council, which includes one supervisor from each county board, six citizens who are appointed by the county boards, and three at-large members that are selected by the Policy Council. These members represent business, education, human services, economic development, etc. The Policy Council is designed to provide a strong communication link between SWIPCO and the residents of Southwest Iowa. This channel of communication and the support of our member governments helps to keep SWIPCO aware and responsive to our members' needs and concerns.

MISSION

Southwest Iowa Planning Council's (SWIPCO) mission is to serve as the regional catalyst fostering sustainable community and economic improvements. This statement encompasses everything SWIPCO strives for in regional cooperation and betterment through community development, housing assistance, and transportation services. It also reaches all partners in the region and their goals for regional improvement. SWIPCO views regional improvements in a circular pattern with each piece of the cog needed for development. Three focus areas emerge: People, Community Assets and Business.



SWIPCO

SWIPCO PROJECT HISTORY

Several projects of tremendous value to the region that advance CEDS goals have already begun. Over the past five years, projects have been completed in downtown revitalization, housing repair and home ownership assistance, disaster recovery coordination and grant writing, dilapidated and derelict property demolition, rental property inspections, sewer and water systems improvement projects, trails planning and expansions, and Urban Revitalization plans. Additional services have also been completed or currently in progress including resiliency planning, hazard mitigation planning, comprehensive planning, land use mapping, City Code updates, grant applications and management, environmental and utility studies, and various financial services throughout the region.

From 2015 to the present, SWIPCO has been involved in a total of \$119,942,716 in public funding and \$278,957,217 in private investment have been dedicated towards improving and maintaining the Southwest Iowa Region; both economically and in quality of life for residents.

Below is a breakdown of the number of each project type completed within the past five years.

• Downtown Revitalization.....3	• Levee Plans.....1
• Housing projects.....8	• City Codes.....24
• Comprehensive Planning.....2	• Land Use Mapping.....1
• Hazard Mitigation Planning.....4	• Financial Services.....8
• FHLB Repair.....4	• RISE Grant.....1
• Disaster Recovery Planning.....1	• Derelict Building Grant.....3
• SHTF Repair/HOA/Demo/Purchase Rehab Resell.....6	• CDBG National Disaster Resiliency.....1
• Property Maintenance.....1	• Environmental and Utility Studies.....15
• Sewer Projects.....5	• Housing Assessments.....5
• Water System Projects.....12	• DTR Studies.....2
• Trail Planning.....5	• EDA Levee Rebuild Grant.....1
	• Urban Revitalization.....1



THE REGION

The regional and county snapshots shown on the following pages highlight the demographic and economic statistics of the region. Southwest Iowa is a predominately rural region of the state with an economy that has long been rooted in agriculture.

Over the years, as rural demographics have changed and the nature of farming has changed to increasingly larger operations, the number of individuals directly involved in agricultural production has decreased. The economy in southwest Iowa adjusted to this change with the percentage of service, healthcare, and manufacturing positions steadily increased over the years to the point where the majority of workers are involved in non-agricultural jobs. Government, healthcare and social assistance, retail trade, and manufacturing are the three largest employment sectors. To support these industries, and develop a broader foundation in other industries such as manufacturing and professional services, it is essential that local governments

in the region continue to collaborate on essential services such as the built infrastructure, broadband, and housing options.

The population in the SWIPCO CEDS region is very similar to other rural areas of the state of Iowa. The 2018 population of the region is estimated to be 70,689. In general, communities are small, there are few minorities, the average age is increasing, and population loss is a real concern. Since 1950, all of the SWIPCO counties have seen a decline in population.

There were major events that affected the region as a whole and in isolated parts in the years of 2019 and 2020. The Missouri River flooding in March of 2019 displaced hundreds of people and jobs in the region along the Missouri River. Fremont County among a few others were among the hardest hit.

Another event that affected the world, nation, and region as a whole was a global pandemic crisis referred to as COVID-19. Both events will be discussed further in this document.

VISION:

In 2025, The Southwest Iowa region is vibrant and rich with opportunity. The area is socially connected at the local level and economically connected to the world. By working together, the region has prospered with stronger, more resilient economies and created a desirable place to live.

ENVIRONMENT

The SWIPCO EDD is located in the southwestern most corner of the State of Iowa. This is an area of over 3,300 square miles with a varying topography. Harrison and Fremont Counties are part of the Loess Hills, a striking geologic feature that was created after the end of the last ice age when sand deposited across Nebraska was blown eastward into huge drifts in the area that would become western Iowa. These hills today are predominately wooded and provide views of the Missouri River valley. All six counties are known for rich soil ideal for agriculture, typically corn and soybeans.

Like all of the Midwest, southwest Iowa is known for many different types of weather including extreme heat and cold, tornadoes, flooding, droughts and snowstorms. January temperatures average 14 °F and July average temperature is in the mid-80s F. Annual precipitation for Iowa averages 26-38 inches.

Like all of Iowa, the region has many rivers, streams and tributaries. Periodic flooding has helped distribute fertile soils, but also has caused floodplain issues. In 2011 and again in 2019, The Missouri River experienced historic flooding due to a unique weather event referred to as a Bomb Cyclone which was a winter hurricane in March. The record snow then melted rapidly causing flooding. Levees along the Missouri River were decertified after major damage with multiple levee breaches in the region (one Harrison County, two Fremont County). With such catastrophic flooding events happening more often it has become a major burden on the communities and industry along the Missouri River and major tributaries such as the East and West Nishnabotna Rivers.

In recent years the region has been involved in planning at the watershed level to implement flood control practices in both urban and rural environments. These mitigation actions will become critical to flood recovery and resiliency.



CULTURE

The CEDS region is rich with cultural and recreation activities of all sorts. With over sixty miles of bike trail, 60 county-managed recreational areas/historic landmarks encompassing over 5,500 acres, the area is rich with activity. There are four state parks, 38 county reserves/parks, 17 historical sites, the Loess Hills National Scenic Byway™, the Western Skies Scenic Byway, 18 museums, five art centers, nine golf courses, and three wineries.

All of the counties have established or are working to establish county-wide trails plans to interconnect each city then connect to each county. The overall connection is known as the Frontier Iowa Trails (FIT) system. FIT begins in Council Bluffs and Pottawattamie County and will eventually connect all Southwest Iowa cities through the trails system.

Each city is unique in culture and has deep-rooted history. For example, the largest Danish settlement outside of Denmark is located in Elk Horn, Shelby County. The city is home to the Museum

of Danish America, Danish Windmill, and many Danish festivals that draw thousands each year. Many of the other settlements in the region were of German decent. There are 67 sites listed on the National Register of Historic Places within the six counties.

The City of Stanton located in Montgomery County boasts a rich Swedish culture and has been designated an Iowa Great Place in 2020.

The City of Lewis, Cass County is home to the Hitchcock House which was part of the Underground Railroad. Lewis is also home to an original Nishnabotna Ferry House that was used until 1920 when the Nishnabotna River was straightened and moved several hundred feet west, eliminating the need for a ferry at this location. Another Underground Railroad home, the Todd House, is located in Tabor, Fremont County.

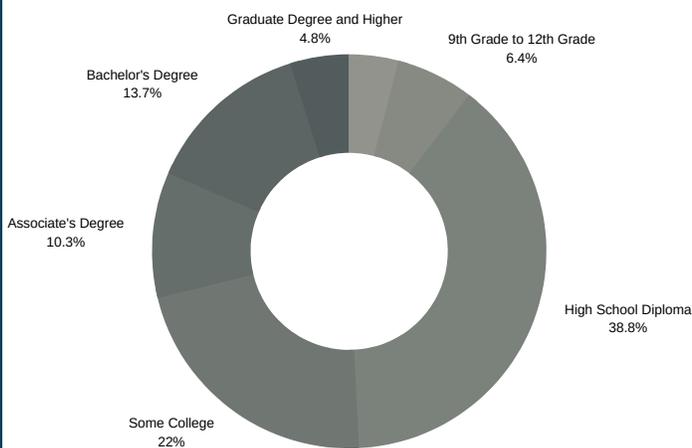
Like most of the Midwest, the railroad system shaped many of the cities in the region with the first trains arriving in 1855 and the system incorporating virtually every major town by 1980. Additional links were added to Hamburg (connected through Nebraska City, Nebraska), Shenandoah and Clarinda by the late 1890s to early 1900s.



EDUCATION

Iowa has a statewide emphasis on collaborative, comprehensive approaches supporting young children and their families. Specifically in Southwest Iowa, there are 326 total childcare programs with a total of 6,640 spaces available for children. The regional population of children ages 0 to 5 is 10,592* providing a sizable gap between available childcare and the number of children in need of childcare.

*Statistics and data from www.iowaccrr.org



Source: EMSI 2019 Regional Data Report

The region is home to 20 school districts located in the Green Hills Area Education Agency (AEA). There are approximately 12,396 students enrolled in PK-12 with approximately 1,043 teachers as well as several "high performing" schools throughout the region. Additionally, with certain school districts having to consolidate and share resources, an opportunity for unique workforce training programs has emerged.

There are two community colleges in the region. Iowa Western Community College covers Cass, Fremont, Harrison, Page and Shelby Counties. The main campus is located in Council Bluffs, Iowa with satellite campuses in Atlantic, Harlan and Clarinda. Montgomery County is served by Southwestern Community College in Red Oak. This is a satellite location with the main campus in Creston, Iowa.

Concerning educational attainment, 13.7% of the selected regions' residents possess a Bachelor's Degree (4.9% below the national average), and 10.3% hold an Associate's Degree (2.3% above the national average).



ECONOMY

To thrive economically, the region must be a place where talented people - and their businesses - want to be. This includes preserving the high quality of life in the region and providing the critical infrastructure needed by businesses to succeed.

Supporting the economy is a system of infrastructure that provides the critical services necessary for the well being of residents, the success of businesses and the safety of communities.

The ability to build and maintain these systems is costly and resource intensive. Many of the region's communities struggle to have up-to-date water or sewer service let alone the capacity to add a large user. This is why federal and state funding grants for water and sewer infrastructure is very important. Smaller cities do not have the tax base or funding to pay for local street repair as often as necessary. Broadband internet access is also limited to the more urban areas.

1- EMSI 2019 Regional Data Report

WORKFORCE

It is critical to continued economic prosperity and resiliency that the region continues to develop a diverse set of industry sectors that provide living wage jobs. Development of a diverse, prepared, robust workforce for all sectors of our regional economy will further solidify the ability to attract and support business of any size and sector.

Currently, there are estimated to be 33,762 people in regional employment. The majority of the workforce is classified as essential. Jobs decrease by 1,345 over the last 5 years but are projected to grow by 1,230 over the next 5 years⁽¹⁾.

Several distinct employment clusters exist within the region. Atlantic, Clarinda, Harlan, Missouri Valley, Red Oak, Shenandoah, and Sidney are the main employment clusters in Southwest Iowa with nearly all the largest employers in the area. These clusters are all located along primary transportation routes within the region including Interstate 80, Interstate 29, and State Highways 2, 30, 34, 59 and 71.



SWOT ANALYSIS

In July 2019, SWIPCO conducted an analysis of the region’s strengths, weaknesses, opportunities and threats – also known as a SWOT analysis. The analysis identifies what local government staff, elected officials, community members, and other stakeholders believe to be important in each category. This helps guide the process to identify regional priorities for economic and community development.

The SWOT Analysis meeting had 13 participants with all six counties of Cass, Fremont, Harrison, Montgomery, Page and Shelby represented. The results of the SWOT are shown below.

S

- Location- transportation corridors
- Job availability
- Public transportation system
- Access to healthcare
- Strong institutions
- Fiber network is growing
- Ag economy and manufacturing
- Innovation mindset- adaptive economy
- Services for aging population

O

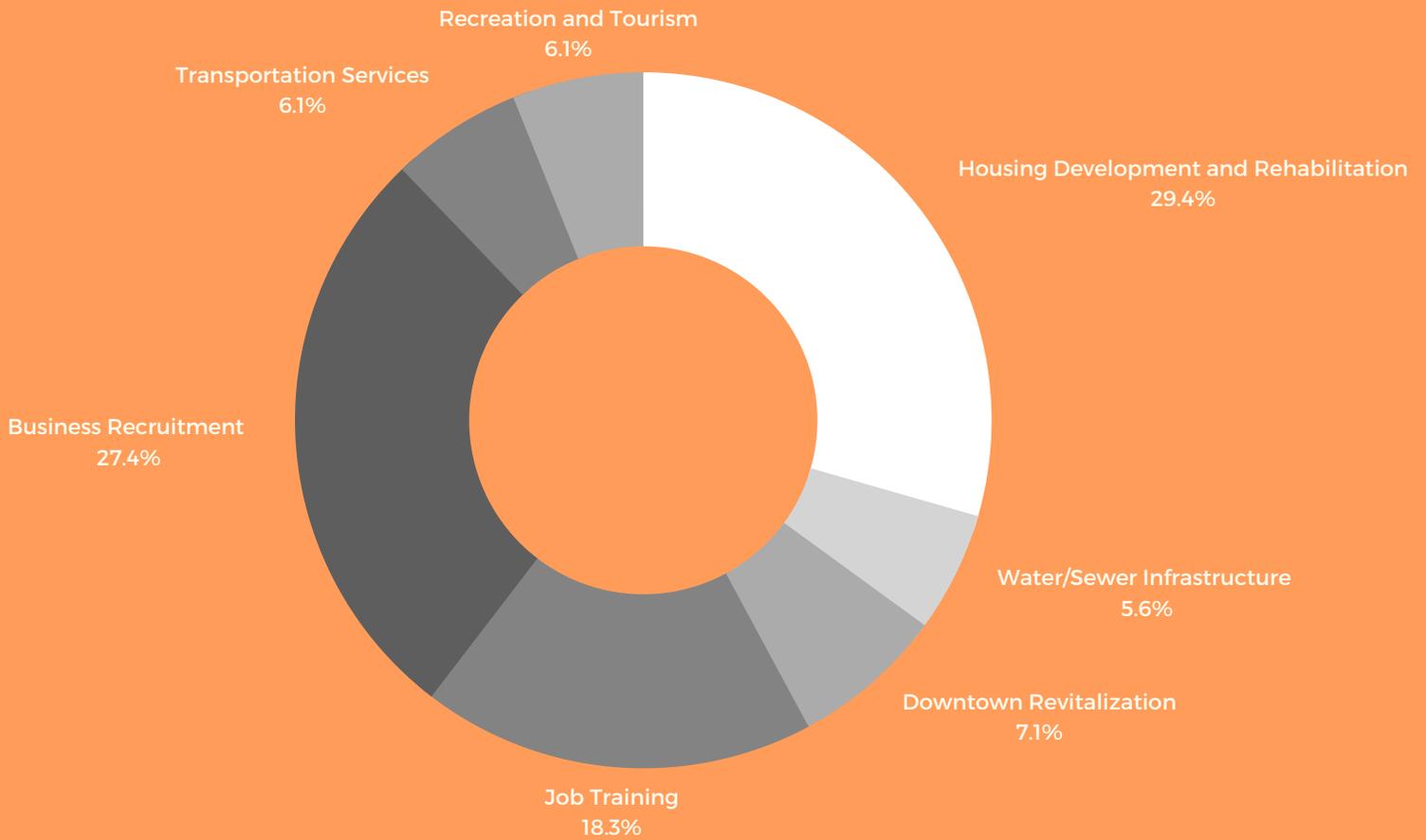
- Opportunity Zones- to build affordable housing
- EDA's public works funding for industrial infrastructure
- Tax credits eligibility
- Place-making and quality of life
- river ways- recreational opportunities
- Home-Base Iowa
- Advances in technology
- Job training in secondary education

W

- Aging/lack of new housing and multi-family units
- School closures
- Low youth retention rates
- Business attraction
- Cost of living on the rise
- Losing big retail anchors
- Low workforce pool

T

- Push and pull from surrounding economic centers (Nebraska and surrounding Iowa cities)
- Lagging wages
- Image problem- difficult to attract people and jobs
- Wealth leaving communities
- Absentee landlords
- Lack of transportation and streets funding
- Internet sales competing with brick and mortar businesses



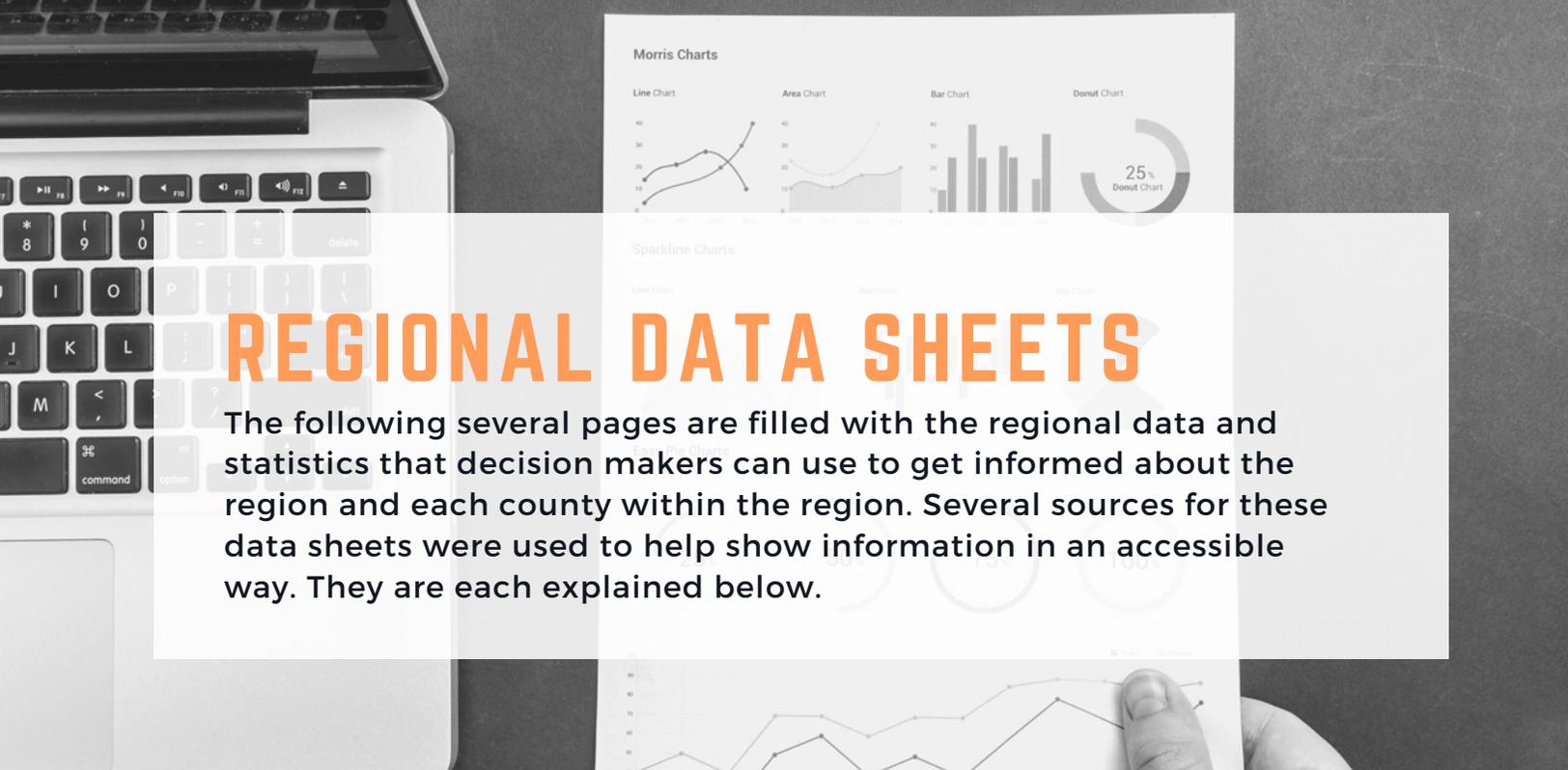
REGIONAL SERVICE PRIORITIES

Southwest Iowa Planning Council's (SWIPCO) mission is to serve as the regional catalyst fostering sustainable community and economic improvements. This statement encompasses everything SWIPCO strives for in regional cooperation and betterment through community development, housing assistance, and transportation services. It also reaches all partners in the region and their goals for regional improvement.

SWIPCO views regional improvements in a circular pattern with each piece of the cog needed for development. Three focus areas emerge from this chart: People, Community Assets and Business. Utilizing the mission statement and the three focus areas, three goals were developed:

1. Improve Community Assets and Infrastructure.
2. Promote and Enhance Economic and Business Development Climate.
3. Maintain and Improve the Quality of Life for Residents.

These three goals set the framework for the chart above showing how each piece of the pie is needed in order for the system to function smoothly.



REGIONAL DATA SHEETS

The following several pages are filled with the regional data and statistics that decision makers can use to get informed about the region and each county within the region. Several sources for these data sheets were used to help show information in an accessible way. They are each explained below.

US CENSUS BUREAU

- States and communities use Census Bureau data to better make planning decisions such as: neighborhood improvements, public health, education, and transportation.
- The Census Bureau also complies the American Community Survey (ACS) on a yearly basis which public officials and planners use to understand jobs and occupations, educational attainment, veterans, if residents own their homes or rent, and demographic information in their communities.

LIVING WAGE CALCULATOR

- The Living Wage Calculator was designed to determine the minimum wage necessary to meet a family's basic needs while also maintaining self-sufficiency within a region. It takes into account geographic expense data related to a family's likely costs for food, childcare, health insurance, housing, transportation, and other basic necessities.

IOWA WORKFORCE DEVELOPMENT

- Iowa Workforce Development is responsible for overseeing workplace safety, workers' compensation, and unemployment insurance. They also provide job training services and information.

FOOD INSECURITY

- Food insecurity is a lack of consistent access to enough food for an active, healthy life. And in 2018, it was estimated 1 in 9 Americans were food insecure.
- Feeding America is the nation's largest domestic hunger-relief organization with a network of 200 food banks across the country. Their website provides data on regional food insecurity and hunger.

PROPERTY TAX RATES

- Governing bodies use taxes to fund water and sewer improvements, provide police and fire protection, education, road and highway construction, libraries, and other beneficial community services. The source Tax-Rates.org collects data and shows an average property tax rate. Tax rate data can be used to compare the amount needed per household to fund basic public services between jurisdictions.

EMSI

- EMSI pulls data from multiple sources to provide the most complete and up-to-date view of the labor market for any specific geographic region.

Regional Fact Sheet

Includes Cass, Fremont, Harrison, Montgomery, Page and Shelby counties



Population

2010 Census	Female	Median Age	Total Population %
75,164	50.3%	45	
2017 Estimates	Male	Age 65+	
71,912	49.7%	14,982	
2020/2030 Projection	Minority	Under 18	
75,171	4%	15,876	

Housing

Median Home Value

\$96,900

Homeowner Vacancy Rate

1.95%

Rental Vacancy Rate

5.35%

Occupied Housing Units

31,192

Largest Private Employers

1. Eaton Corporation
2. American Hydraulics
3. Western Engineering Co
4. NSK Corporation
5. Lisle Corporation
6. Mahle Engine Components

Higher Education

Iowa Western Community College

Cass, Fremont, Harrison, Page, and Shelby Counties

Southwestern Community College

Montgomery County

Economic

Median Household Income

\$50,607

Per Capita Income

\$27,852

Per Capita Living Wage

\$22,235

County Property Tax

N/A

% of Families Below Poverty Level

9%

Food Insecurity Rate

11.2%

Largest Industries

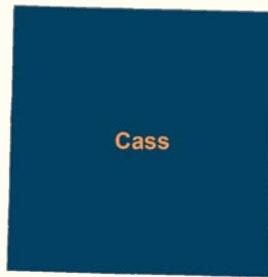
Job Comparison	2014	2019	Change in Jobs	2019 Earnings Per Worker
Agriculture, Forestry, Fishing and Hunting, and Mining*	368	380	3%	\$46,880
Arts, Entertainment, recreation, and Food Services and Accommodation	463	443	- 4%	\$15,347
Construction	581	732	26%	\$65,921
Educational Services, and Health Care and Social Assistance	962	883	- 8%	\$34,017
Finance and Insurance, and Real Estate and Rental and Leasing	307	335	9%	\$52,041
Government	1,047	1,464	4%	\$62,042
Information	119	108	- 9%	\$38,711
Manufacturing	729	580	- 20%	\$61,919
Other Services except Public Administration	474	475	0%	\$28,426
Professional, Scientific, and Management,, and Administrative and Waste Management	343	370	8%	\$44,163
Retail Trade	880	885	1%	\$30,539
Transportation and Warehousing and Utilities	191	181	- 5%	\$54,876
Wholesale Trade	266	301	13%	\$53,231

*Insufficient data for all or part of industry

Sources:

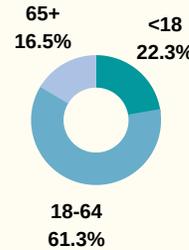
1. US Census Bureau. 2010 Census
2. Us Census Bureau. American Community Survey, 5 year Data
3. Living Wage Calculator, www.livingwage.mit.edu
4. Iowa Workforce Development, 2019
5. www.feedingamerica.org
6. <http://www.tax-rates.org>
7. Emsi 2019 Regional Report

Cass County Fact Sheet



Population

2010 Census	Female	Median Age	Total Population %
13,956	50.6%	44.6	
2017 Estimates	Male	Age 65+	
13,327	49.4%	2,195	
2020/2030 Projection	Minority	Under 18	
14,096	2.6%	2,969	



Housing

Median Home Value 

\$93,600

Homeowner Vacancy Rate

1.9%

Rental Vacancy Rate

4.2%

Occupied Housing Units

6,053



Largest Private Employers

1. Mahle Engine Components
2. Cass County Memorial Hospital
3. Walmart Supercenter*
4. Atlantic CSD*
5. Heritage House*



Higher Education

 Iowa Western Community College

Communities

Marne	Lewis	Massena
Anita	Griswold	Wiota
Atlantic	Cumberland	

Economic

Median Household Income

\$45,637

Per Capita Income

\$26,427

Per Capita Living Wage

\$21,884

County Property Tax

1.34%

% of Families Below Poverty Level

11.2%

Food Insecurity Rate

12.6%



Largest Industries

Job Comparison	2014	2019	Change in Jobs	2019 Earnings Per Worker
Agriculture, Forestry, Fishing and Hunting, and Mining*	368	380	3%	\$46,880
Arts, Entertainment, recreation, and Food Services and Accommodation	463	443	- 4%	\$15,347
Construction	581	732	- 26%	\$65,921
Educational Services, and Health Care and Social Assistance	962	883	- 8%	\$34,017
Finance and Insurance, and Real Estate and Rental and Leasing	307	335	9%	\$52,041
Government	1,407	1,464	4%	\$62,042
Information	119	108	- 9%	\$38,711
Manufacturing	729	580	- 20%	\$61,919
Other Services except Public Administration	474	475	0%	\$28,426
Professional, Scientific, and Management,, and Administrative and Waste Management	142	156	10%	\$57,705
Retail Trade	880	885	1%	\$30,539
Transportation and Warehousing and Utilities	191	181	- 6%	\$54,876
Wholesale Trade	266	301	13%	\$53,231

*Insufficient data for all or part of industry

Sources:

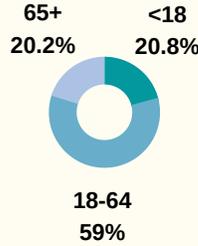
1. US Census Bureau. 2010 Census
2. Us Census Bureau. American Community Survey, 5 year Data
3. Living Wage Calculator, www.livingwage.mit.edu
4. Iowa Workforce Development, 2019
5. www.feedingamerica.org
6. <http://www.tax-rates.org>
7. Emsi 2019 Regional Report

Fremont County Fact Sheet



Population

2010 Census	Female	Median Age	Total Population %
7,441	50.6%	46	
2017 Estimates	Male	Age 65+	
6,985	49.4%	1,500	
2020/2030 Projection	Minority	Under 18	
7,515	3.9%	1,548	



Housing

Median Home Value

\$100,200

Homeowner Vacancy Rate

3.2%

Rental Vacancy Rate

8.5%

Occupied Housing Units

2,997

Largest Private Employers

1. Shenandoah Medical Center
2. Hy-Vee
3. Sidney CSD
4. Con Agra Snack Foods
5. Eaton Corp
6. Fremont-Mills CSD

Higher Education

Iowa Western Community College

Economic

Median Household Income

\$54,430

Per Capita Income

\$29,813

Per Capita Living Wage

\$21,884

County Property Tax

1.13%

% of Families Below Poverty Level

8%

Food Insecurity Rate

10.3%

Largest Industries

Job Comparison	2014	2019	Change in Jobs	2019 Earnings Per Worker
Agriculture, Forestry, Fishing and Hunting, and Mining*	369	363	- 2%	\$35,033
Arts, Entertainment, recreation, and Food Services and Accommodation	158	170	8%	\$15,596
Construction	89	91	2%	\$31,795
Educational Services, and Health Care and Social Assistance	371	395	6%	\$42,190
Finance and Insurance, and Real Estate and Rental and Leasing	90	82	- 8%	\$59,169
Government	512	482	- 6%	\$45,378
Information	10	14	NA	\$27,482
Manufacturing	573	233	- 59%	\$76,836
Other Services except Public Administration	100	89	- 11%	\$21,110
Professional, Scientific, and Management,, and Administrative and Waste Management	263	248	- 5%	\$31,193
Retail Trade	587	452	- 23%	\$31,875
Transportation and Warehousing and Utilities	85	84	- 1%	\$62,710
Wholesale Trade	126	141	12%	\$62,852

Sources:

1. US Census Bureau. 2010 Census
2. Us Census Bureau. American Community Survey, 5 year Data
3. Living Wage Calculator, www.livingwage.mit.edu
4. Iowa Workforce Development, 2019
5. www.feedingamerica.org
6. <http://www.tax-rates.org>
7. Emsi 2019 Regional Report

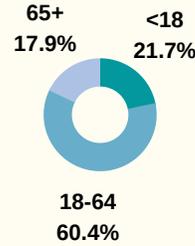
*Insufficient data for all or part of industry

Harrison County Fact Sheet



Population

2010 Census	Female	Median Age	Total Population %
14,928	50.6%	44	
2017 Estimates	Male	Age 65+	
14,196	49.4%	2,670	
2020/2030 Projection	Minority	Under 18	
15,077	2.4%	3,236	



Housing

Median Home Value 

\$107,600

Homeowner Vacancy Rate

1.5%

Rental Vacancy Rate

5.3%

Occupied Housing Units

6,068



Largest Private Employers

1. Liddell Laboratories
2. Sullivan Supply South
3. Carry-On Trailer Corp
4. Tommy Gate Co
5. CHI Health Missouri Valley
6. Longview Home Inc



Higher Education

Iowa Western Community College

Economic

Median Household Income

\$57,558

Per Capita Income

\$29,332

Per Capita Living Wage

\$23,812

County Property Tax

1.35%

% of Families Below Poverty

Level

7.5%

Food Insecurity Rate

10.1%



Largest Industries

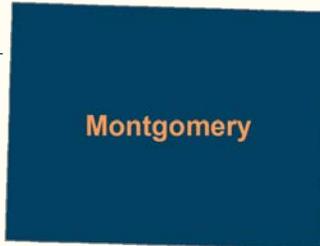
Job Comparison	2014	2019	Change in Jobs	2019 Earnings Per Worker
Agriculture, Forestry, Fishing and Hunting, and Mining*	347	307	- 12%	\$34,220
Arts, Entertainment, recreation, and Food Services and Accommodation	387	353	- 9%	\$18,417
Construction	280	242	- 14%	\$33,092
Educational Services, and Health Care and Social Assistance	932	791	15%	\$46,369
Finance and Insurance, and Real Estate and Rental and Leasing	203	228	12%	\$54,283
Government	949	970	2%	\$47,963
Information	63	66	5%	\$40,881
Manufacturing	377	472	25%	\$53,734
Other Services except Public Administration	260	284	9%	\$34,734
Professional, Scientific, and Management,, and Administrative and Waste Management	269	283	5%	\$48,280
Retail Trade	544	492	- 10%	\$35,317
Transportation and Warehousing and Utilities	246	219	- 11%	\$83,748
Wholesale Trade	393	378	- 4%	\$64,856

Sources:

1. US Census Bureau. 2010 Census
2. Us Census Bureau. American Community Survey, 5 year Data
3. Living Wage Calculator, www.livingwage.mit.edu
4. Iowa Workforce Development, 2019
5. www.feedingamerica.org
6. <http://www.tax-rates.org>
7. Emsi 2019 Regional Report

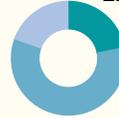
*Insufficient data for all or part of industry

Montgomery County Fact Sheet



Population

2010 Census	Female	Median Age	Total Population %
10,740	51.8%	44.5	65+ 19.6%
2017 Estimates	Male	Age 65+	<18 21.9%
10,239	48.2%	2,106	18-64 58.5%
2020/2030 Projection	Minority	Under 18	
10,847	4.7%	2,349	



Housing

Median Home Value

\$81,800

Homeowner Vacancy Rate
2.0%

Rental Vacancy Rate
8.5%

Occupied Housing Units
4,614

Largest Private Employers

1. Montgomery County Memorial Hospital
2. Red Oak Community School District
3. Parker Hannifin
4. Fresco Systems USA
5. Clarios

Higher Education

**Iowa Southwestern
Community College**

Economic

Median Household Income
\$43,674

Per Capita Income
\$25,005

Per Capita Living Wage
\$21,884

County Property Tax
1.42%

% of Families Below Poverty Level
15.6%

Food Insecurity Rate
12.8%

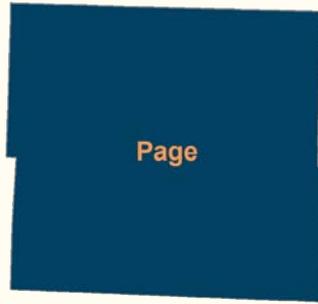
Largest Industries

Job Comparison	2014	2019	Change in Jobs	2019 Earnings Per Worker
Agriculture, Forestry, Fishing and Hunting, and Mining*	937	824	- 12%	\$32,455
Arts, Entertainment, recreation, and Food Services and Accommodation	293	322	10%	\$17,466
Construction	255	270	6%	\$49,506
Educational Services, and Health Care and Social Assistance	550	494	- 10%	\$37,601
Finance and Insurance, and Real Estate and Rental and Leasing	176	197	12%	\$51,665
Government	1,010	985	- 2%	\$61,514
Information	203	225	11%	\$58,001
Manufacturing	648	636	- 2%	\$68,583
Other Services except Public Administration	279	193	- 31%	\$26,186
Professional, Scientific, and Management,, and Administrative and Waste Management	171	174	2%	\$42,017
Retail Trade	555	568	2%	\$27,978
Transportation and Warehousing and Utilities	137	129	- 6%	\$85,315
Wholesale Trade	185	179	- 3%	\$67,606

Sources:
 1. US Census Bureau. 2010 Census
 2. US Census Bureau. American Community Survey, 5 year Data
 3. Living Wage Calculator, www.livingwage.mit.edu
 4. Iowa Workforce Development, 2019
 5. www.feedingamerica.org
 6. <http://www.tax-rates.org>
 7. Emsi 2019 Regional Report

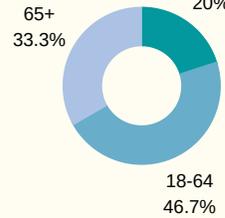
*Insufficient data for all or part of industry

Page County Fact Sheet



Population

2010 Census	Female	Median Age	Total Population %
15,932	48.1%	44.4	<18 20%
2017 Estimates	Male	Age 65+	
15,393	51.9%	3,175	65+ 33.3%
2020/2030 Projection	Minority	Under 18	
16,091	6.1%	3,118	18-64 46.7%



Housing

Median Home Value 

\$87,600

Homeowner Vacancy Rate

2.4%

Rental Vacancy Rate

4.5%

Occupied Housing Units

6,405

Largest Private Employers



1. NSK Corporation
2. Lisle Corporation
3. Clarinda Regional Health Center
4. H&H Trailer
5. Clarinda Correctional Facility



Higher Education



Iowa Western Community College

Economic

Median Household Income

\$46,708

Per Capita Income

\$25,739

Per Capita Living Wage

\$21,884

County Property Tax

1.4%

% of Families Below Poverty Level

8.5%

Food Insecurity Rate

12.1%



Largest Industries

Job Comparison	2014	2019	Change in Jobs	2019 Earnings Per Worker
Agriculture, Forestry, Fishing and Hunting, and Mining*	223	162	- 27%	\$50,422
Arts, Entertainment, recreation, and Food Services and Accommodation	414	410	- 1%	\$14,966
Construction	309	282	- 9%	\$39,855
Educational Services, and Health Care and Social Assistance	1,216	1,267	4%	\$37,481
Finance and Insurance, and Real Estate and Rental and Leasing	239	221	- 7%	\$42,746
Government	1,455	1,339	- 8%	\$66,508
Information	84	78	- 7%	\$48,164
Manufacturing	1,303	1,369	5%	\$63,483
Other Services except Public Administration	346	353	12%	\$40,289
Professional, Scientific, and Management,, and Administrative and Waste Management	513	453	- 12%	\$40,289
Retail Trade	680	749	10%	\$29,201
Transportation and Warehousing and Utilities	116	126	9%	\$81,837
Wholesale Trade	291	273	- 6%	\$54,493

Sources:
 1. US Census Bureau. 2010 Census
 2. Us Census Bureau. American Community Survey, 5 year Data
 3. Living Wage Calculator, www.livingwage.mit.edu
 4. Iowa Workforce Development, 2019
 5. www.feedingamerica.org
 6. <http://www.tax-rates.org>
 7. Emsi 2019 Regional Report

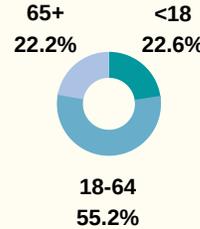
*Insufficient data for all or part of industry

Shelby County Fact Sheet



Population

2010 Census	Female	Median Age	Total Population %
12,167	50.9%	46.9	
2017 Estimates	Male	Age 65+	
11,772	49.1%	2,616	
2020/2030 Projection	Minority	Under 18	
12,289	4.1%	2,656	



Housing

Median Home Value

\$111,700

Homeowner Vacancy Rate

0.7%

Rental Vacancy Rate

1.1%

Occupied Housing Units

5,055



Largest Private Employers

1. Western Engineering Co
2. Myrtue Medical Center
3. CDS Global
4. Panama Transfer Inc.
5. Monogram Prepared Meats
6. Elm Crest Retirement



Higher Education

Iowa Western Community College

Economic

Median Household Income

\$55,638

Per Capita Income

\$30,799

Per Capita Living Wage

\$22,061

County Property Tax

1.24%

% of Families Below Poverty

Level

6.1%

Food Insecurity Rate

9.3%



Largest Industries

Job Comparison

	2014	2019	Change in Jobs	2019 Earnings Per Worker
Agriculture, Forestry, Fishing and Hunting, and Mining*	422	423	0%	\$35,874
Arts, Entertainment, recreation, and Food Services and Accommodation	325	368	13%	\$16,256
Construction	353	232	- 34%	\$39,062
Educational Services, and Health Care and Social Assistance	728	637	- 12%	\$28,483
Finance and Insurance, and Real Estate and Rental and Leasing	339	349	3%	\$50,582
Government	1,119	1,150	3%	\$53,655
Information	417	329	- 21%	\$43,126
Manufacturing	586	680	16%	\$57,405
Other Services except Public Administration	259	251	- 3%	\$23,419
Professional, Scientific, and Management,, and Administrative and Waste Management	382	407	6%	\$60,626
Retail Trade	591	518	- 12%	\$30,159
Transportation and Warehousing and Utilities	1,129	1,104	- 2%	\$79,148
Wholesale Trade	375	372	- 1%	\$65,883

Sources:

1. US Census Bureau. 2010 Census
2. Us Census Bureau. American Community Survey, 5 year Data
3. Living Wage Calculator, www.livingwage.mit.edu
4. Iowa Workforce Development, 2019
5. www.feedingamerica.org
6. <http://www.tax-rates.org>
7. Emsi 2019 Regional Report

*Insufficient data for all or part of industry

ECONOMIC RESILIENCE

DEFINITION: “THE CAPACITY TO RECOVER QUICKLY FROM DIFFICULTIES; TOUGHNESS.”

The region always seeks economic resilience to not only ensure quick recovery from major disruptions to the economic base but also withstand the shock and prevent the shock of any potential disruptions. Establishing economic resilience in the region requires SWIPCO staff and regional stakeholders to anticipate risk, evaluate how the risk can impact economic assets and build a responsive capacity. SWIPCO will be monitoring the current COVID-19 pandemic and working with the regional stakeholders to facilitate and implement resiliency planning. The following page is an example when we looked at the effects of COVID-19 on schools and the workforce. This will be an ongoing effort.

When applied to economic development, resilience includes a multi-phased approach that anticipates risk, evaluates the potential impact on key assets, and develops a response to the risk. The Economic Development Administration provides guidance on integrating regional economic resilience through a two-pronged approach:

1. Planning for and implementing resilience through specific goals or actions to bolster the long-term economic durability of the region (steady-state), and;
2. Establishing information networks among the various stakeholders in the region to encourage active and regular communications between the public, private, education, and non-profit sectors to collaborate on existing and potential future challenges (responsive).

SWIPCO strives for resilient communities and regional economic prosperity. As such, the CEDS has included this two-pronged approach in the development of strategies and performance measures.

Steady-state initiatives include:

- Conduct comprehensive planning that includes the integration of hazard mitigation, transportation, and other planning efforts;
- Target the development of emerging clusters or industries that build on the region’s unique assets;
- Build a resilient workforce that can better pivot between jobs or industries;
- Continue to maintain site data for industrial, commercial, and under-utilized sites through geographic information systems (GIS); and
- Promote and develop value-chains of target industries that close economic gaps and build on the region’s strengths.

Responsive initiatives include:

- Collaborate on hazard mitigation plans, FEMA Floodplain Management, and other environmental hazard planning efforts;
- Establish a process for regular communication, monitoring, and updating of business community needs and issues, and;
- Strengthen coordination between the State of Iowa Departments, local economic development entities, and support services to address short, intermediate, and long-term recovery needs of specific sectors.

COMMUNITY RESILIENCE

Community resilience is the sustained ability of a community to use available resources (i.e. energy, communication, and transportation) to respond to, withstand, and recover from adverse situations; like natural disasters. By building community resilience into development plans, communities can minimize adverse impacts and make the return to normal life easier. Typically, community resilience plans include guidelines to aid in rebuilding both the economy and the ecosystem. Because of its benefits, community resilience was included when identifying the development goals outlined in this comprehensive plan.

EDUCATION AND COVID-19

In March of 2020, the unexpected outbreak of COVID-19 across the world presented an uncertainty for schools and how to proceed with educational services. Many found that online learning, which is readily available for many college classes, was a largely untapped resource for K-12th grade. A large issue that arose with online learning, especially in rural areas, was the lack of adequate internet speeds for streaming and video learning. In addition to rural areas, many families are not able to afford internet access for their homes creating learning disadvantages for already marginalized populations.

A disruption in the workforce arose as parents were forced to choose between work or being home to care for children not in school if working remotely wasn't an option. The majority of the workforce is also classified as essential adding further complications for working parents.

This pandemic has highlighted the vulnerability of educational systems. A contingency plan to support continued access to quality education will need to be assessed to handle high levels of absenteeism and temporary school closures should an outbreak occur. Plans may include, but are not limited to:

- Use of online/e-learning strategies
- Assigning reading and exercises for home study
- Radio, podcast or television broadcasts of academic content
- Assigning teachers to conduct remote daily or weekly follow up with students
- Review/develop accelerated education strategies

Like the state of Iowa, the Southwest Iowa region is dedicated to ensuring young children and their families receive the support and educational opportunities necessary to succeed.

Strategies to progress the current state of education in the Southwest Iowa region include:

- Creating a larger, more skilled early education workforce,
- Expanding infrastructure to support more educational programs and increasing program spaces,
- Improving access to early learning opportunities and services,
- Establishing job matching programs intended to develop a skilled workforce so as to bring various industries into the region.
- And adopting a mentality throughout the region of investing in young children and their families.



STRATEGIC TARGET SECTORS

A goal of this CEDS is to identify where investment can be made to further diversify the region's economic base. Creating local value-chains and industries will result in stronger local economies and therefore, economically resilient regions. Through the CEDS Strategy Committee and SWOT Analysis, five target sectors for growth were identified to support regional economic resilience. Agriculture technologies were rated as the strongest through the survey. Healthcare, social assistance, and educational services came in second respectively. Professional, scientific and technical services were rated weakest compared to the rest of the state.

AGRICULTURAL TECHNOLOGIES

- corn and soybean based products
- biofuels and biorenewable products
- local food systems

ADVANCED MANUFACTURING

- agriculture and construction equipment
- food and ingredients

EDUCATIONAL SERVICES

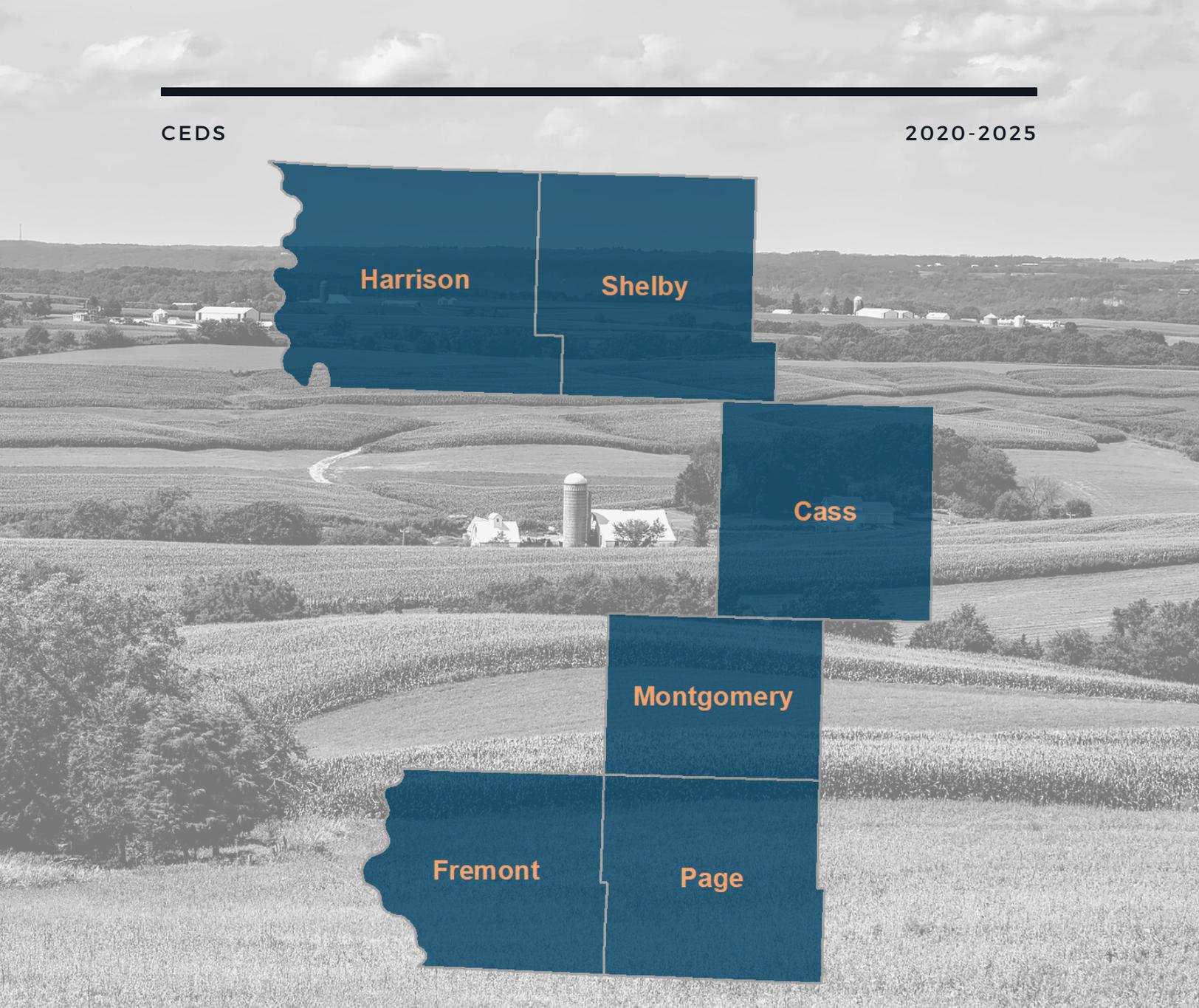
- workforce development
- job training

HEALTHCARE & SOCIAL ASSISTANCE

- senior care and wellness
- hospital and medical services
- mental health and services coordination
- childcare services

PROFESSIONAL, SCIENTIFIC, & TECHNICAL SERVICES

- utilities, fiber, communications, and alternative energy
- programming and software development
- intellectual property rights (services)



Harrison

Shelby

Cass

Montgomery

Fremont

Page

ACTION PLAN

Iowa is a great place to do business. Manufacturing is strong, and the financial services sector is thriving. In a state with world-renowned research institutions and robust innovation, Iowa bioscience companies are at the forefront of breakthroughs in plant, animal and human bioscience industries. Collaboration, partnerships and relationships are the key ingredients of Iowa's success in business retention and expansion programming. This highlights the importance of identifying how the region can capitalize on the strengths of the state and find its role in the state, national, and global economy. The CEDS committee reviewed statewide data, past CEDS documents, and SWOT analysis results to develop the following goals for this CEDS.

1. IMPROVE COMMUNITY ASSETS AND INFRASTRUCTURE.

- a. Create and maintain appropriate physical infrastructure, including affordable housing, needed to support economic development opportunities in each county.

2. PROMOTE AND ENHANCE ECONOMIC AND BUSINESS DEVELOPMENT CLIMATE.

- a. Support an economic development approach that fosters a diversified economy built on the region's priorities, unique assets, competitive advantages, and local initiatives.
- b. Encourage entrepreneurship by promoting adaptive economic development that supports existing businesses and attracts new employers.

3. MAINTAIN AND IMPROVE THE QUALITY OF LIFE FOR RESIDENTS.

- a. Create a region where individuals have the opportunity to improve their lives through educational opportunities and affordable access to timely and relevant skills training, job placement assistance and quality childcare.
- b. Maintain and improve access to recreational opportunities and mental and physical health promoting activities.
- c. Support quality arts and culture activities and promote the region's unique sense of place.

GOALS

The listed goals were discussed and chosen by the CEDS committee. The following pages describe the goals in more detail, identified challenges and performance measures. The performance measures will be used after the adoption of the plan to ensure that SWIPCO, economic development professionals, and stakeholders are working towards the goals effectively.

GOAL 1: IMPROVE COMMUNITY ASSETS AND INFRASTRUCTURE

Water and sewer infrastructure

represents one of the most costly systems for local governments. Many systems in the region still consist of the clay pipes that were installed in the early 1900s. The water quality in the region poses additional challenges and expense for infrastructure upgrades and extensions, thereby limiting business expansion and creating challenging treatment scenarios.

Broadband internet access enables local communities and regions to develop, attract, retain, and expand job-creating businesses and institutions. It also improves the productivity and profitability of businesses and allows them to compete in local, national, and global markets. It assists government agencies in improving quality, lowering the cost and increasing transparency by making it easier for citizens to interact online. It provides critical access for rural medical facilities and schools.

It has become difficult to keep up with the demands and expectations of internet speed. Fiber cable to the structure is considered the best form of internet service there is to provide. Grants and loans for providing this faster form of service is important to not only un-served communities but also underserved communities in order to keep up with demand.

Expanded transit operation between urban areas, as well as greater connections within rural areas, have been identified as a critical need and strength of the region. While there is significant service provided in the area there are practical limitations to dramatic increases in transit use in the short term (due to funding constraints), it is critical for transit plans to focus on workforce transportation service on both the local and regional scale.

By 2040, the region will contain over 16,624 housing units that are over 100 years old. This is nearly 50% of the region's total housing stock. This translates to an urgent need for **housing rehabilitation and additional new housing units** dispersed throughout the five counties.

Affordability is defined as a household being able to spend 30 percent or less of their income on housing, which includes the cost of the home and utilities. According to the 2017 ACS, nearly 20 percent of the region's population, approximately 6,326 households, lack affordable housing. There is a great need for quality affordable housing and home ownership assistance programs.

By focusing on improving assets and infrastructure like water and sewer, broadband, public transit, and affordable housing, the community is ensuring a faster rate of recovery after a major disruption.

Well maintained water and sewer systems, robust communication, diverse transportation options, and available housing work to provide relief to community members immediately after disruption as well as during long term recovery. These systems work to return life to normal more quickly and efficiently.



GOAL 2: PROMOTE AND ENHANCE ECONOMIC AND BUSINESS DEVELOPMENT CLIMATE

Communities that support a **mixture of small, medium, and large business** are considered more resilient. Larger businesses such as education, health care, and grocery stores act as anchors within the economy supporting small business creation and growth as well as helping to attract other industries and companies to the region.

Thriving economies have a direct impact on a community's ability to address and overcome societal changes. A diverse economy can help build resilience against a major disruption due to an increased ability to adapt and manage changes in demand.

The region is currently at a crossroads – demand for skilled workers is outpacing supply. This is a hardship for the existing businesses in the region who are unable to find suitable employees and prospective business looking to relocate here. As the region continues to **focus on attracting and retaining advanced manufacturing and life sciences industries, training for these job-specific skill-sets is critical.**

Resiliency, through **workforce development**, is established by having a skilled and ready labor force should any major disruption occur. Moreover, linking job training with job creation increases a worker's overall talent, value and employability, which creates both economic growth and resiliency for any possible community disruptions.

Similarly, investing and **promoting entrepreneurship** makes way for new and improved products as well as services and technologies. Whereas non-entrepreneurial minded businesses may be confined to existing markets, entrepreneurship enables new markets and wealth to be created.

As such, entrepreneurship can create a cascading effect in the economy stimulating related businesses or sectors needed to support new ventures, furthering economic development.

Centering economic development and diversification around the region's priorities, unique assets, competitive advantages, and local initiatives allows for the creation of a quality environment where people want to live, work, play, shop, learn, and visit. In turn, retaining higher numbers of qualified workers and attracting more business and industry to the area.



GOAL 3: MAINTAIN AND IMPROVE THE QUALITY OF LIFE FOR RESIDENTS

A **skilled workforce** is a critical need for regional economic resilience. This has been identified as a high priority by the CEDS Committee as many industries need and want to grow but struggle to find and keep skilled workers. The regional community college and state university systems strive to develop curricula for emerging industries such as technology and advanced manufacturing while supporting entrepreneurial foundations such as business planning, innovation, and leadership skills.

Job advancement opportunities should exist for workers at every education and skill level. **Workforce development** providers partner with existing and potential employers to understand their existing and future business needs and to develop job training curricula accordingly.

A regional alignment taskforce works together to ensure communication and collaboration among stakeholders and to identify and replicate best practices from other areas. Establishing such taskforce could improve the region's efforts as a whole.

In support of a skilled workforce and the entire community, efforts must be made to have **quality social services**. Mental health awareness and attention should be a high priority in the region as well as providing **quality childcare services**. Often times for working parents, quality childcare can be the deciding factor in moving to a specific location.

Additionally, **place making** and the creation of place capital builds shared value, community capacity, and cross-sector collaboration that is at the root of resilient and thriving communities. Built capital such as trails can provide a positive sense of place for residents as well as a safe location for outdoor recreation promoting the physical, mental and social health of residents. Building on and supporting arts and culture is another way of creating a unique place and enhancing the community overall.

All of these factors combined contribute to the overall quality of life given to residents. Places that strive to offer these services will see an increase in population and the overall happiness of residents. Good governance and comprehensive planning is essential to creating buy in and a strong sense of community.



SWIPCO EVALUATES THE OVERALL SUCCESS OF THE CEDS WITH THE FOLLOWING MEASURES:

1. Number of jobs created in the region after implementation of the CEDS;
2. Number and types of investment undertaken in the region;
3. Number of jobs retained in the region;
4. Amount of private sector investment in the region due to the CEDS;
5. Future versions of the CEDS will also be evaluated by measuring the use of this document by organizations and municipalities throughout the economic development region; and
6. For the last five years, SWIPCO has tracked sustainability and resiliency planning. SWIPCO will continue to track instances of sustainability being used as a decision making criteria in projects and plans throughout these six counties.

IMPLEMENTATION & EVALUATION

The CEDS Committee will come together annually to evaluate the effectiveness and appropriateness of the CEDS. This evaluation will be used to continually update the CEDS plan and ensure it is an active document.

In addition, the annual Government Performance Results Act (GPRA) measurement too is submitted to EDA for review and to record SWIPCO's quantitative achievements. Qualitative measures are documented as well through a description of success.

Goal 1: Improve Community Assets and Infrastructure.

Objectives	Action Items	Responsibility	Funding Sources	Evaluation
Infrastructure				
Develop plans for infrastructure development in each city with economic growth in mind in the next 10 years.	<ol style="list-style-type: none"> 1. Regional comprehensive planning for infrastructure. 2. Encourage individual jurisdiction comprehensive or strategic planning. 	Local Jurisdictions Economic Development SWIPCO City Engineers	Local Funds IEDA grants (if available)	<ol style="list-style-type: none"> 1. Completion of region-wide infrastructure assessment. 2. Completion of regional comprehensive and strategic plans.
Reduce water quality issues in 10% of communities in 5 years and all communities in the next 20 years.	<ol style="list-style-type: none"> 1. Partner with IDNR to determine what cities have water quality issues. 2. Work with individual cities to apply for grants for system repairs. 	Local Jurisdictions SWIPCO	IDNR USDA Rural Development CDBG	Reduction in number of cities with water quality issues utilizing IDNR data.
Regionally, reduce the number of communities with inflow and infiltration issues by 10% in 15 years.	<ol style="list-style-type: none"> 1. Work with cities to determine amount of I&I. 2. Partner with engineering firm to assess wastewater issues. 3. Assist with grant application for funding. 	Local Jurisdictions SWIPCO City Engineers	IDNR USDA Rural Development CDBG	Reduction in number of cities with I&I system problems utilizing IDNR data.
Assist cities with code enforcement, code updates and city financial management.	<ol style="list-style-type: none"> 1. Provide assistance with five-year code updates. 2. Work with cities to provide minor code enforcement. 3. Provide annual budgeting assistance and regular financial advisement where needed. 	Local Jurisdictions SWIPCO	Local Funds	Review number of cities with updated Code of Ordinances, enforcement and audits. Increase number of codes available on City websites.

Goal 1, cont.: Improve Community Assets and Infrastructure.

Objectives	Action Items	Responsibility	Funding Sources	Evaluation
Better Comprehensive Plans for cities and Hazard Mitigation Planning for all counties.	<ol style="list-style-type: none"> 1. Contact communities to determine when last strategic planning session was completed. 2. Partner with county emergency management for planning. 3. Execute contracts for planning. 	Local Jurisdictions SWIPCO Emergency Management	FEMA-Iowa Homeland Security Local Funds Private Foundations	Completion of updated HMPs for each county and five new comprehensive plans in five years.
Roads and Transit				
Improve bridge funding for region	<ol style="list-style-type: none"> 1. Work with legislature to increase bridge funding. 2. Apply for grants for specific bridge projects 	County Engineers RPA-13	IDOT Local Funds	Increase in bridge allocation to region by 2% in 10 years.
Improve federally funded roads	<ol style="list-style-type: none"> 1. Review all roads to determine current classification. 2. Work with engineer to determine local view of road condition. 3. Prepare summary of road conditions and priorities within each county. 	County Engineers RPA-13	Local Funds Regional STP IDOT	Have all roads classified as in “fair”, “good”, or “excellent condition by the county engineer by 2030.
Better public transit fleet.	<ol style="list-style-type: none"> 1. Work with lobbyist to promote public transit at legislature. 2. Apply for grants for transit fleet. 3. Adequately maintain existing fleet to increase useful life. 4. Secure contracts for new transit services 	SWITA IARC IPTA IDOT Transit	Local Funds IDOT FTA	Increase in number of transit vehicles by 5% in 10 years.

Goal 1, cont.: Improve Community Assets and Infrastructure.

Objectives	Action Items	Responsibility	Funding Sources	Evaluation
Increase ease of access to healthcare, eldercare and childcare.	<ol style="list-style-type: none"> Partner with SWITA for transporting patients where needed. Lobby to stop closings of mental health facilities in region. Work with Veterans Affairs to provide better service to veterans. Increase childcare options for second shift workers and workforce demand in general. 	Local Jurisdictions Economic Development Boost4Families and Corner Counties Healthcare providers SWITA Veterans Affairs	State Dept of Health Local Funds SWITA Dept of Justice (VA)	Increase in ridership to healthcare centers. Continuation of existing mental health centers in region. New access points for veteran health. Begin construction on two new daycares and increase in QR rating of existing facilities.
Improve and increase freight movement	<ol style="list-style-type: none"> Construct barge terminal and needed infrastructure along Missouri River for I-29 connection. Widen HWY 34 to four lane. Continue routine highway and interstate maintenance for truck traffic. 	RPA-13 Local Jurisdictions County Engineers	Local Funds RPA-13 Regional STP RPA-18 Regional STP IDOT	Increase in truck traffic on highways and construction new barge for river freight.
Housing				
Assist 500 homeowners with home repairs in the next five years through owner-occupied rehabilitation program.	<ol style="list-style-type: none"> Publish request for applications through local newspapers. Work with cities to identify individual owners if needed. Continue positive relationships with contractors. Apply for funding where possible to assist with costs. 	SWIHTF Local Jurisdictions Local Homeowners	Local Funds SWIHTF CDBG IFA	Report the number of homes repaired each year.

Goal 1, cont.: Improve Community Assets and Infrastructure.

Objectives	Action Items	Responsibility	Funding Sources	Evaluation
Construct 300 new homes regionally in the next 5 years.	<ol style="list-style-type: none"> 1. SWIHTF complete home construction. 2. Work with jurisdictions to determine proper growth patterns. 3. Partner with local contractors to construct in designated areas. 	SWIHTF Local Jurisdictions Local Contractors	Potential Grant Programs Private Funding	Report and collect the number of new homes constructed each year.
Expand quality rental homes by 5% in 10 years.	<ol style="list-style-type: none"> 1. Assist cities with code enforcement of dilapidated structures. 2. Partner with landlords to promote quality housing. 3. Find potential grant opportunities for rental housing. 4. Assist cities with code enforcement of rental units. 	SWIPCO Housing Landlords Local Jurisdictions	Potential Grant Programs Private Funding	Increase in the number of rental units and increase in number of good and excellent homes in each city. Implement rental inspection programs in all member counties.
Demolish 3 additional dilapidated homes per year regionally.	<ol style="list-style-type: none"> 1. Partner with local jurisdictions to identify dilapidated homes. 2. Utilize housing inspector to determine homes condition. 3. Work with SWIHTF's dilapidated housing demolition program. 	SWIHTF Local Jurisdictions	Dilapidated Housing Demo Program	Report the number of dilapidated homes demolished each year.
Provide down payment assistance to homebuyers in the region.	<ol style="list-style-type: none"> 1. Utilize SWIHTF down payment assistance fund to provide assistance to homebuyers. 	SWIHTF	SWIHTF	Provide 100 homebuyers with down payment assistance.

Goal 1, cont.: Improve Community Assets and Infrastructure.

Objectives	Action Items	Responsibility	Funding Sources	Evaluation
Assist in flood recovery by replacing homes destroyed in 2019 floods with affordable options outside of the floodplain.	<ol style="list-style-type: none"> 1. Work with Cities/Counties to identify land and developers 2. Write applications for funding on behalf of the developer for the housing incentive 3. Manage the implementation of new housing construction 	SWIPCO Local Jurisdictions Housing Developers	IEDA grants Iowa Homeland Security and Emergency Management FEMA	Track how many applications were funded for new housing units.
Renovate upper story spaces in downtown districts to accommodate rental units.	<ol style="list-style-type: none"> 1. Assist cities in applying for CDBG and other funding for upper story housing rehabilitation. 2. research and pursue tax credit opportunities. 3. Provide grant administration for the project. 	SWIPCO Local jurisdictions Housing Developer	IEDA grants Workforce Housing Tax Credits Local funds	Completion of 4 upper story housing conversion projects.
Provide new building and dangerous building inspections for code compliance and enforcement.	<ol style="list-style-type: none"> 1. Work with cities to ensure code of ordinances are up to date for dangerous buildings and new building requirements. 2. Establish contracts to inspect properties in question. 	SWIPCO Local jurisdictions	Local funds	Provide inspections for code compliance and enforcement in all counties and in the largest cities in the next 5 years.

Goal 1, cont.: Improve Community Assets and Infrastructure.

Objectives	Action Items	Responsibility	Funding Sources	Evaluation
Recreation and Tourism				
Develop marketing plan in the next 2 years for regional promotion of local attractions, events, and activities.	<ol style="list-style-type: none"> Partner with local economic development groups to identify activities and attractions. Solicit bids to firms to develop a "local attractions" newsletter for publication. 	SWIPCO Economic Development Organizations Marketing Consultant	Local Funds	Implementation of a marketing campaign brochure and increased tourism dollars.
Increase the miles of recreational trail by 20% in 20 years.	<ol style="list-style-type: none"> Develop trail database of existing extensions. Determine best regional extensions. Discuss trail desires with local jurisdictions. Apply for funding for extensions. 	RPA-13 Local Jurisdictions County Engineers Economic Development	Regional TAP Statewide and Federal TAP Local Funds Private Foundations	Report the miles of trail and changes each year.
Other				
Fill the demand gap in daycare centers by expanding facilities and providing quality daycare services	<ol style="list-style-type: none"> Identify number of childcare spaces needed and anticipate demand fund childcare facility expansion increase the number of certified and highly rated childcare facilities involve schools and employers 	Childcare providers Schools Local Economic Development	USDA IEDA Local Boost4Families, Corner Counties, ECI, HMS ECI, Boost ECI Southwest Iowa Women’s Fund	Determine if the need has been met through Iowa Childcare resource and referral.

Goal 1, cont.: Improve Community Assets and Infrastructure.

Objectives	Action Items	Responsibility	Funding Sources	Evaluation
Complete buyout program for areas damaged by the 2019 floods.	<ol style="list-style-type: none"> 1. Work with local jurisdictions to identify properties in the buyout area. 2. Manage the buyout process and organize the contractors and participants. 3. Complete the projects by overseeing the demolishing of structures. 4. Assist the communities and Counties with a plan for the open space post buyout. 	Local Jurisdictions SWIPCO	IEDA grants Iowa Homeland Security and Emergency Management FEMA	Complete voluntary buyout program and demolish structures in the timeframe given by FEMA.
Work with communities and levee districts to ensure flood protection structures are maintained.	<ol style="list-style-type: none"> 1. Conduct the planning process 2. Complete SWIF plans as directed by the USACE. 3. Provide guidance to levee district sponsors during the SWIF process. 	SWIPCO Levee Districts Local Jurisdictions	US Army Corps of Engineers	Ensure all levees comply with USACE standards. Perform System Wide Improvement Framework (SWIF) plans as needed.

Goal 2: Promote and Enhance Economic and Business Development Climate.

Objectives	Action Items	Responsibility	Funding Sources	Evaluation
Entrepreneurship				
Increase funding for new businesses (conventional and alternate financing) by 5% in 10 years.	<ol style="list-style-type: none"> Expand SWIPCO Business RLF lendable dollars. Work with local banks to promote business loans. Partner with other lending sources to provide loan packaging. 	SWIPCO Local Banks Economic Development Groups	SWIPCO RLF USDA Rural Development EDA Local Banks	Increase in new and existing business loans. Increase in SWIPCO RLF lending fund. Increase in jobs created.
Develop entrepreneurship technical assistance program in next 5 years.	<ol style="list-style-type: none"> Partner with local community colleges to provide training for new entrepreneurs. Provide scholarships to complete certificate programs. Apply for funds for technical assistance. 	SWIPCO IWCC SWICC USDA Rural Development	SWIPCO RLF USDA Rural Development Community Colleges	Development of technical assistance program. Increase in jobs created.
Other				
Increase revolving loan funds by 10% in 10 years.	<ol style="list-style-type: none"> Apply for grants to USDA Rural Development for program expansion. Apply for additional funding where possible. Develop new interest rate structure to apply some interest to relending. 	SWIPCO	USDA Rural Development EDA Private Foundations	Increase in lendable dollars and jobs created.
Use the revolving loan fund to assist in new business startups.	<ol style="list-style-type: none"> Advertise the availability of loans through the revolving loan fund Provide technical assistance to businesses and startups to ensure successful loan process Make loans to expanding and new businesses 	SWIPCO	SWIPCO RLF EDA	Creation of 5 new locally owned businesses. Track progress of businesses to ensure successful loan payback

Goal 2, cont.: Promote and Enhance Economic and Business Development Climate.

Objectives	Action Items	Responsibility	Funding Sources	Evaluation
Increase number of communities with zoning ordinances by 20% in next 10 years.	<ol style="list-style-type: none"> 1. Work with cities to develop zoning ordinances. 2. Update zoning for existing plans. 3. Provide necessary support as needed. 	<p>SWIPCO Local Jurisdictions</p>	<p>Local Funds</p>	<p>Increase in the number of communities with zoning ordinances and plans.</p>
Develop regional database of existing industrial parks with amenities and available space as marketing tool in next 3 years.	<ol style="list-style-type: none"> 1. Contact each city to determine where industrial areas exist and onsite amenities. 2. Work with IEDA to establish select sites as "certified" and provide information on the IEDA website. 3. Develop spreadsheet of all sites for SWIPCO and economic development groups. 	<p>SWIPCO Economic Development Groups</p>	<p>Local Funds</p>	<p>Development of industrial site database and increase in jobs created.</p>
Conduct annual surveys for area businesses to assess business climate.	<ol style="list-style-type: none"> 1. Complete and submit Statewide Business retention and Expansion surveys provided by Iowa Economic Development Authority. 	<p>Economic Development Groups</p>	<p>EDA Local</p>	<p>Completion of annual Statewide Business Retention and Expansion survey.</p>
Increase fiber optics network coverage area by 10%.	<ol style="list-style-type: none"> 1. Partner with fiber companies to connect with potential companies. 2. Encourage connections with Rural Telephone Cooperative systems. 3. Develop an accurate map depicting fiber optics service throughout the region. 4. Find funding sources for fiber optics expansion. 	<p>Economic Development Groups Local Utilities</p>	<p>Rural Telephone Cooperatives Local Funds</p>	<p>Increase in fiber optics network.</p>

Goal 2, cont.: Promote and Enhance Economic and Business Development Climate.

Objectives	Action Items	Responsibility	Funding Sources	Evaluation
Promote the “business downtown” centers through development.	<ol style="list-style-type: none"> 1. Assist cities with potential CDBG downtown revitalization projects. 2. Work with public works departments for streetscape improvements. 3. Encourage use of existing buildings and downtown centers. 4. Where possible, consider upper-story housing. 	Economic Development Groups SWIPCO	CDBG Downtown Revitalization CDBG Housing Local Funding Private Foundations	Increase in downtown businesses throughout region.
Work with legislature on commercial tax rollback revisions.	<ol style="list-style-type: none"> 1. Lobby for tax reform. 2. Discuss with businesses tax requirements. 	Local Jurisdictions Economic Development Groups	NA	Increased understanding of impacts on tax reform to local jurisdictions.
Utilize EDA funding to assist jurisdictions with planning services to support growth and recovery post COVID-19 shutdown.	<ol style="list-style-type: none"> 1. Put an RFP out to each member county for local economic development assistance 2. Choose partners and outline expectations 3. Provide funding to partners to implement the program 4. Provide technical assistance and facilitation 5. Report outcomes to EDA 	SWIPCO Local jurisdictions	EDA SWICPO	Established partnerships and regionalism. Track progress of outcomes. Evaluate the success by demonstrated viable projects and initiatives that aided in the economic recovery from the effects of COVID-19.

Goal 3: Maintain and Improve the Quality of Life for Residents.

Objectives	Action Items	Responsibility	Funding Sources	Evaluation
Increase communication and support from like agencies.	<ol style="list-style-type: none"> Facilitate communication between area agencies. Provide newsletter updates region wide. 	SWIPCO Economic Development Groups Local Jurisdictions	NA	Understanding and increased communication between all local agencies. Increased joint projects between local agencies.
Work with local schools for internship programs.	<ol style="list-style-type: none"> Contact businesses to determine where internships are available for a variety of skill levels. Work through local high schools to create partnerships with like classes. Determine if any internships can be made for college credit. Work to start centralized apprenticeship program. 	Community Colleges Local High Schools Business Owners Economic Development Groups	Potential Scholarships	Increase in local internships and apprenticeship programs. Increased rate of graduates obtaining jobs.
Support sustainable development projects that capitalize on innovation and environmental health.	<ol style="list-style-type: none"> Partner with cities on capital projects with green component. Work with engineering firms for innovative projects. Train in latest sustainable practices. 	SWIPCO Economic Development Groups Local Jurisdictions Engineering Firms	CDBG Community Facilities USDA Rural Development SRF Keep Iowa Beautiful	Increase of "green" sustainable projects.
Expand parks, historical attractions and general green space within cities and counties by 5% in the next 15 years.	<ol style="list-style-type: none"> Maintain existing parks and historical attractions. Demolish dilapidated structures and convert to green space. Expand parks where possible. Increase attractions at parks. 	Local Jurisdictions SWIPCO Local Community Support Groups	Private Foundations Local Funds Keep Iowa Beautiful	Increase in acres of green space, parks, and historical attractions.

<p>Promote Iowa Great Places designation or other programs through Iowa Department of Cultural Affairs.</p>	<p>Provide assistance with designation applications and provide funding opportunities and deadlines to communities that would qualify and benefit from the program.</p>	<p>Local jurisdictions Economic Development</p>	<p>Iowa Department of Cultural Affairs</p>	<p>Have 3 new communities within the region be designated as an Iowa Great Place within the next 5 years.</p>
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CEDS Implementation Creates Regional Wealth

INDIVIDUAL CAPITAL

Knowledge of business opportunities in target sectors. Awareness of capital sources, business training, workforce development and sector services.

INTELLECTUAL CAPITAL

Certificate programs and degrees offered for value-chain careers in target sectors.

SOCIAL CAPITAL

Collaborative networks. Stronger relationships among organizations, businesses, and government entities. Regional collaboration through industry member groups, economic and tourism development educational institutions, and agencies.

NATURAL CAPITAL

Sustainable practices implemented for processing, sourcing, and manufacturing. Conservation based business growth.

BUILT CAPITAL

Reclaiming vacant buildings for manufacturing, commercial, or housing. Increase opportunities for public transportation, bicycle and pedestrian travel, vehicles, and regional connections. New understanding of supply and demands on water/wastewater, broadband, and other regional infrastructure.

POLITICAL CAPITAL

New understanding of the regulatory framework and policies that help or hinder growth of target sectors in SW Iowa. Partnership with elected officials, local government, businesses, and agencies to foster target sector growth.

FINANCIAL CAPITAL

New business opportunities for target sector and value-added products. New capital investment and training available for entrepreneurs.

LOCAL OWNERSHIP AND CONTROL

Shared sourcing of inputs and value-chains. Increase in ancillary businesses and value-added product development. Locally owned and operated businesses with support from local entities. Workforce development partnerships with businesses for program and certification support.

BETTER LIVELIHOODS

New job opportunities and product development. Expansion of training and certification programs for workforce growth. Increase in childcare services, housing options, and aging services. Greater understanding of the demand for services and gaps in current support services.

