MID-IOWA

MIPA

PLANNING ALLIANCE
FOR COMMUNITY DEVELOPMENT
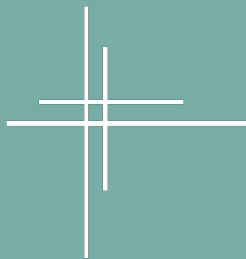
MID-IOWA
COMPREHENSIVE
ECONOMIC
DEVELOPMENT
STRATEGY **2021**
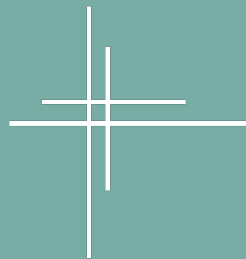
Quarry Springs, Jasper County

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Economic Development Core Facility
Iowa State University
Story County

1 INTRODUCTION

Neal Smith National Wildlife Refuge
Jasper County
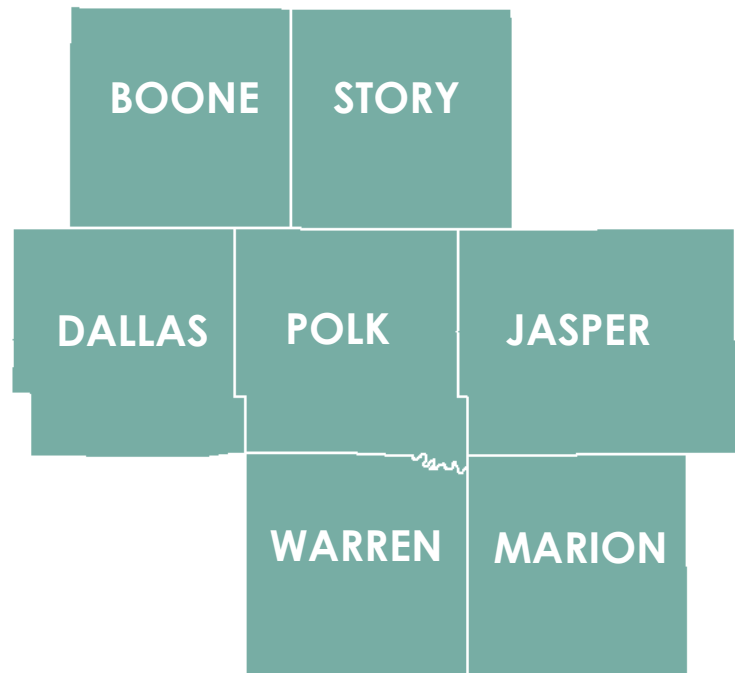
MID-IOWA CEDS

The Mid-Iowa Comprehensive Economic Development Strategy (CEDS) represents a shared vision for economic growth within the seven-county Mid-Iowa region. The intent of the CEDS is straight forward: create jobs, diversity the economy, improving living conditions, and improve the region's resiliency.

To help Mid-Iowa forge a path forward, the CEDS dissects the region's demographics and economic indicators; documents the region's strengths, weaknesses, opportunities, and threats; and lays out the region's goals and priorities.

A CEDS is a requirement to apply for assistance under the Economic Development Administration's (EDA) Public Works and Economic Adjustment programs. MIPA will seek assistance once designated as the Economic Development District (EDD) for Mid-Iowa.

As an EDD for the region, MIPA will play an important supporting role in local economic development, fostering collaboration between the region's local jurisdictions, economic development organizations, and the EDA. The EDD helps support regional priorities for projects and investments.

MIPA would re responsible for updating and submitting a new CEDS every five years. MIPA will offer communication and outreach to the region in order to take full advantage of the resources and support of the Economic Development Administration and other supporting entities.

The CEDS document will be readily available for the public and stakeholders to review and consult. As a public document, the CEDS can be utilized as a guide to the regional economy as local decision makers endeavor to improve it.

ENGAGEMENT PROCESS

CEDS Steering Committee

The creation of this CEDS was overseen by a Steering Committee, comprised of 29 stakeholders. All seven counties were represented.

Members had various backgrounds. Some were elected officials, while others were economic development staff at local jurisdictions. Still others were from private groups such as chambers of commerce or economic development corporations. They met monthly.

Stakeholder Input Sessions

Staff met with various stakeholders throughout the process. Notably, a stakeholder session was organized virtually and attended by nearly 60 stakeholders of various backgrounds in the public and private sectors. A SWOT analysis session was facilitated, as was a goal-setting discussion.

Stakeholder Survey

Regional stakeholders were asked via online survey to provide feedback on a draft SWOT analysis and Goals. The survey was completed by 76 stakeholders.

Public Comment Period

Finally, a 30-day public-comment period was held where stakeholders could review the CEDS document and provide feedback. This included a public meeting held August 24.

Adoption

The CEDS was adopted by the Steering Committee and MIPA Board of Directors in early September.

CEDS STEERING COMMITTEE

Name	Position	Organization	County
Mike Hammond	Interim Director	Boone Chamber and Economic Growth Corp.	Boone
Greg Piklapp	Council Member	Boone City Council	Boone
Butch Ostrander	Mayor	City of De Soto	Dallas
Kyle Michel	City Administrator	City of Van Meter	Dallas
Deb Bengston	President	Adel Partners Chamber of Commerce	Dallas
Alex Lynch	Executive Director	Greater Dallas County Development Alliance	Dallas
Brandon Talsma	Supervisor	Board of Supervisors	Jasper
Wade Wagoner	City Administrator	City of Colfax	Jasper
Amanda Accola	Key Account Manager	Alliant Energy	Jasper
Jeff Davidon	Director	Jasper County Economic Development Corp.	Jasper
Tanya Michener	Associate Director	Jasper County Economic Development Corp.	Jasper
Heather Ussery	Interim City Manager	City of Knoxville	Marion
Don De Waard	Mayor	City of Pella	Marion
Dylan Morse	City Council Member	Knoxville City Council	Marion
Carla Eysink	Executive Director	Marion County Development	Marion
Joe Mrstik	City Manager	City of Pleasantville	Marion
Carrie Kruse	Economic Development Administrator	City of Des Moines	Polk
Clyde Evans	Director of Community and Economic Development	City of West Des Moines	Polk
Curtis Brown	Assistant City Manager	City of Urbandale	Polk
Derek Lord	Economic Development Director	City of Ankeny	Polk
John Norris	County Administrator	Polk County	Polk
Brenda Dryer	Senior Vice President	Ames Chamber	Story
Mark Jackson	City Manager	City of Story City	Story
Leanne Harter	County Outreach and Special Projects Manager	Story County	Story
Charlie Dissell	Community and Economic Development Director	City of Indianola	Warren
Lorin Ditzler	Community Coach	Warren County Hometown Pride	Warren
Rachel Gocken	Executive Director	Warren County Economic Development Corp.	Warren
Deven Markley	City Administrator	City of Carlisle	Warren
Hollie Zajicek	Economic Development Director	City of Norwalk	Warren

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POPULATION & DEMOGRAPHICS
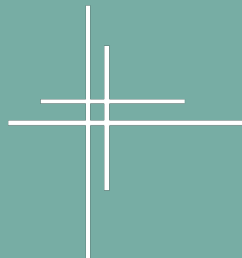
Pappajohn Sculpture Park, Polk County

POPULATION

Mid-Iowa is comprised of seven counties: Boone, Dallas, Jasper, Marion, Polk, Story, and Warren. The region's total population was 631,492 in 2000 and has grown to 810,241 in 2019.

Overall, from 2000 to 2019, the MIPA region experienced a greater percentage of population growth (28.3%) than both Iowa (7.3%) and the United States (15.4%).

Jurisdiction	Population			Percent Change (2000 - 2019)
	2000	2010	2019	
United States	281,421,906	308,745,538	324,697,795	15.4%
Iowa	2,926,324	3,046,355	3,139,508	7.3%
Mid-Iowa	**631,492**	**728,999**	**810,241**	**28.3%**
Boone County	26,224	26,306	26,370	0.6%
Dallas County	40,750	66,135	87,099	113.7%
Jasper County	37,213	36,842	36,971	-0.7%
Marion County	32,052	33,309	33,172	3.5%
Polk County	374,601	430,640	479,612	28.0%
Story County	79,981	89,542	96,941	21.2%
Warren County	40,671	46,225	50,076	23.1%

POPULATION CHANGES

Population changes varied within the Mid-Iowa region, with most counties growing at different paces.

Dallas County experienced the most growth, increasing in population from 40,750 in 2000 to 87,099 in 2019 (or about 114%). Jasper County experienced the least growth, slightly decreasing in population from 37,213 in 2000 to 36,971 in 2019 (or about -0.7%).
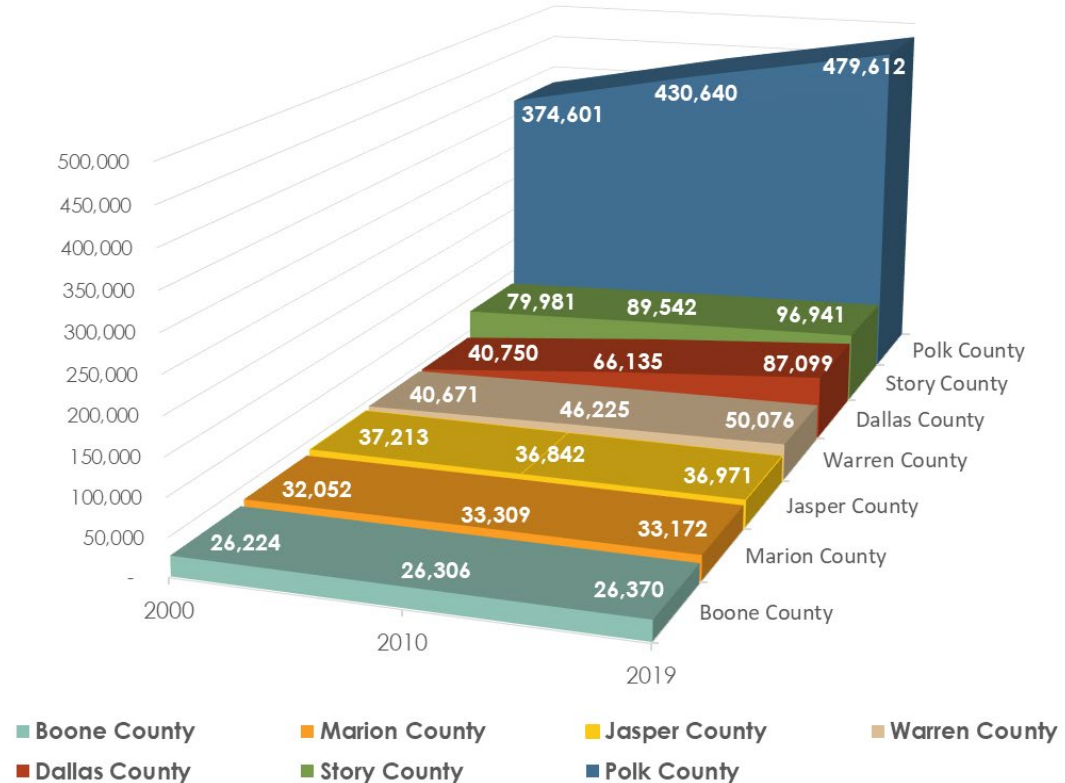
Source: US Decennial Census 2000 and 2010; American Community Survey (ACS) 5-Year Estimates 2019 Table S0101

AGE

The average median age in the Mid-Iowa region is 37. Most counties have median ages similar to the median ages of Iowa and the United States.

Jurisdiction	Median Age		
	Male	**Female**	**Total**
United States	36.8	39.4	38.1
Iowa	37.0	39.4	38.2
Boone County	40.2	43.2	41.8
Dallas County	34.8	35.9	35.4
Jasper County	40.2	44.3	42.1
Marion County	38.1	41.0	39.4
Polk County	34.7	36.3	35.5
Story County	25.3	28.0	26.6
Warren County	37.4	39.3	38.3
Mid-Iowa (Average)	**35.8**	**38.3**	**37.0**
Mid-Iowa (Weighted Average)	**34.3**	**36.3**	**35.3**

Source: American Community Survey (ACS) 5-Year Estimates 2019 Table B01002

GENDER

The Mid-Iowa region has a gender distribution similar to that of Iowa and the United States.

Mid-Iowa

Iowa

United States
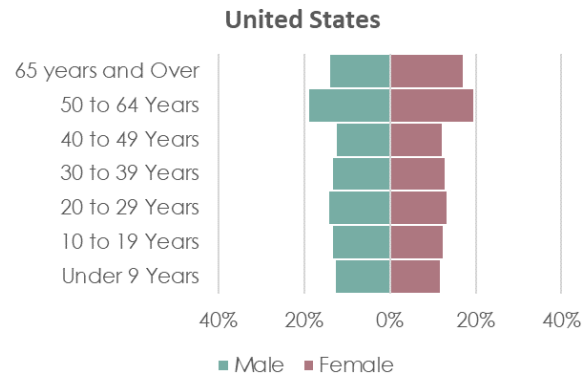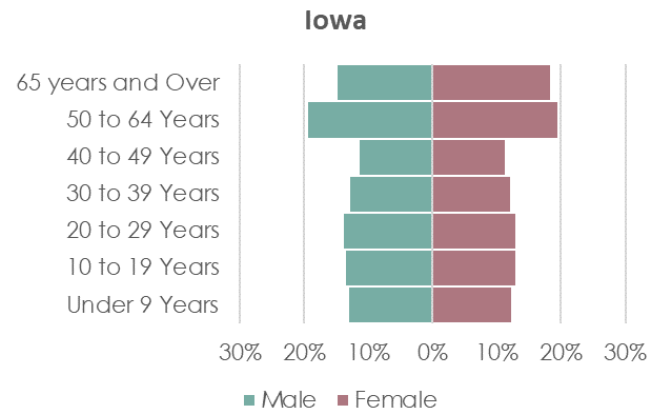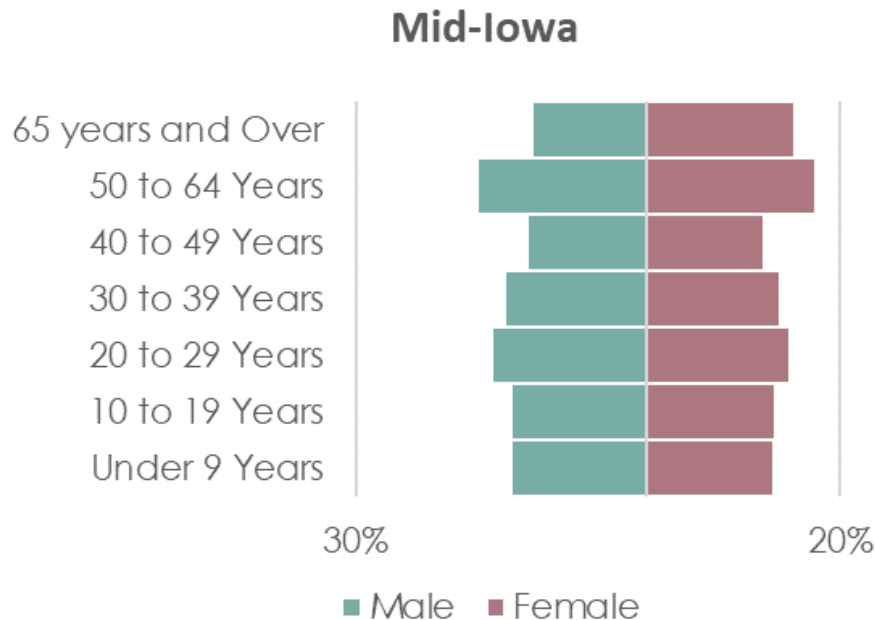
Source: American Community Survey (ACS)
5-Year Estimates 2019 Table S0101

RACE

Mid-Iowa is somewhat more diverse than the state of Iowa, with a slightly smaller percentage of White alone population and a slightly larger percentages of Black or African American alone and Asian alone populations. Compared to the United States, Mid-Iowa is less diverse, with a larger percentage of White alone population and a smaller percentage of non-white populations. Within the MIPA seven-county region, Polk, Story, and Dallas Counties are among the most diverse in population.

- White alone
- Black or African American alone
- Asian alone
- Some other race alone
- Two or more races
- American Indian and Alaska Native alone; Native Hawaiian and Other Pacific Islander alone

Source: American Community Survey (ACS) 5-Year Estimates 2019 Table B02001
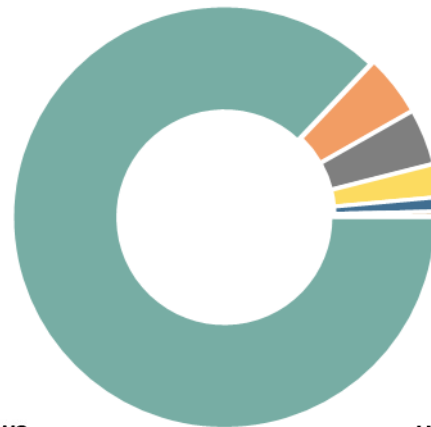
Mid-Iowa
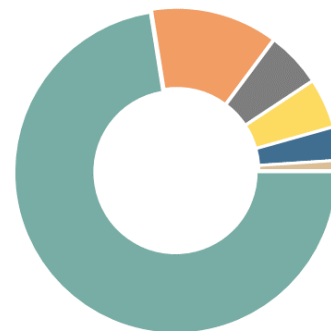
Iowa

United States

HISPANIC OR LATINO

Mid-Iowa's proportion Hispanic or Latino population is similar to Iowa's proportion, but lower than the United States' proportion.

Within Mid-Iowa, Polk and Dallas Counties have the largest proportions of population with Hispanic or Latino origin.
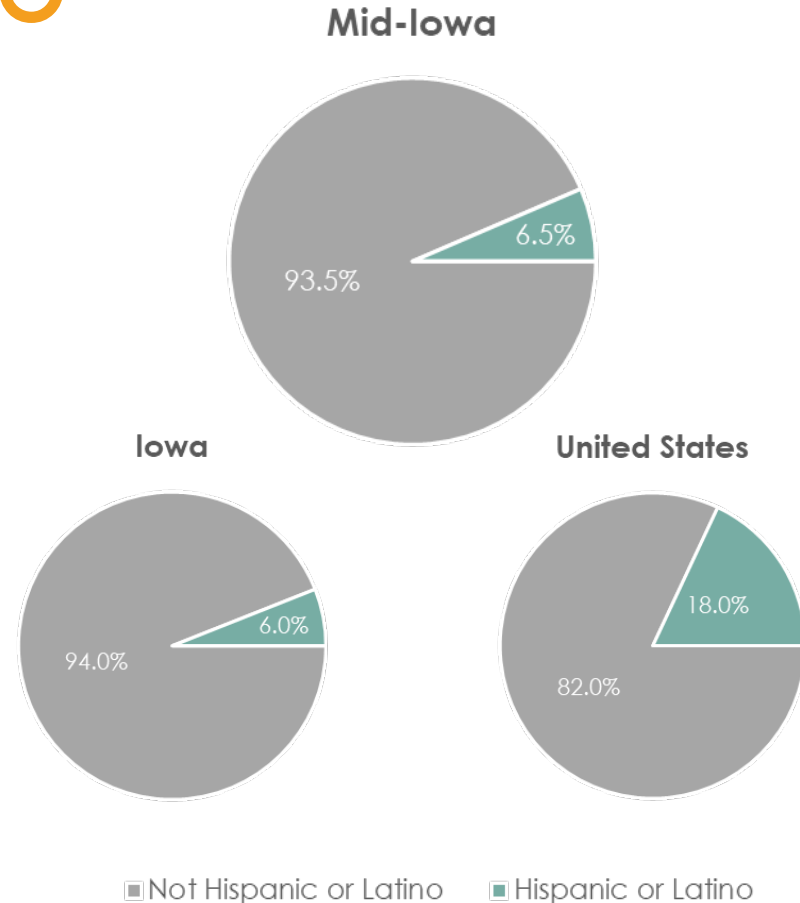
Source: American Community Survey (ACS) 5-Year Estimates 2019 Table B03002

Mid-Iowa

6.5%

93.5%

Iowa

6.0%

94.0%

United States

18.0%

82.0%

■ Not Hispanic or Latino ■ Hispanic or Latino

SIZE OF HOUSEHOLD OR FAMILY

Most counties in Mid-Iowa have roughly similar average household sizes compared to Iowa and the United States.

Source: American Community Survey (ACS) 5-Year Estimates 2019 Table S1101
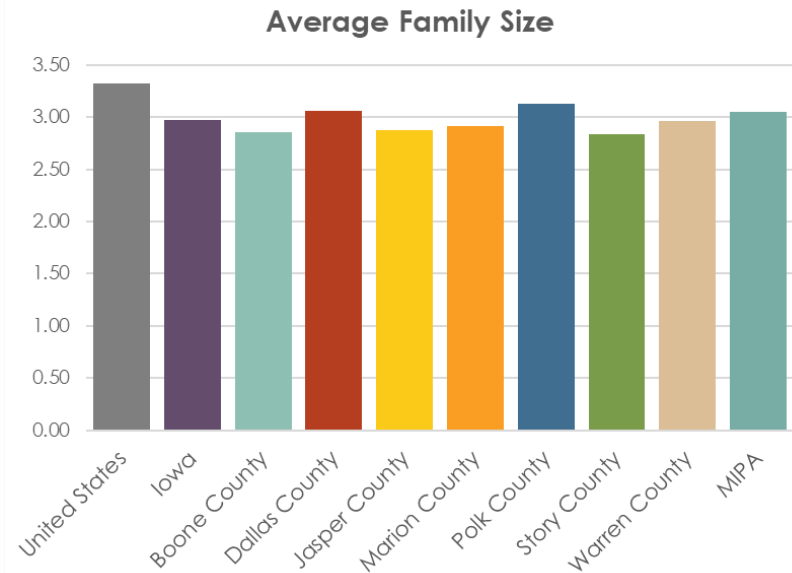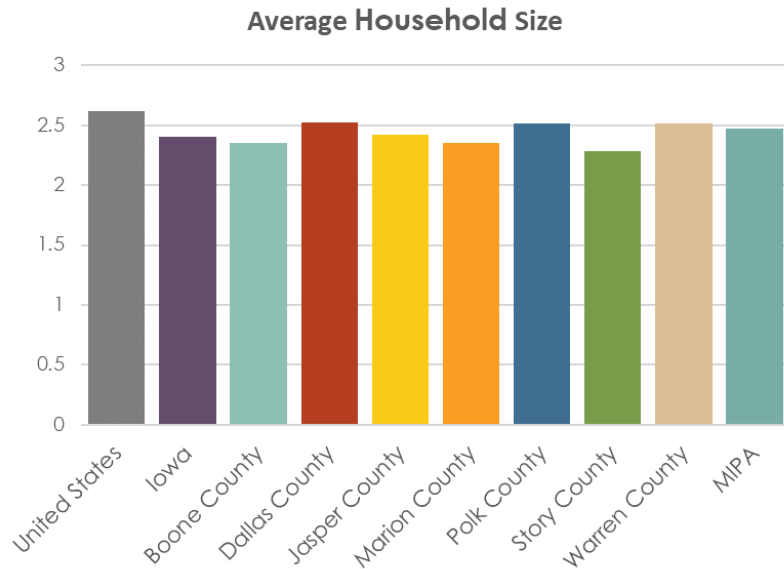
MINORS / SENIORS IN HOUSEHOLDS

Compared to Iowa and the United States, Mid-Iowa has a higher proportion of households within one or more people under 18 years, while a lower proportion of households with one or more people 60 years and over.

Source: American Community Survey (ACS) 5-Year Estimates 2019 Table S1101
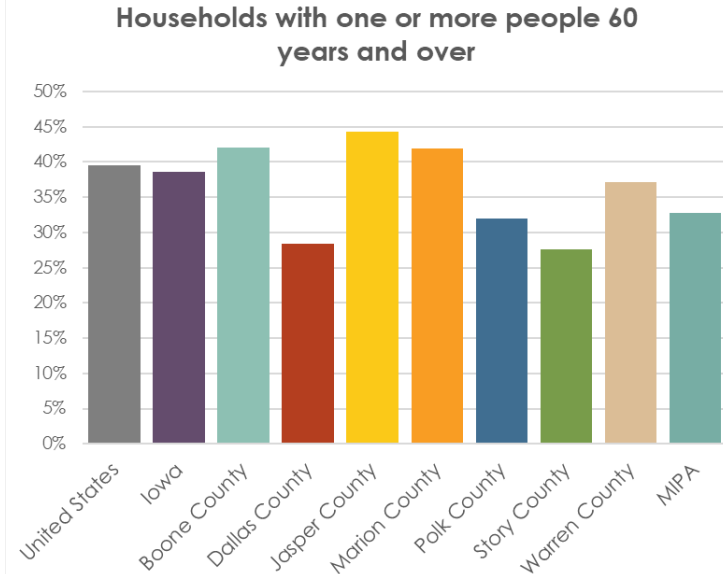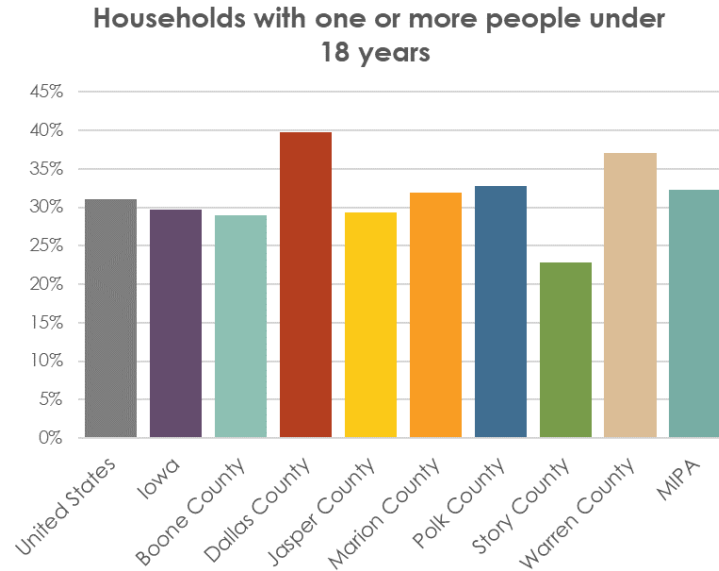
HOUSING UNITS

Mid-Iowa has a lower proportion of households living in owner-occupied housing than in Iowa – but higher than the United States. Conversely, the region has a higher proportion of households living in renter-occupied housing than in Iowa – but lower than the United States.
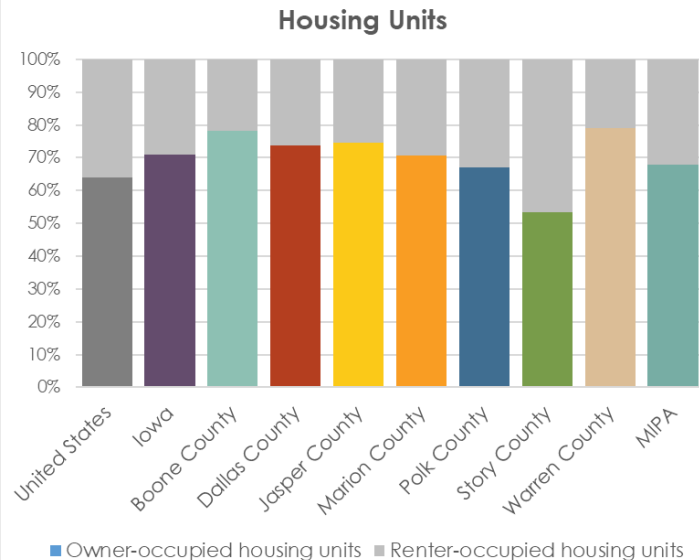
Mid-Iowa has a lower percentage of vacant housing units than the state of Iowa and the United States.

Housing Units

- Owner-occupied housing units
- Renter-occupied housing units

Housing Units Occupancy

- Occupied Housing Units
- Vacant Housing Units

Source: American Community Survey (ACS) 5-Year Estimates 2019 Table S1101
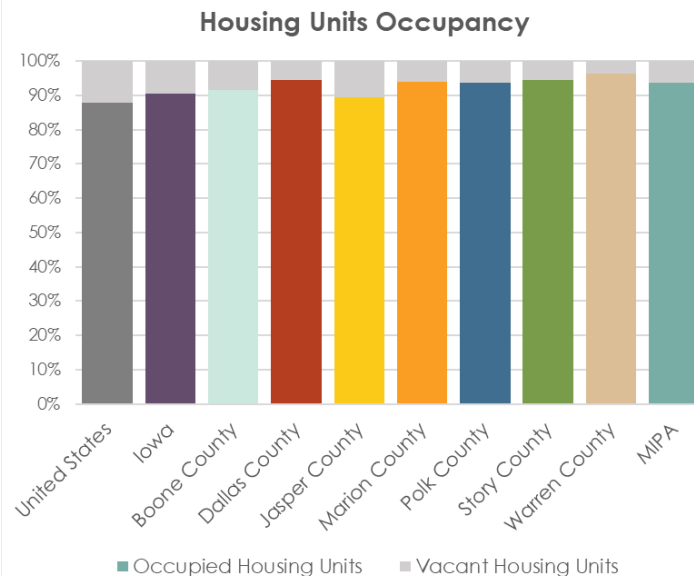
HOUSING VACANCY

Mid-Iowa has lower vacancy rates than Iowa or the United States among owner-occupied housing and renter-occupied housing.

Homeowner Vacancy Rate

Rental Vacancy Rate

Source: American Community Survey (ACS) 5-Year Estimates 2019 Table DP04
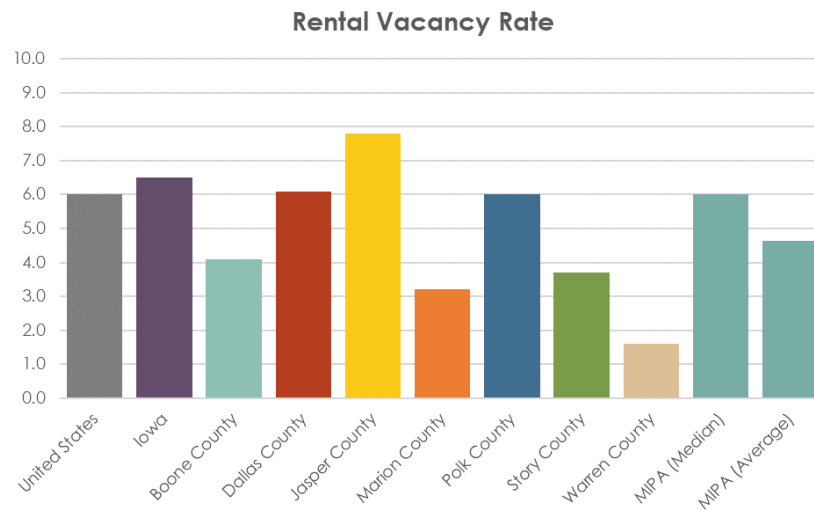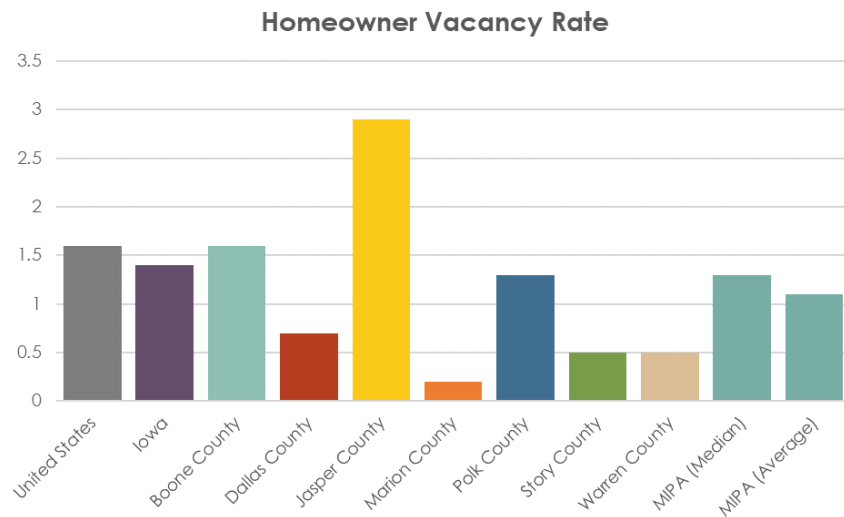
HOUSEHOLD INCOME

The mean household income in Mid-Iowa is higher than in Iowa – but about the same as the United States. Mean household income varies by county, with Dallas County having the highest and Jasper County the lowest.

Households by Household Income

Legend: Less than $14,999 ■ $15,000 to $34,999 ■ $35,000 to $74,999 ■ $75,000 to $149,999 ■ More than $150,000

Source: American Community Survey (ACS) 5-Year Estimates 2019 Table S1901
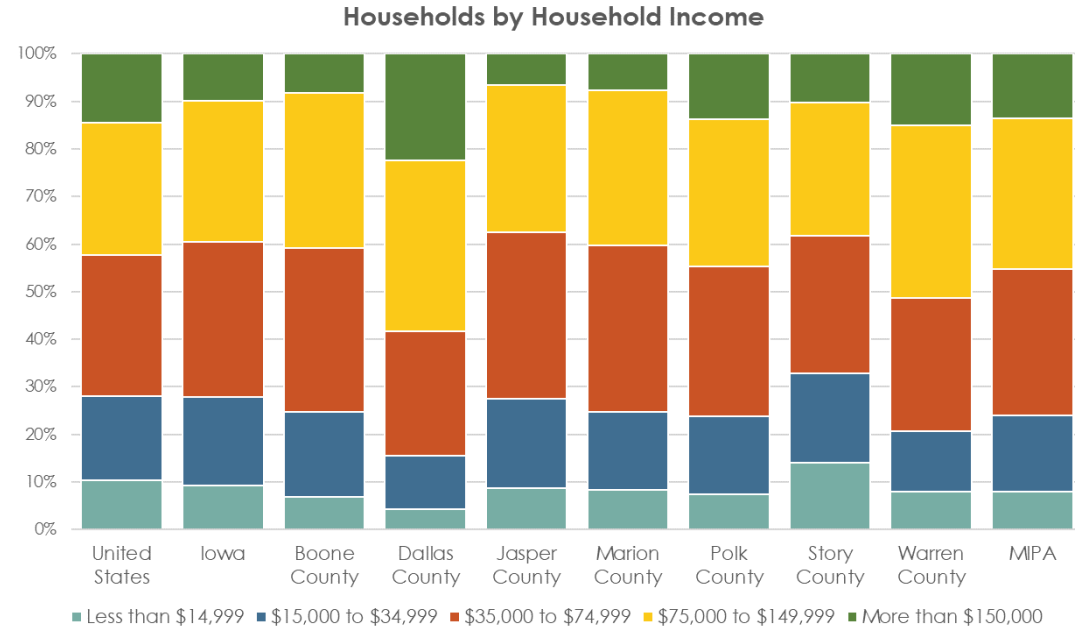
HOUSING AGE

Housing units in Mid-Iowa are fairly newer in construction. More than half of the housing units were built after 1970, and slightly more than a quarter were built after 2000.

Dallas County has the largest percentage of newer housing units with more than half of the total housing units constructed after 2000. Boone, Jasper, and Marion Counties have the largest percentage of older housing units built 1939 or earlier.

Housing Age

Legend: Built 1959 or earlier · Built 1960 to 1979 · Built 1980 to 1999 · Built 2000 or later

Categories: United States, Iowa, Boone County, Dallas County, Jasper County, Marion County, Polk County, Story County, Warren County, MIPA

Source: American Community Survey (ACS) 5-Year Estimates 2019 Table DP04
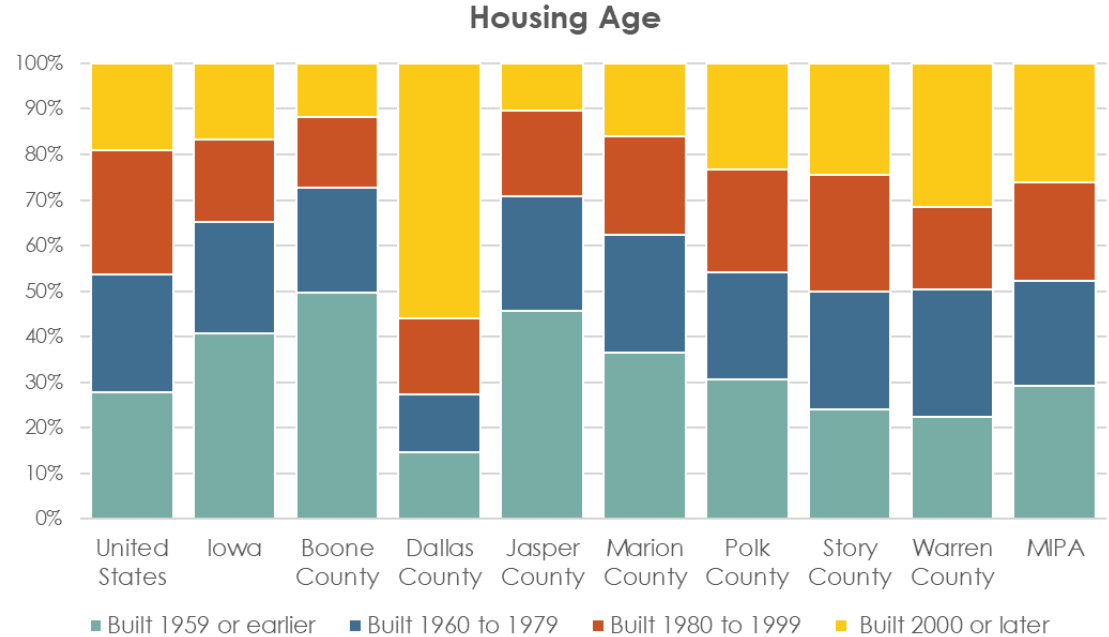
HOUSING AFFORDABILITY

Monthly owner costs of housing are somewhat more affordable in Mid-Iowa than in Iowa or the United States. For housing units with a mortgage, more than half of the region's housing units in Mid-Iowa and Iowa have monthly owner costs that are less than 20 percent of household income. Conversely, the United States has more than a quarter of housing units with mortgages where monthly owner costs are 30 percent or more of household income compared to only around 20 percent in Mid-Iowa. For housing units without a mortgage, the distribution of monthly owner costs as a percentage of household income is similar in Mid-Iowa as with Iowa and the United States.

Monthly Homeowner Costs as a Percentage of Household Income (Housing Units with a Mortgage)

Monthly Homeowner Costs as a Percentage of Household Income (Housing Units without a Mortgage)

Gross Rent as a Percentage of Household Income

Source: American Community Survey (ACS) 5-Year Estimates 2019 Table DP04
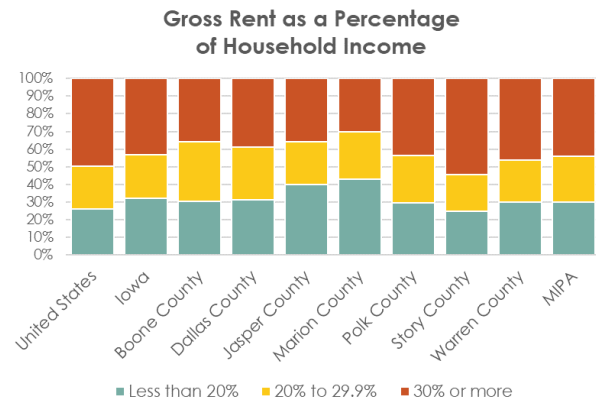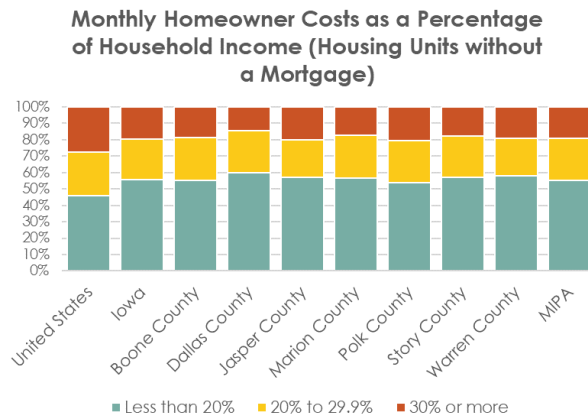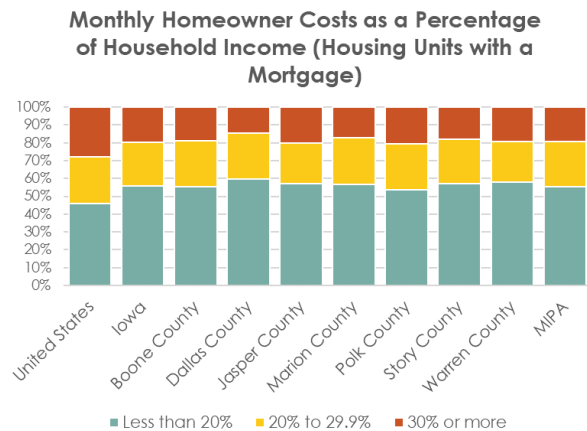
Housing + Transportation Index

The Mid-Iowa region faces challenges with affordability when the costs of housing and transportation are viewed together, as indicated by the H+T Affordability Index.* The Index defines affordability as the combined costs of housing and transportation being at or below 45% of household income. In Mid-Iowa, most households exceed the 45% threshold.

Housing + Transportation Costs as Percentage of Household Income
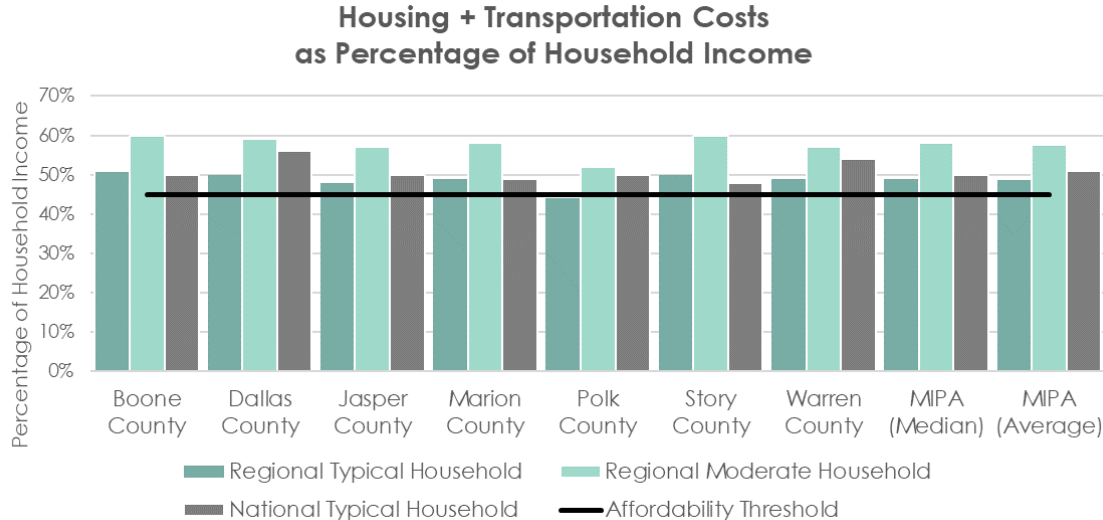
* The Regional Typical Household assumes the median household income in the region, average household size in the region, and average commuters per household in the region.

The Regional Moderate Household assumes a household income of 80% of the regional median, the regional average household size, and the regional average commuters per household.

The National Typical Household assumes a household income of $61,828 (national median household income), national average household size of 2.72, and a national average number of commuters per household of 1.22.

Source: Housing& Transportation Index

POVERTY

The poverty rate in Mid-Iowa is lower than both the rate in Iowa and the United States.

Story County has the highest poverty rate due to the large number of students at Iowa State University.

Polk County has the next highest poverty rate, while Dallas County has the lowest poverty rate.

Source: American Community Survey (ACS) 5-Year Estimates 2019 Table S1701
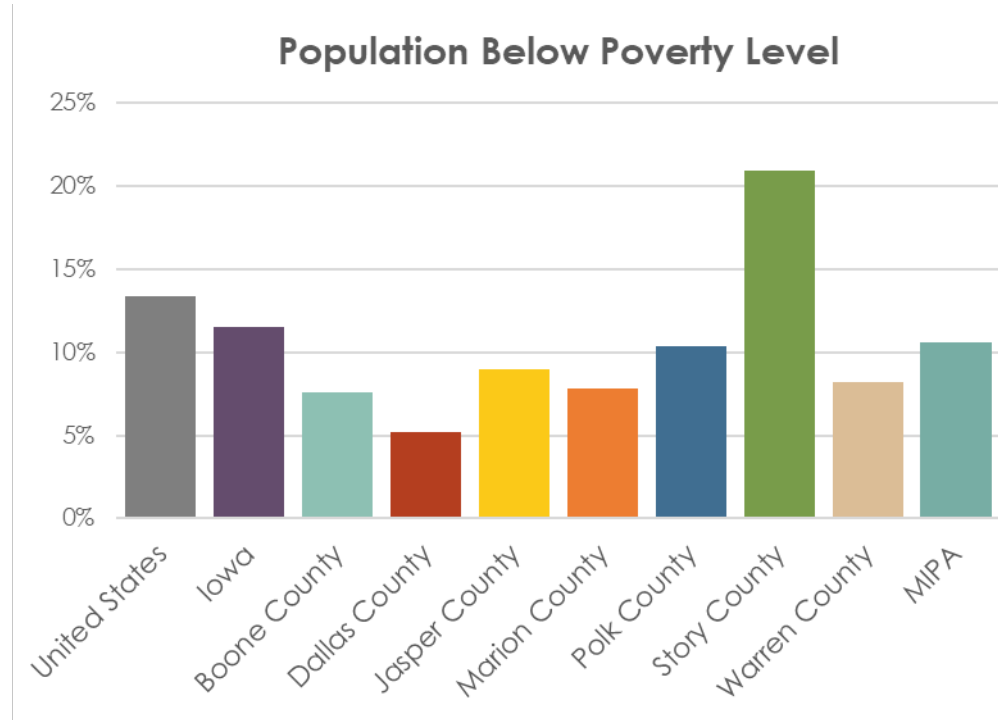
HEALTH INSURANCE

The Mid-Iowa region and the state of Iowa have similar percentages of the population with health insurance. Both have a larger percentage of the population with health insurance than the United States.

Boone, Jasper, and Warren Counties have the highest percentage of the population with health insurance within the Mid-Iowa region.

Population Without Health Insurance

Source: American Community Survey (ACS) 5-Year Estimates 2019 Table S2701
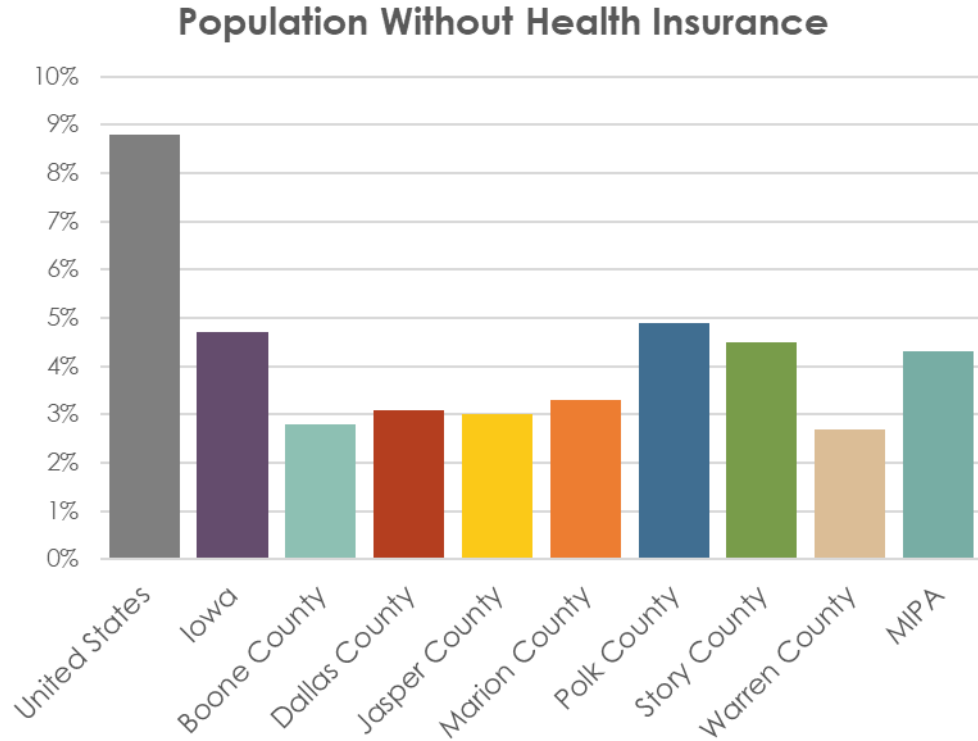
COUNTY HEALTH RANKINGS

The share of adults in Mid-Iowa self-reporting themselves in poor to fair health has increased slightly in the past five years – similar to Iowa and outperforming the United States.

Mid-Iowa has mostly expanded access* to exercise opportunities in the last several years, though Dallas County saw a decrease in access. Mid-Iowa performs similarly with Iowa, and both underperform compared to the top performers in the United States.

Adults with Self-Reported Poor or Fair Health

Source: County Health Rankings, University of Wisconsin Population Health Institute.

Access to Exercise Opportunities
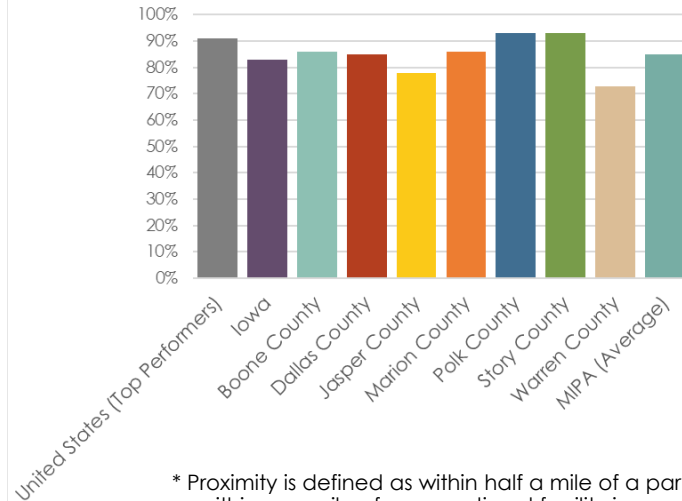
* Proximity is defined as within half a mile of a park in a census block, or within one mile of a recreational facility in an urban census block, or within three miles of a recreational facility in a rural census block.

COUNTY HEALTH RANKINGS

The Mid-Iowa region has seen an improvement in its access to food over the past several years, as measured by the Food Environment Index*.

Current top performers in the region are Dallas County and Warren County.

Most recently, Mid-Iowa has not only performed better than Iowa but ranks among the top performers in the United States.

Food Environment Index
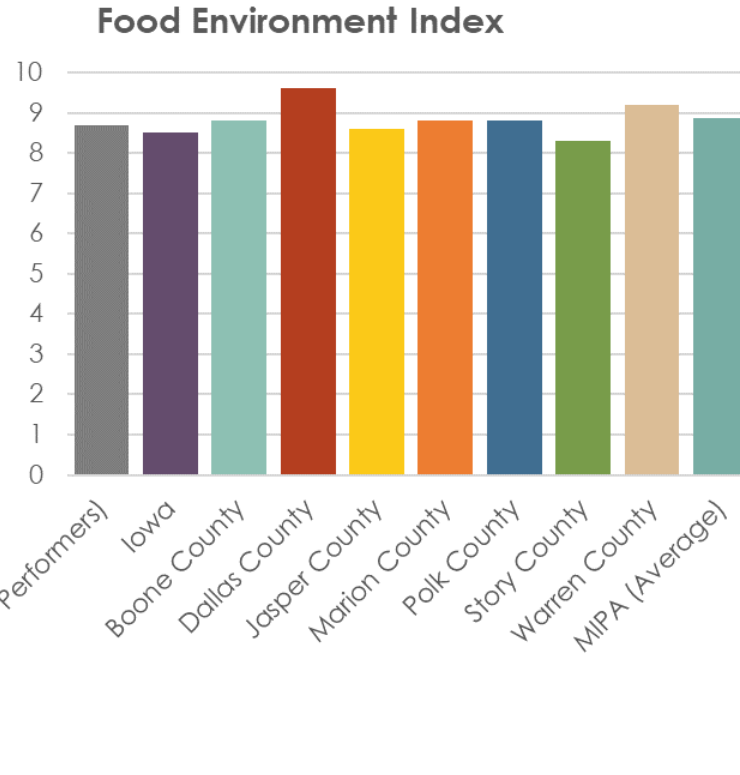
* The Food Environment Index is a scaled index from 0 (worst) to 10 (best) that equally weighs two indicators of the food environment. The first indicator is accessibility as defined by the percentage of low-income population (annual family income less than or equal to 200 percent of federal poverty threshold for family size) that does not live close to a grocery store (more than 10 miles away from a grocery store in rural areas or more than 1 mile away from a grocery in a nonrural area). The second indicator is the percentage of the population that did not have a reliable source of food during the past year.

Source: County Health Rankings, University of Wisconsin Population Health Institute.

COUNTY HEALTH RANKINGS

The percentage of adults ages 20 and over reporting no leisure-time physical activity in the Mid-Iowa region is similar to Iowa and of the most active areas in the United States. Boone, Jasper, and Marion Counties have highest amounts in the region.
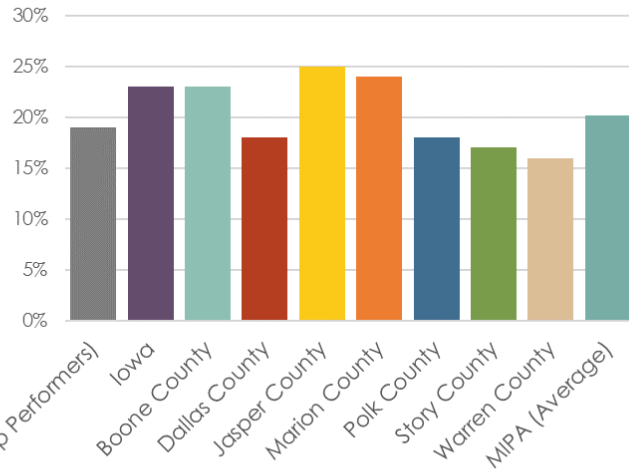
Mid-Iowa has similar adult obesity rates* to Iowa. Both have higher rates than the top performing areas in the United States. Story and Dallas Counties have the lowest rates in Mid-Iowa.

Physical Inactivity

Source: County Health Rankings, University of Wisconsin Population Health Institute.
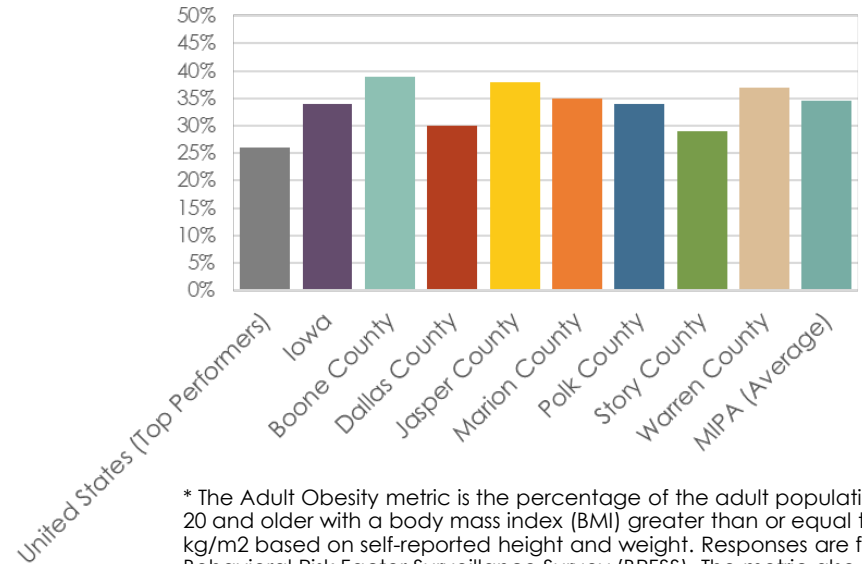
Adult Obesity

* The Adult Obesity metric is the percentage of the adult population age 20 and older with a body mass index (BMI) greater than or equal to 30 kg/m2 based on self-reported height and weight. Responses are from the Behavioral Risk Factor Surveillance Survey (BRFSS). The metric also serves as a proxy measure for poor diet and limited physical activity.

3 ECONOMIC INDICATORS
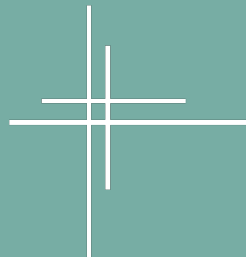
Beardshear Hall
Iowa State University
Story County

Educational Attainment

The Mid-Iowa region is relatively well educated.

The percentage of the population aged 25 years and over with less than a high school diploma in the region is smaller than in Iowa and in the United States.

Conversely, the percentage of the population aged 25 years and over with at least an Associate's degree is higher in the region than in Iowa and the United States.

Educational Attainment for Population 25 Years and Over

Legend:
- Less than high school
- High school graduate (includes equivalency)
- Some college, no degree
- Associate's degree
- Bachelor's degree
- Graduate or professional degree

Source: American Community Survey (ACS) 5-Year Estimates 2019 Table S1501
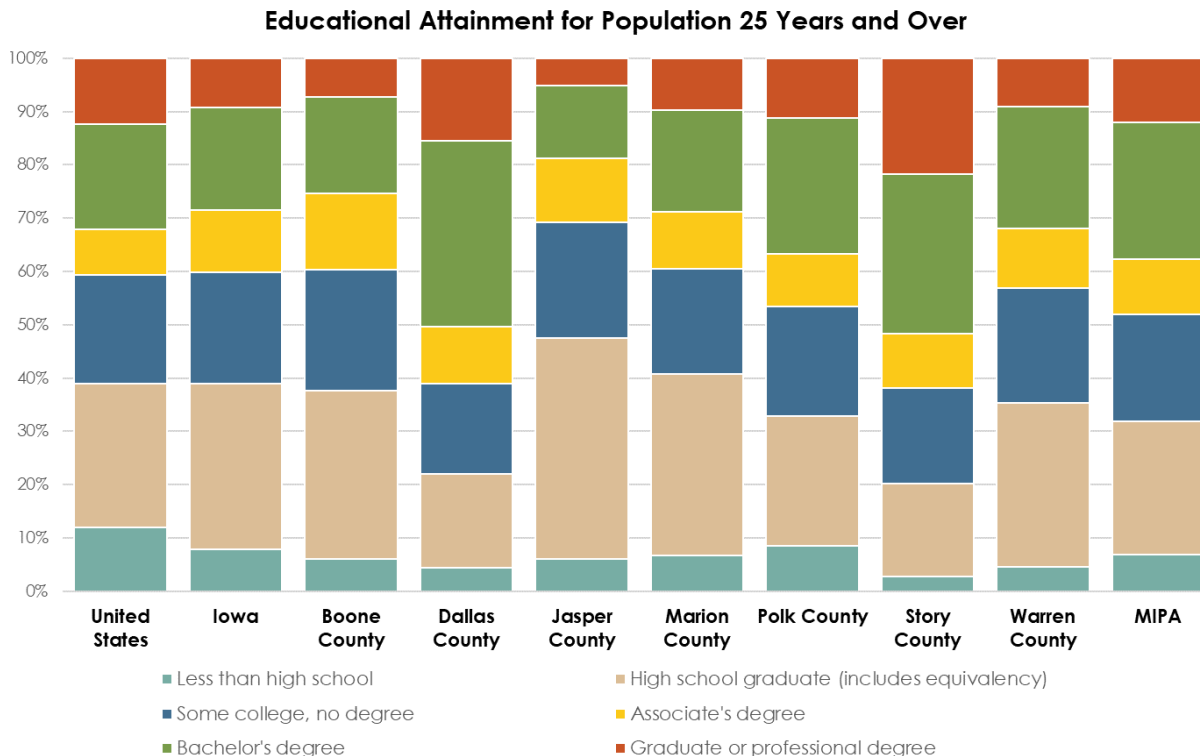
Earnings

The average median earnings in Mid-Iowa region is fairly comparable to the median earnings in Iowa and in the United States.

Within the region, Boone and Jasper Counties have the lowest median earnings, while Dallas and Warren Counties have the highest median earnings.

Unlike the United States, the average median earning for those with a graduate or professional degree in Mid-Iowa is less than the median earnings of those with graduate or professional degrees in the United States.

Median Earnings per Capita

Source: American Community Survey (ACS) 5-Year Estimates 2019 Table S1501
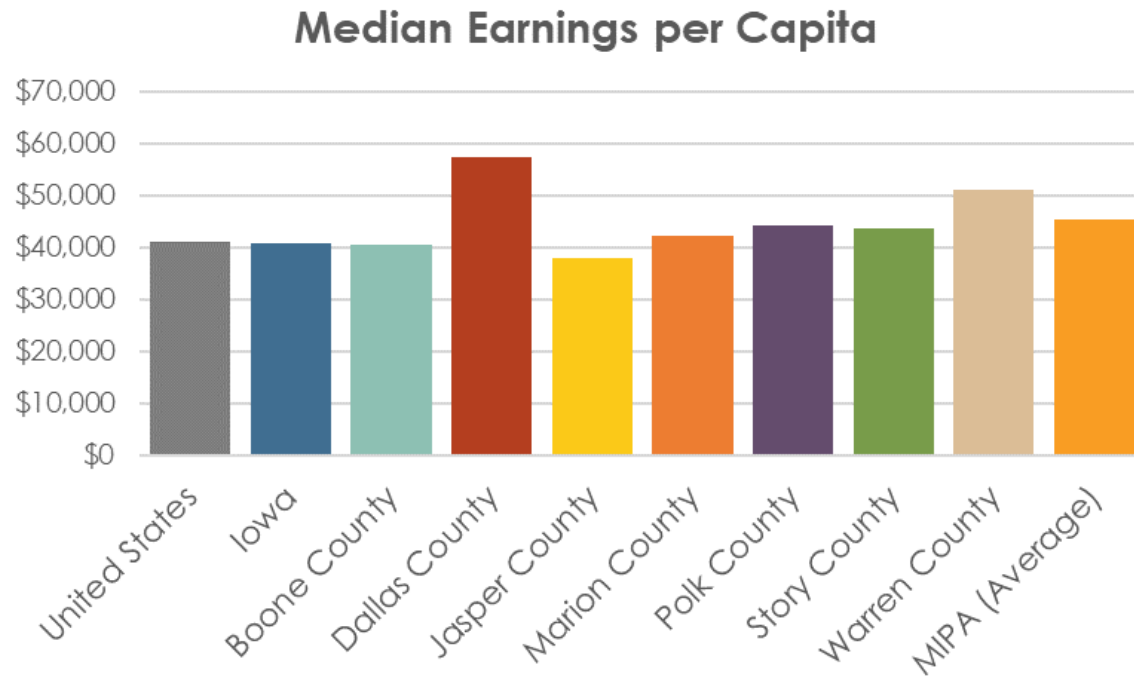
Earnings

There are differences in median earnings by educational attainment in the region.

Median Earnings by Educational Attainment

Legend:
- Less than high school graduate
- High school graduate (includes equivalency)
- Some college or associate's degree
- Bachelor's degree
- Graduate or professional degree
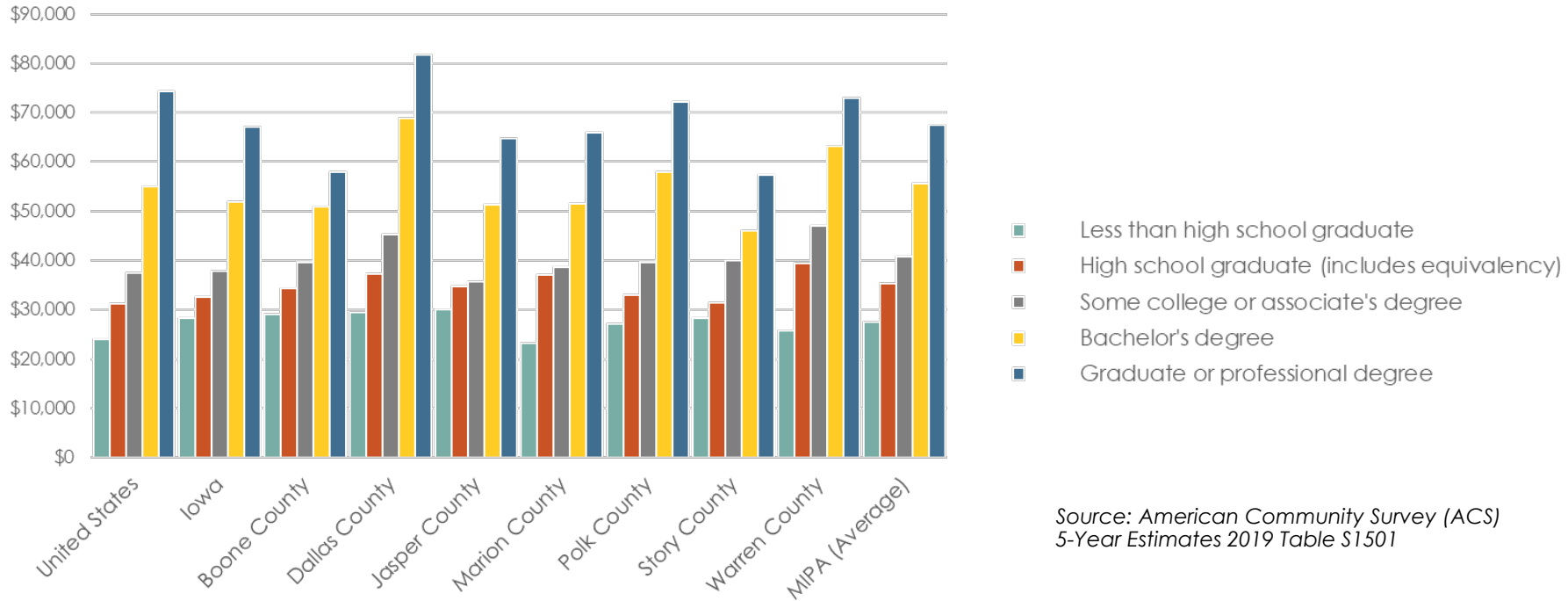
Source: American Community Survey (ACS)
5-Year Estimates 2019 Table S1501

School Enrollment

Mid-Iowa has somewhat lower enrollments in primary and secondary education but somewhat higher enrollments in post-secondary education compared to Iowa and the United States.

Story County stands out among the region for having a lower percentage enrollment in kindergarten to 12th grade – but the highest enrollment in undergraduate college and graduate or professional school.

Source: American Community Survey (ACS) 5-Year Estimates 2019 Table S1401

Population 3 Years and Over Enrolled in School
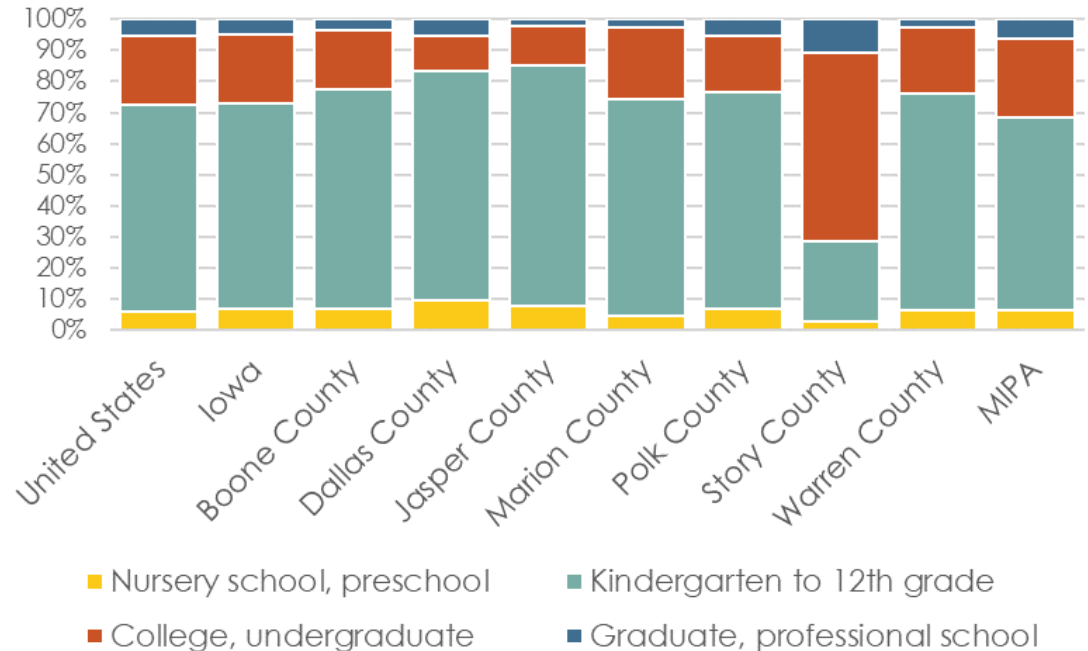
Legend:
- Nursery school, preschool
- Kindergarten to 12th grade
- College, undergraduate
- Graduate, professional school

Computer and Internet Usage

The Mid-Iowa region has slightly higher percentages of households with a computer and with broadband internet subscription than Iowa and the United States.

Households with Computer and Internet Access

Legend: ■ With a computer ■ With a broadband Internet subscription

Categories: United States, Iowa, Boone County, Dallas County, Jasper County, Marion County, Polk County, Story County, Warren County, MIPA
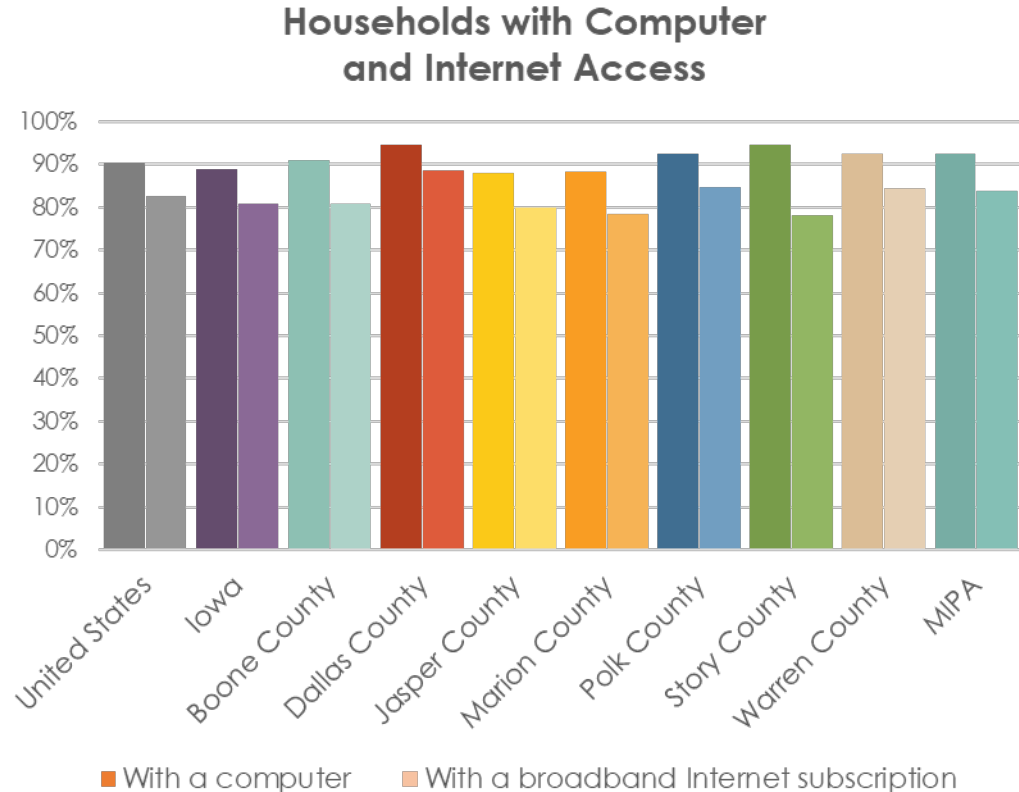
Source: American Community Survey (ACS) 5-Year Estimates 2019 Table DP02

Indicators of Broadband Need

Mid-Iowa's use of broadband Internet is similar to that in Iowa and the United States, , according to Microsoft's measurements. * However, broadband usage varies within the Mid-Iowa region; the most urbanized areas have the highest usage of broadband.

Source: Microsoft

Microsoft Broadband Usage

(Bar chart with the following approximate values)

- United States (Median): 24%
- United States (Average): 28%
- Iowa (Median): 26%
- Iowa (Average): 26%
- Boone County: 22%
- Dallas County: 34%
- Jasper County: 32%
- Marion County: 27%
- Polk County: 44%
- Story County: 38%
- Warren County: 26%
- MIPA (Median): 26%
- MIPA (Average): 26%
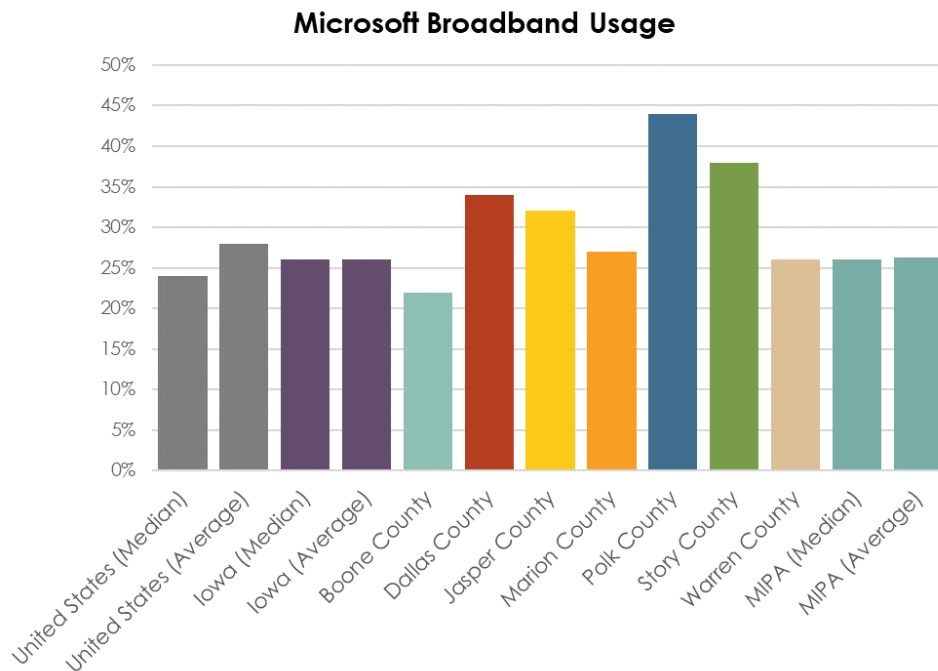
* The dataset combines information on county populations with an estimate of broadband usage over multiple Microsoft services in November 2019. Every time a device using Microsoft software receives an update or connects to a Microsoft service, Microsoft is able to estimate the device's throughput speed based on the size of the packet sent and the time it takes to download. Using this information, Microsoft was able to provide an estimate of the percentage of the population using broadband (25 Mbps download speeds or higher) in each county. Microsoft estimates that ~157 million people in the US are not using the Internet at broadband speeds.

Labor Force Participation

The Mid-Iowa region has had a steady labor force participation rate for the recent several years from 2015 to 2019. Dallas and Polk Counties stand out as having higher labor force participation rates, while Jasper County stands out as having lower labor force participation rates.
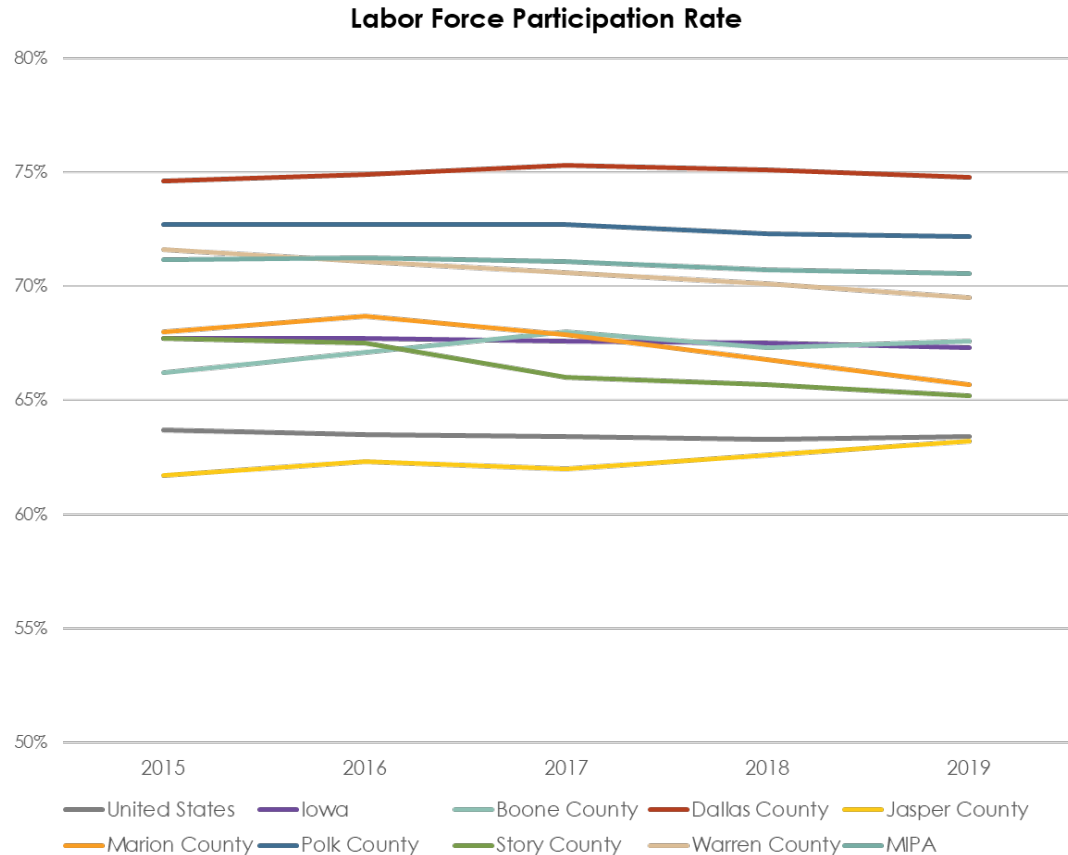
Source: American Community Survey (ACS) 5-Year Estimates 2016 Table S2301

Labor Force Participation Rate

Legend: United States, Iowa, Boone County, Dallas County, Jasper County, Marion County, Polk County, Story County, Warren County, MIPA

Unemployment Rate

Unemployment rates in the Mid-Iowa region have been decreasing for the most recent several years and have remained well below the national unemployment rate. With the outbreak of the COVID-19 pandemic, unemployment rates have sharply increased.

Unemployment Rate (Not Seasonally Adjusted)
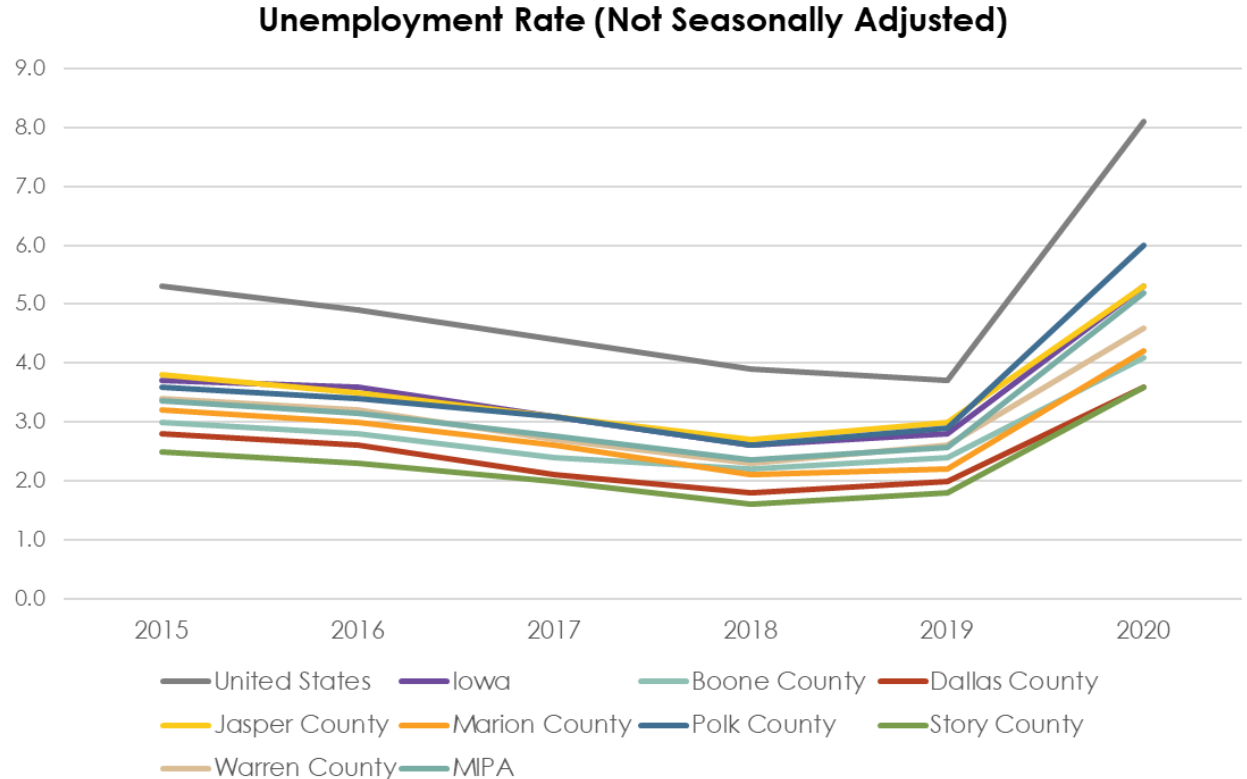
Source: U.S. Bureau of Labor Statistics

Jobs by Occupation

The Mid-Iowa region has higher employment in management, business, science, and arts occupations than Iowa and the United States.

Compared to Iowa and the United States since 2010, the region has experienced more decline in sales and office occupations but larger increases in management, business, science, and arts occupations and in production, transportation, and material moving occupations.

Source: American Community Survey (ACS) 5-Year Estimates 2010 Table C24050

Employment by Occupation (2019)

Categories:
- Natural resources, construction, and maintenance occupations
- Production, transportation, and material moving occupations
- Service occupations
- Sales and office occupations
- Management, business, science, and arts occupations
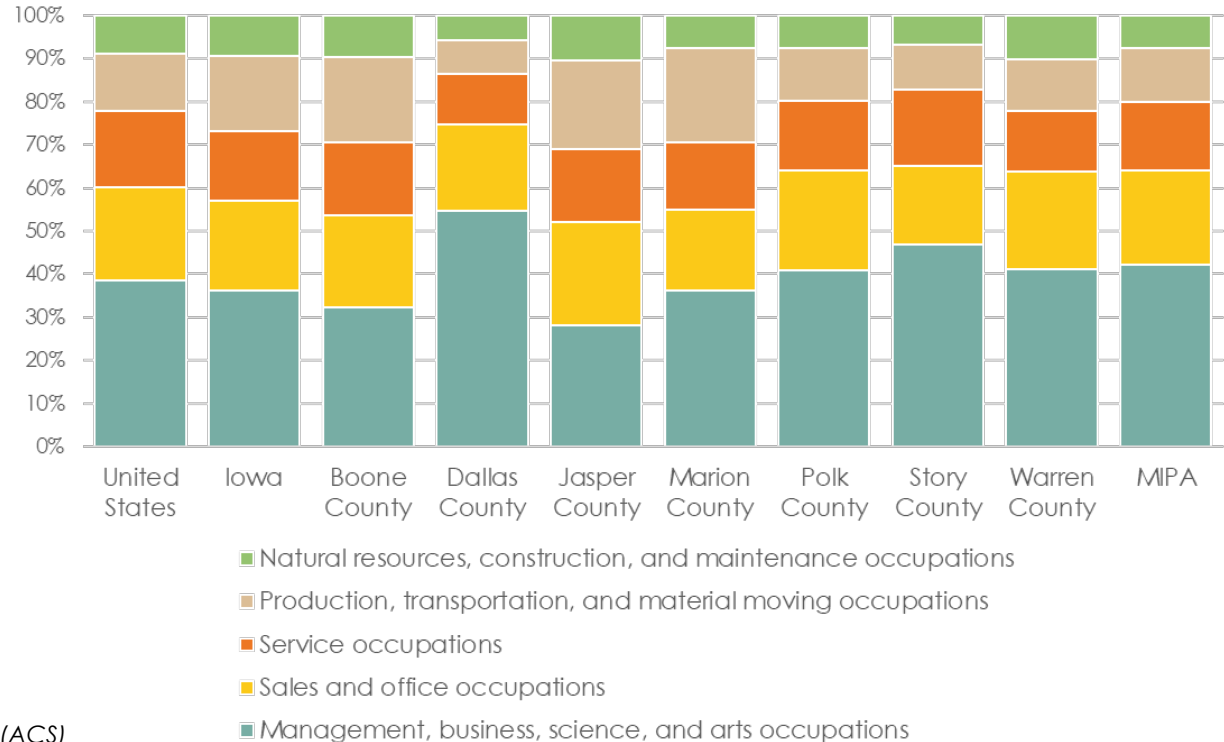
Jobs by Industry

Employment by Industry

Legend:
- Agriculture, forestry, fishing and hunting, and mining
- Information
- Wholesale trade
- Public administration
- Transportation and warehousing, and utilities
- Other services, except public administration
- Construction
- Arts, entertainment, and recreation, and accommodation and food services
- Manufacturing
- Professional, scientific, and management, and administrative, and waste management services
- Retail trade

Categories (x-axis): United States, Iowa, Boone County, Dallas County, Jasper County, Marion County, Polk County, Story County, Warren County, MIPA

Source: American Community Survey (ACS) 5-Year Estimates 2019 Table C24050

Jobs

Mid-Iowa's employment distribution is comparable to Iowa and United States.

Mid-Iowa has lower employment in construction, manufacturing, transportation, warehousing, and utilities. However, the region has higher amounts of employment in the finance and insurance, real estate, and rental and leasing industry.

Since 2010, employment in most industries within Mid-Iowa has remained relatively consistent. There were losses in employment in the information, finance and insurance, real estate, rental and leasing, and public administration industries.

However, there were also gains in employment in the professional, scientific, management, administrative, and waste management services industry and the educational services, health care and social assistance industries.

Missouri Valley Line Constructors Apprenticeship Training Program, Warren County

Employee Retention Efforts

The percentage of employers with employee retention efforts in Region 11 of Iowa Workforce Development (which includes Mid-Iowa counties plus Madison County) and in Iowa were the same, with the top five employee retention efforts being: flexible work schedules, changes in duties/responsibilities, increased wages or bonuses, comprehensive benefits package, and seasonal work schedules.
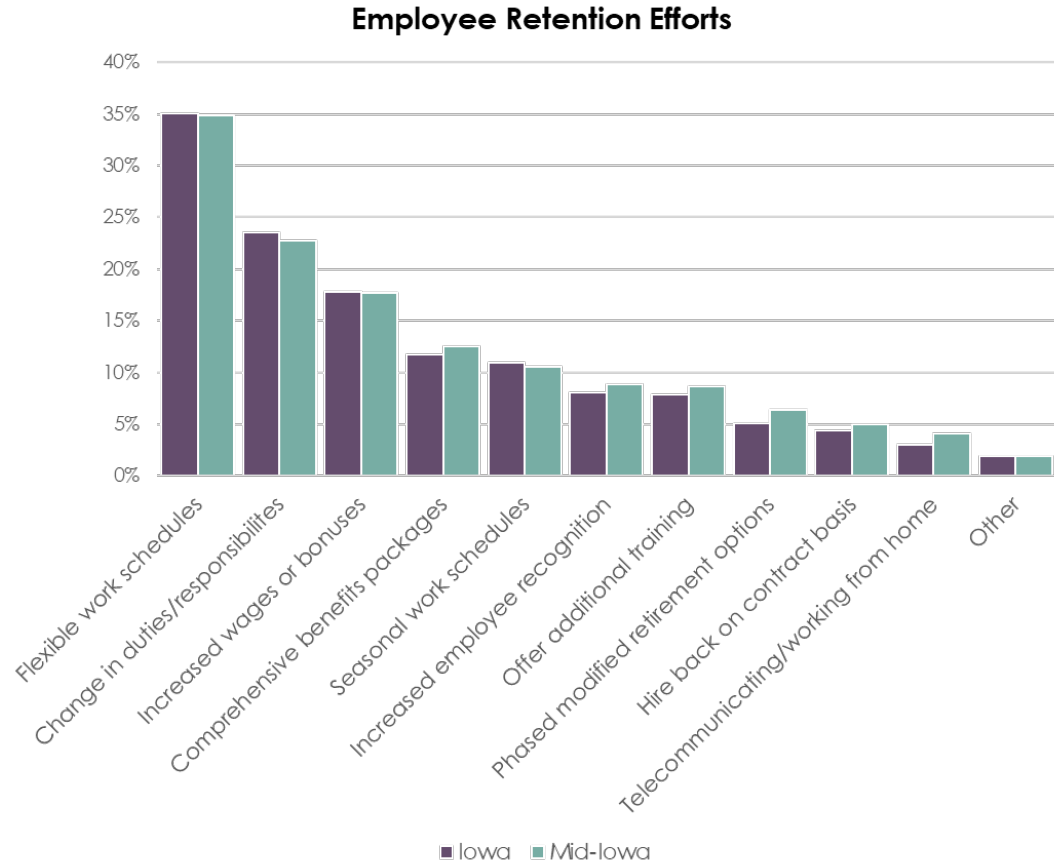
Source: Iowa Workforce Development 2019 Workforce Needs Assessment

Employee Retention Efforts

Occupational Projections

Projected Annual Growth in Occupations
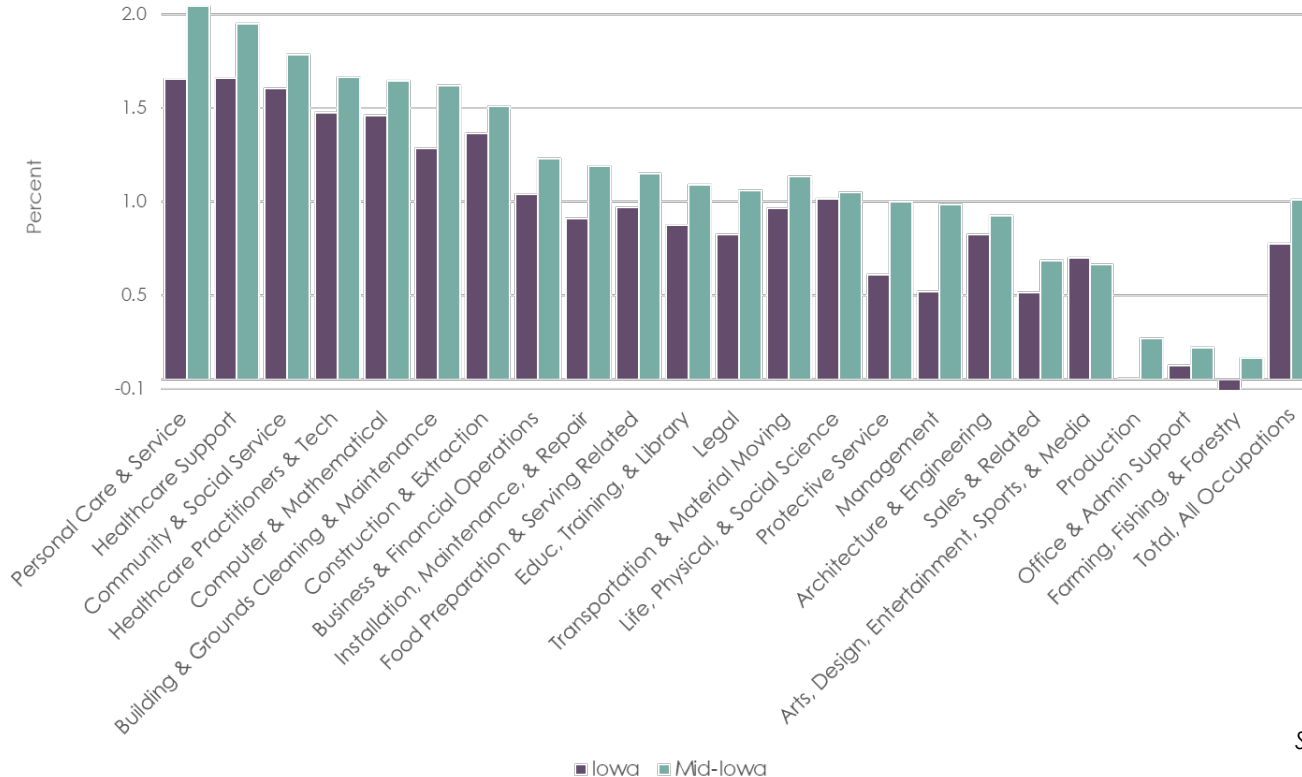
Most occupations are forecast to grow within Region 11 of Iowa Workforce Development, which includes the Mid-Iowa counties plus Madison County. The most growth is expected to occur in Personal Care and Services, Healthcare Support, and Community and Social Services.

Source: Iowa Workforce Development

Real Wage Trends

Real wages in Mid-Iowa have grown over the past two decades at a similar pace similar to Iowa's. Dallas County experienced the largest real wage growth, while Jasper County experienced a decrease in real wages.

Annual Average Wage in 2020 Dollars (Midwest CPI Adjusted)

Legend: Iowa, Boone County, Dallas County, Jasper County, Marion County, Polk County, Story County, Warren County, MIPA
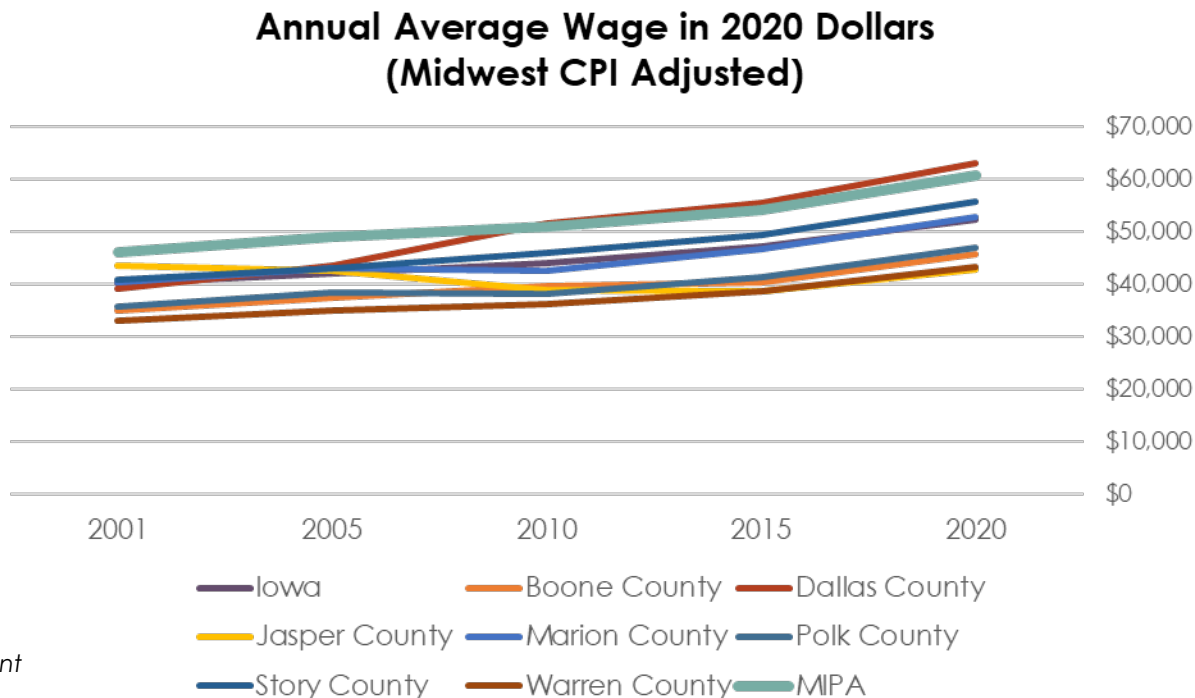
Source: Iowa Workforce Development

Unemployment Duration

Since 2000, the number of unemployment insurance recipients in the Mid-Iowa region have generally followed national economic trends.

With the Recession of 2008/2009, unemployment insurance recipients in the region increased to 34,677 in 2010 before decreasing to 20,314 in 2019 with the post-Recession recovery.

With the COVID-19 pandemic, the number of unemployment insurance recipients greatly increased in both the region and in Iowa.

Unemployment Insurance Average Duration

Legend: Iowa, Boone County, Dallas County, Jasper County, Marion County, Polk County, Story County, Warren County, MIPA (Median), MIPA (Average)

Source: Iowa Workforce Development
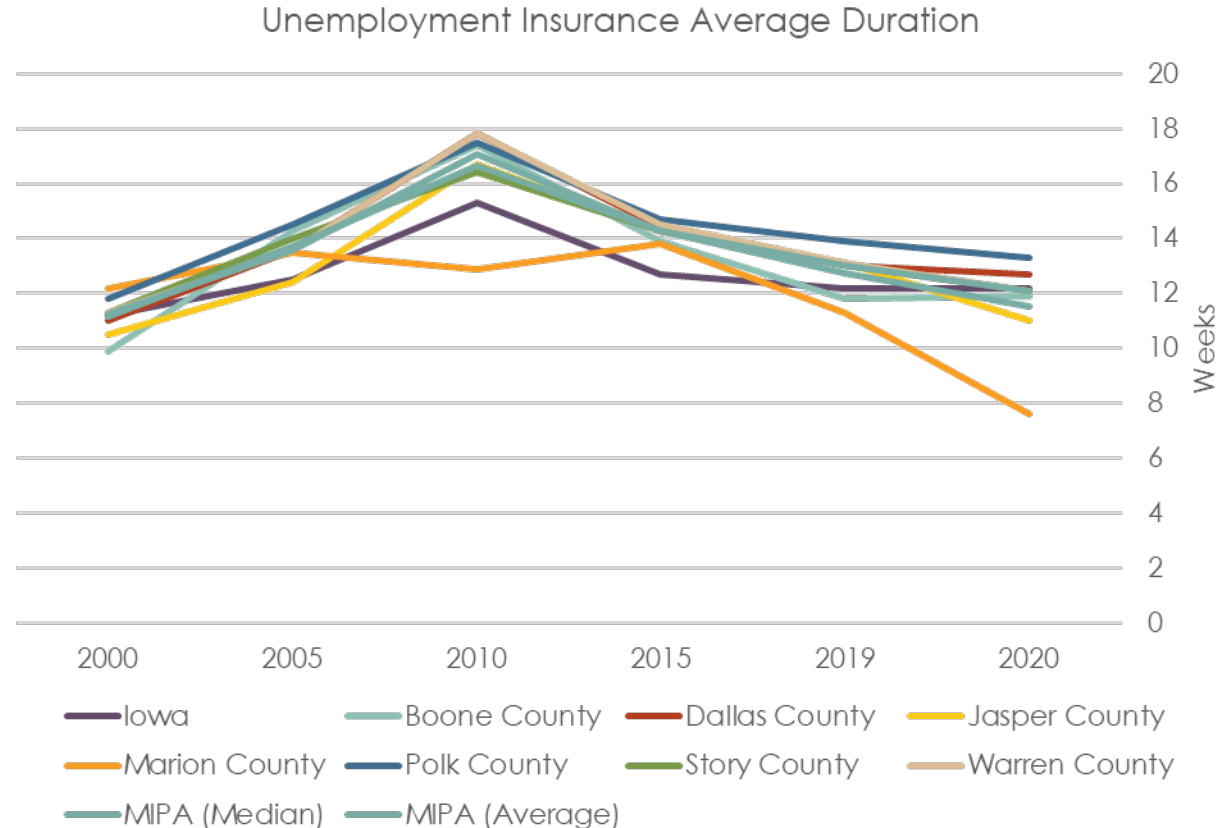
Jobs Inflow-Outflow

The Mid-Iowa region is an employment attractor, experiencing a net inflow of jobs for the most recent two decades. In 2018, most of the population in the was living and employed within the region, and the inflow of employment was nearly double the outflow of employment.

In-Area Efficiencies (All Jobs)						
	2018		**2010**		**2002**	
	Count	**Percent**	**Count**	**Percent**	**Count**	**Percent**
In-Area Employment Efficiency (All Jobs)						
Employed and Living in the Selection Area	356,148	79.3%	301,048	79.1%	290,867	81.0%
Employed in the Selection Area but Living Outside	93,225	20.7%	79,577	20.9%	68,067	19.0%
Employed in the Selection Area	449,373	100%	380,625	100%	358,934	100%
In-Area Labor Force Efficiency (All Jobs)						
Living and Employed in the Selection Area	356,148	87.7%	301,048	86.8%	290,867	91.0%
Living in the Selection Area but Employed Outside	49,864	12.3%	45,922	13.2%	28,828	9.0%
Living in the Selection Area	406,012	100%	346,970	100%	319,695	100%
Net Job Inflow (+) or Outflow (-)	43,361		33,655		39,239	

Source: FILL U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics

Jobs Inflow-Outflow

2002

2010

2018

Source: FILL U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics
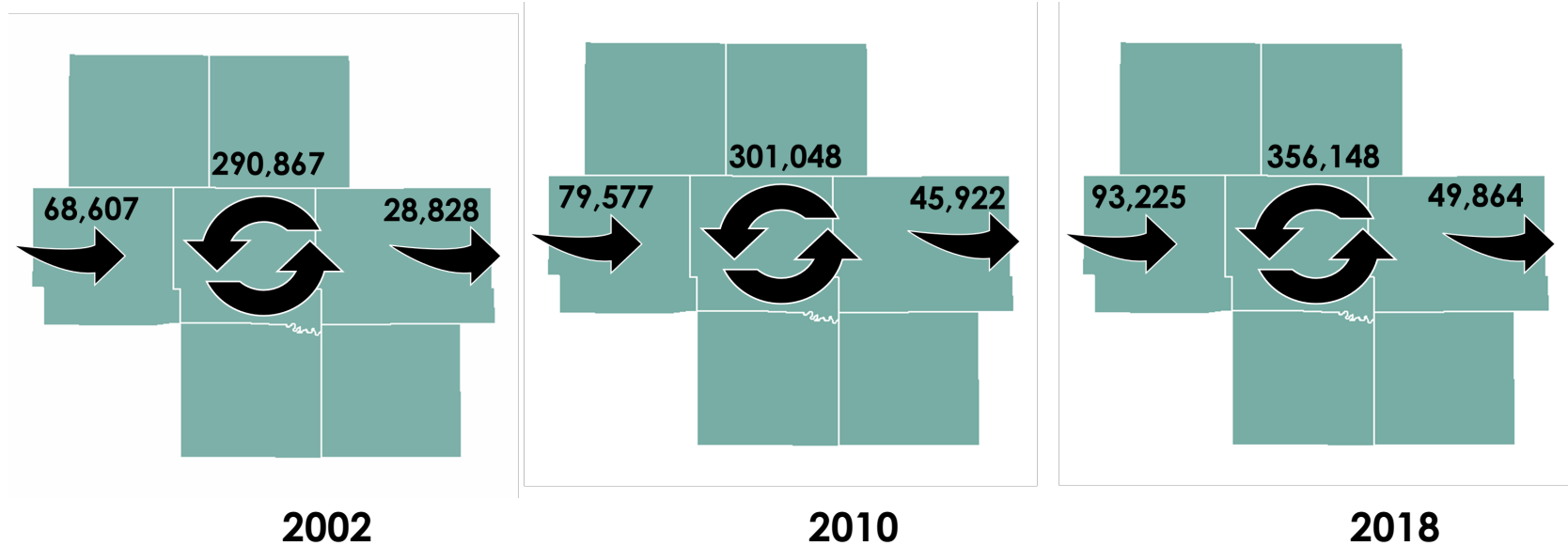
Inflow Job Characteristics

In 2018, the inflow of workers into the Mid-Iowa region was mostly workers aged 30 to 54, those earning higher monthly incomes of more than $3,333 per month, and those working in the other services industry. Since 2002, the inflow of workers into the MIPA seven-counties region has grown in older workers aged 55 or older, those making higher monthly incomes of more than $3,333 per month, and those who work in the other services industry. The inflow of workers into Mid-Iowa since 2002 has decreased in workers aged 54 or younger, those making less than $3,333 per month, and slightly decreased in non-service industries.

Inflow Job Characteristics (All Jobs)						
	2018		**2010**		**2002**	
	Count	**Share**	**Count**	**Share**	**Count**	**Share**
Workers Aged 29 or younger	27,239	29.2%	23,335	29.3%	23,339	34.3%
Workers Aged 30 to 54	45,007	48.3%	41,815	52.5%	36,388	53.5%
Workers Aged 55 or older	20,979	22.5%	14,427	18.1%	8,340	12.3%
Internal Jobs Filled by Outside Workers	93,225	100%	79,577	100%	68,067	100%
Workers Earning $1,250 per month or less	24,993	26.8%	23,700	29.8%	23,643	34.7%
Workers Earning $1,251 to $3,333 per month	26,020	27.9%	29,432	37.0%	28,735	42.2%
Workers Earning More than $3,333 per month	42,212	45.3%	26,445	33.2%	15,689	23.0%
Internal Jobs Filled by Outside Workers	93,225	100%	79,577	100%	68,067	100%
Workers in the "Goods Producing" Industry Class	14,039	15.1%	10,232	12.9%	11,945	17.5%
Workers in the "Trade, Transportation, and Utilities" Industry Class	26,857	28.8%	25,758	32.4%	22,881	33.6%
Workers in the "All Other Services" Industry Class	52,329	56.1%	43,587	54.8%	33,241	48.8%
Internal Jobs Filled by Outside Workers	93,225	100%	79,577	100%	68,067	100%

Source: FILL U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics

Outflow Job Characteristics

In 2018, the outflow of workers from Mid-Iowa was mostly middle-aged workers aged 30 to 54, those with higher monthly incomes making more than $3,333 per month, and those in the other services. Since 2002, the outflow of workers from the region has increased in older workers aged 55 or older, those making higher incomes more than $3,333 per month, and slightly increased in those working in the other services industry. The outflow of workers from the region since 2002 has decreased mostly in younger workers aged 29 or younger, those making less than $3,333 per month, and those in the trade, transportation, and utilities industry.

Outflow Job Characteristics (All Jobs)						
	2018		**2010**		**2002**	
	Count	**Share**	**Count**	**Share**	**Count**	**Share**
Workers Aged 29 or younger	15,921	31.9%	15,228	33.2%	10,812	37.5%
Workers Aged 30 to 54	24,221	48.6%	23,918	52.1%	14,729	51.1%
Workers Aged 55 or older	9,722	19.5%	6,776	14.8%	3,287	11.4%
External Jobs Filled by Residents	49,864	100%	45,922	100%	28,828	100%
Workers Earning $1,250 per month or less	13,446	27.0%	13,965	30.4%	11,108	38.5%
Workers Earning $1,251 to $3,333 per month	14,128	28.3%	15,728	34.2%	11,440	39.7%
Workers Earning More than $3,333 per month	22,290	44.7%	16,229	35.3%	6,280	21.8%
External Jobs Filled by Residents	49,864	100%	45,922	100%	28,828	100%
Workers in the "Goods Producing" Industry Class	9,332	18.7%	7,292	15.9%	4,723	16.4%
Workers in the "Trade, Transportation, and Utilities" Industry Class	15,939	32.0%	16,153	35.2%	11,027	38.3%
Workers in the "All Other Services" Industry Class	24,593	49.3%	22,477	48.9%	13,078	45.4%
External Jobs Filled by Residents	49,864	100%	45,922	100%	28,828	100%

Source: FILL U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics

Interior Flow Job Characteristics

In 2018, workers living and working within the Mid-Iowa region were mostly middle aged from 30 to 54, earning higher monthly incomes of more than $3,333 per month, and employed in the other services industry. Since 2002, workers living and working within the region have remained relatively consistent, with the exception of an increase in older workers aged 55 or older and workers with higher monthly incomes making more than $3,333 per month, and a decrease of middle-aged workers from 30 to 54 and those making between $1,251 to $3,333 per month.

Interior Flow Job Characteristics (All Jobs)	2018		2010		2002	
	Count	Share	Count	Share	Count	Share
Workers Aged 29 or younger	85,424	24.0%	74,297	24.7%	77,861	26.8%
Workers Aged 30 to 54	193,875	54.4%	170,812	56.7%	172,629	59.3%
Workers Aged 55 or older	76,849	21.6%	55,939	18.6%	40,377	13.9%
Internal Jobs Filled by Residents	356,148	100%	301,048	100%	290,867	100%
Workers Earning $1,250 per month or less	73,614	20.7%	69,062	22.9%	81,819	28.1%
Workers Earning $1,251 to $3,333 per month	94,643	26.6%	103,115	34.3%	127,987	44.0%
Workers Earning More than $3,333 per month	187,891	52.8%	128,871	42.8%	81,061	27.9%
Internal Jobs Filled by Residents	356,148	100%	301,048	100%	290,867	100%
Workers in the "Goods Producing" Industry Class	48,035	13.5%	35,417	11.8%	42,615	14.7%
Workers in the "Trade, Transportation, and Utilities" Industry Class	60,159	16.9%	52,891	17.6%	56,122	19.3%
Workers in the "All Other Services" Industry Class	247,954	69.6%	212,740	70.7%	192,130	66.1%
Internal Jobs Filled by Residents	356,148	100%	301,048	100%	290,867	100%

Source: FILL U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics

Transportation to Work

The mean travel time to work across the Mid-Iowa region by different modes of transportation.

Generally, it is less than 30 minutes. In many areas it is around 20 minutes.

Work commutes in the is a few minutes shorter than the national average.
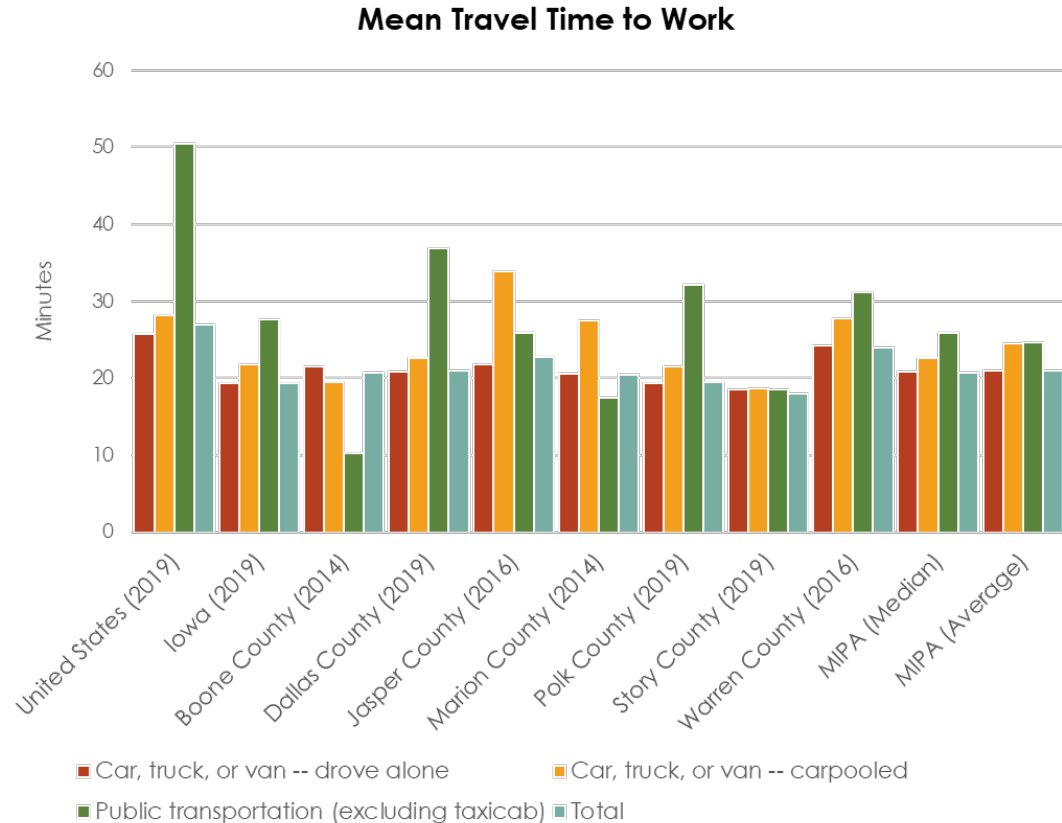
Source: American Community Survey (ACS) 5-Year Estimates 2019, 2016, 2014 Table S0802

Mean Travel Time to Work

Legend:
- Car, truck, or van -- drove alone
- Car, truck, or van -- carpooled
- Public transportation (excluding taxicab)
- Total

Transport Portfolios

The Mid-Iowa region is served by a variety of transportation modes. The region hosts eight civil public use airports, including two in Jasper County, two in Marion County, and one each in Boone, Dallas, Polk, and Story Counties. There is also one primary and commercial airport, the Des Moines International Airport in Polk County.

The region also has about 356 route miles of freight railroad and about 183 centerline miles of the primary and non-primary national highway freight network.
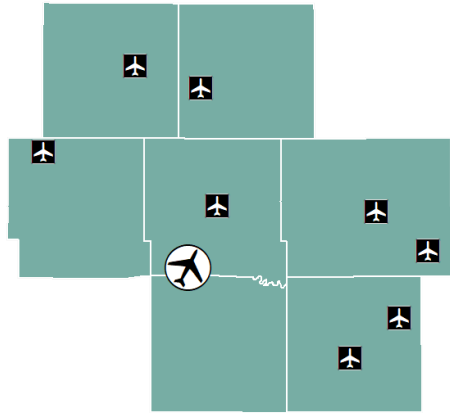
Airports
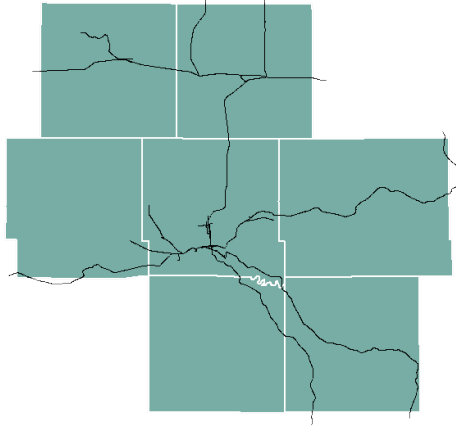
Freight Railroad

Highway Freight Network

Source: U.S. DOT Bureau of Transportation Statistics County Transportation Profiles

Slideways, Marion County

INDUSTRY ANALYSIS: Clusters

What are clusters?

A cluster is a grouping of related industries in a particular location.

Researchers from US Cluster Mapping defined clusters from US industry codes with significant inter-industry linkages based on input-output measures, labor occupations, and co-location patterns of employment and establishments.

There are two types of clusters for a regional economy, Traded Clusters and Local Clusters. Both are necessary for a regional economy.
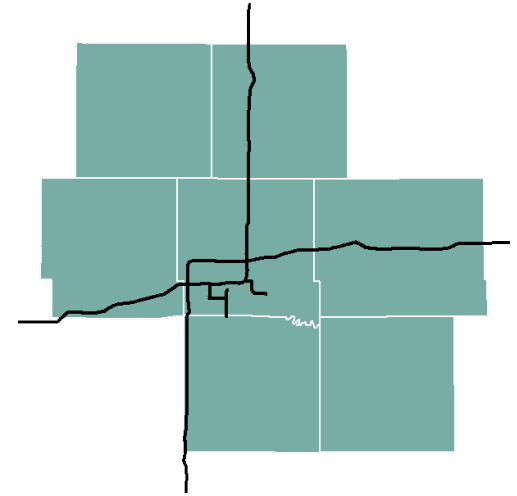
Traded Clusters

Traded clusters are groups of related industries that serve a market beyond the immediate region where they are located. Traded clusters provide higher wages and higher levels of innovation and are concentrated in specific regions that offer competitive advantages

Local Clusters

Local clusters are groups of related industries that serve the market in their immediate region. Local clusters provide most of the employment and employment growth as well as the necessary services to support traded clusters and are located in every region.

Mid-Iowa

Mid-Iowa is composed of 61% local and 39% traded clusters. Of the 52 traded clusters, Mid-Iowa is the strongest in 16:

- Business services
- Insurance
- Distribution and ecommerce
- Financial services
- Education
- Production technology
- Transportation
- Marketing
- Food processing
- Livestock
- Printing
- IT
- Vulcanized materials
- Performing arts
- Upstream chemicals Environmental services.

LOCAL CLUSTERS:

Top 10 Highest Employment

The <u>Local Clusters</u> with the <u>most jobs</u> are shown here, with the Top 10 illustrated by their proportionality at the right. All together, these clusters account for approximately 216,000 jobs in Mid-Iowa.

Source: US Cluster Mapping Project, Institute for Strategy and Competitiveness, Harvard Business School

58

Health Services
≈ 45,000

Real Estate, Construction, & Development
≈ 29,000

Commercial Services
≈ 19,000

Financial Services
≈ 18,000

Retail Clothing & General Merch.
≈ 18,000

Food & Beverage Processing & Distribution
≈ 14,000

Hospitality Establishments
≈ 35,000

Motor Vehicle Products & Services
≈ 14,000

Community & Civic Orgs.
≈ 14,000

Personal Services (Non-Medical)
≈ 9,000

LOCAL CLUSTERS:
Top 10 Highest Wages

The Local Clusters with the highest wages are shown here, with the Top 10 illustrated by their proportionality at the right. Average annual wages for these clusters range from approximately $28,000 to $63,000.

Source: US Cluster Mapping Project, Institute for Strategy and Competitiveness, Harvard Business School

59

Financial Services ≈ $63,000

Real Estate, Construction, & Development ≈ $56,000

Health Services ≈ $54,000

Industrial Products & Services ≈ $54,000

Utilities ≈ $61,000

Logistical Services ≈ $46,000

Household Goods & Services ≈ $40,000

Motor Vehicle Products & Services ≈ $37,000

Commercial Services ≈ $43,000

Community & Civic Orgs. ≈ $28,000

TRADED CLUSTERS:

Top 10 Highest Employment

The Traded Clusters with the most jobs are shown here, with the Top 10 illustrated by their proportionality at the right. All together, these clusters account for approximately 124,000 jobs in Mid-Iowa.

Source: US Cluster Mapping Project, Institute for Strategy and Competitiveness, Harvard Business School
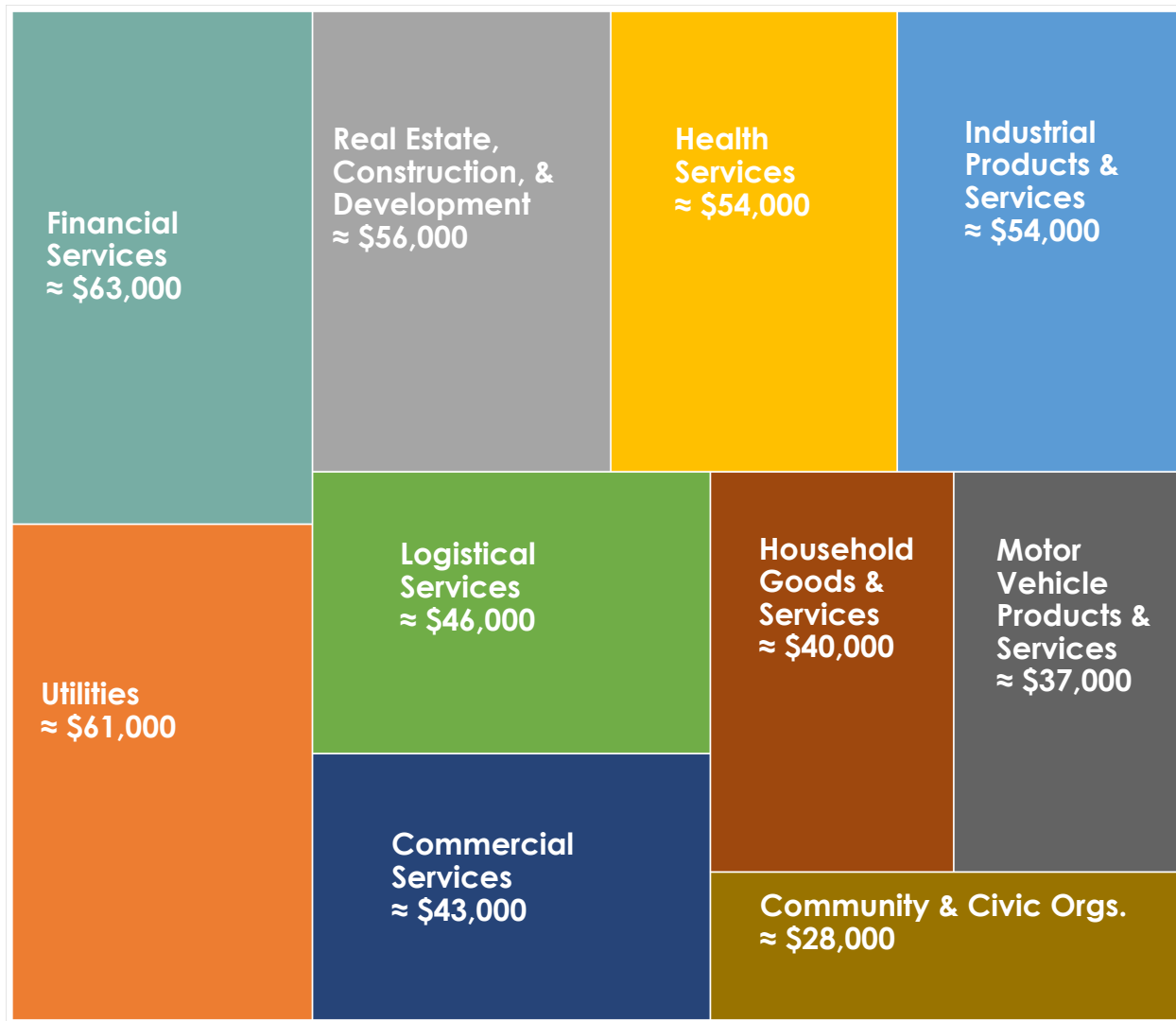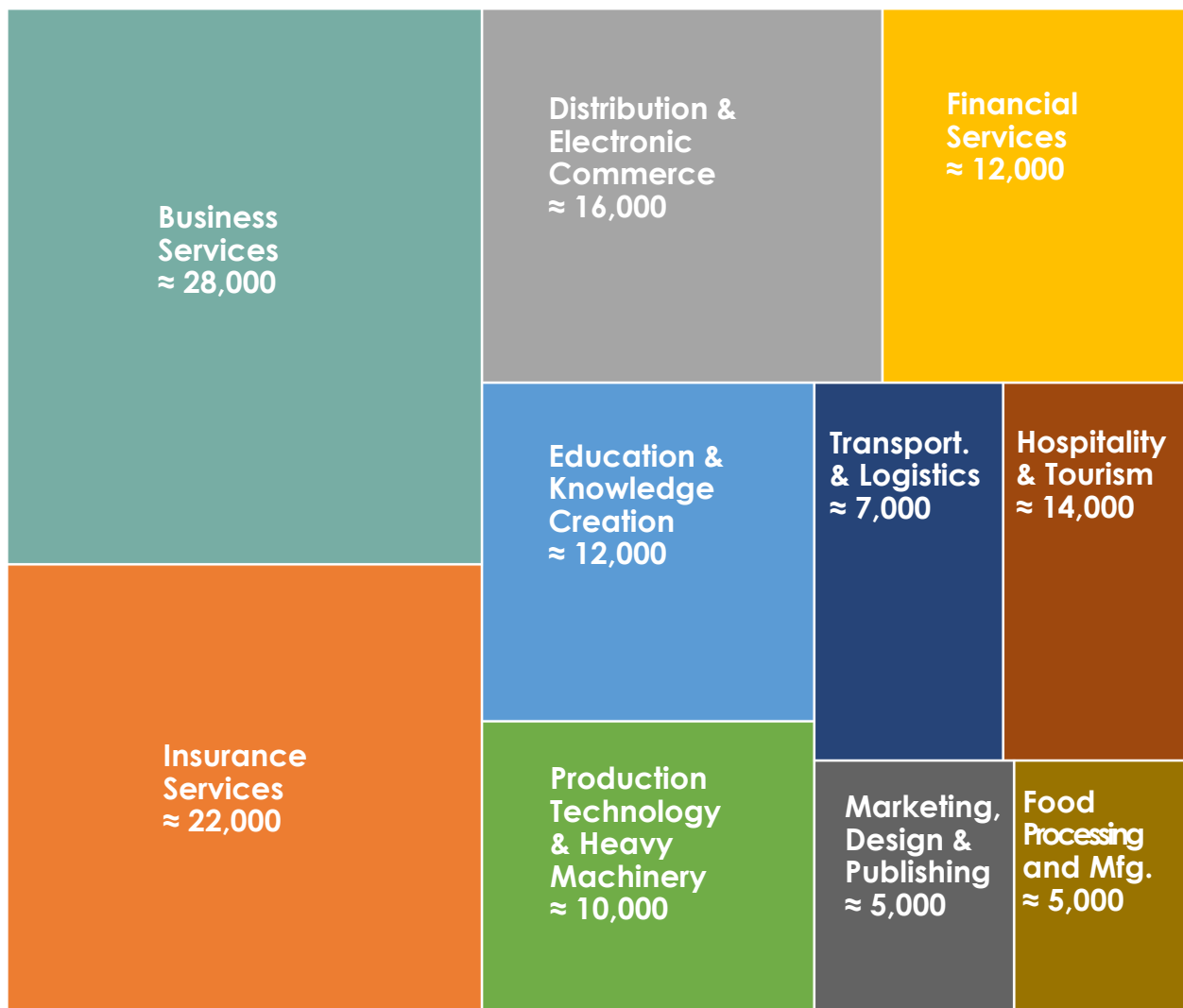
60

Business Services ≈ 28,000

Distribution & Electronic Commerce ≈ 16,000

Financial Services ≈ 12,000

Education & Knowledge Creation ≈ 12,000

Transport. & Logistics ≈ 7,000

Hospitality & Tourism ≈ 14,000

Insurance Services ≈ 22,000

Production Technology & Heavy Machinery ≈ 10,000

Marketing, Design & Publishing ≈ 5,000

Food Processing and Mfg. ≈ 5,000

TRADED CLUSTERS:

Top 10 Highest Wages

The Traded Clusters with the highest wages are shown here, with the Top 10 illustrated by their proportionality at the right. Average annual wages for these clusters range from approximately $58,000 to $88,000.

Source: US Cluster Mapping Project, Institute for Strategy and Competitiveness, Harvard Business School

61

Insurance Services ≈ $88,000

Financial Services ≈ $84,000

Nonmetal Mining ≈ $80,000

Information Technology & Analytical Instruments ≈ $87,000

Business Services ≈ $72,000

Downstream Metal Products ≈ $65,000

Comms. Equipment & Services ≈ $65,000

Construction Products & Services ≈ $85,000

Marketing, Design & Publishing ≈ $69,000

Distribution & Electronic Commerce ≈ $58,000

Cluster Linkages

Both kinds of clusters – Local and Traded – are necessary for the regional economy. Here, their interconnection can be seen through the many linkages between clusters various Local and Traded Clusters.

Cluster Specialization

- Strong clusters above 90th percentile specialization
- Strong clusters above 75th percentile specialization
- Other specialized clusters (LQ > 1.0)

— BCR >= 95th pctile & RI >= 20%

— BCR 90th-94th pctile & RI >= 20%

-- Next closest clusters not meeting above criteria

Source: US Cluster Mapping Project, Institute for Strategy and Competitiveness, Harvard Business School

National Risk Index

The National Risk Index (NRI) was developed by the Federal Emergency Management Agency (FEMA) and its partners to provide a relative risk measure for 18 natural hazards. The risk measure is based on three components:

- **Expected Annual Loss** is the dollar loss from building value, population, and/or agriculture exposure each year due to natural hazards. In Mid-Iowa, Polk County is Relatively High, while the others are Relatively Low or Relatively Moderate.

- **Social Vulnerability** is the susceptibility of social groups to the impacts of natural hazards. The Mid-Iowa region is deemed Very Low or Relatively Low.

- **Community Resilience** is the ability of a community to prepare for anticipated natural hazards, adapt to changing conditions, and withstand and recover rapidly from disruptions. Mid-Iowa ranks high in Community Resilience, with all counties being rated Very High or Relatively High.
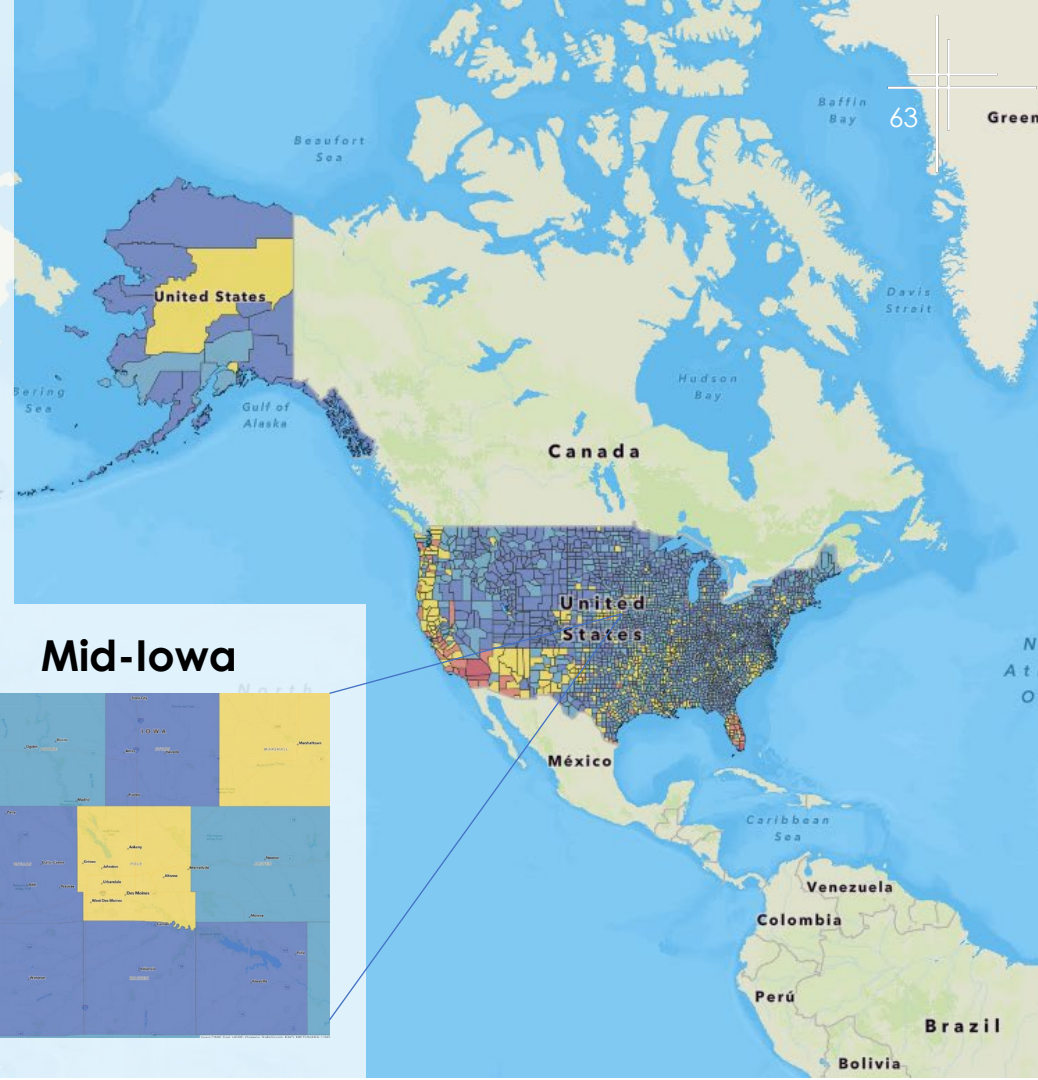
Mid-Iowa

18 Natural Hazards: Mid-Iowa Risk

Mid-Iowa is susceptible to 14 of the 18 natural hazards identified by FEMA. Almost all these risks are deemed Very Low, Relatively Low, or Relatively Moderate. Only Polk County is at Relatively High Risk for Strong Winds.

Very Low Risk

Relatively Low Risk

Relatively Moderate Risk

Relatively High Risk

Mid-Iowa Land Cover

Mid-Iowa is a mix of agricultural land, developed areas, and natural landcovers, according to the U.S. Department of Agriculture.*

- **Agriculture** remains the predominant land use despite decreases over the past 20 years, occupying about 74% of the land today. This includes alfalfa, barley, canola, clover, wildflowers, corn, soybeans, sorghum, fallow cropland, grapes, pasture, millet, oats, peas, rye, sod, grass seed, spring wheat, sweet corn, switchgrass, triticale, and winter wheat.

- **Developed areas** occupy about 10% of the land area and have increased over the past 20 years. Development land cover includes open space, low-density, medium-intensity, and high-intensity development.

- **Natural land cover** includes barren, forest (deciduous, mixed, or evergreen), shrubland, and wetlands (woody or herbaceous).
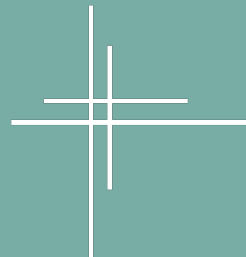

Mid-Iowa Land Cover
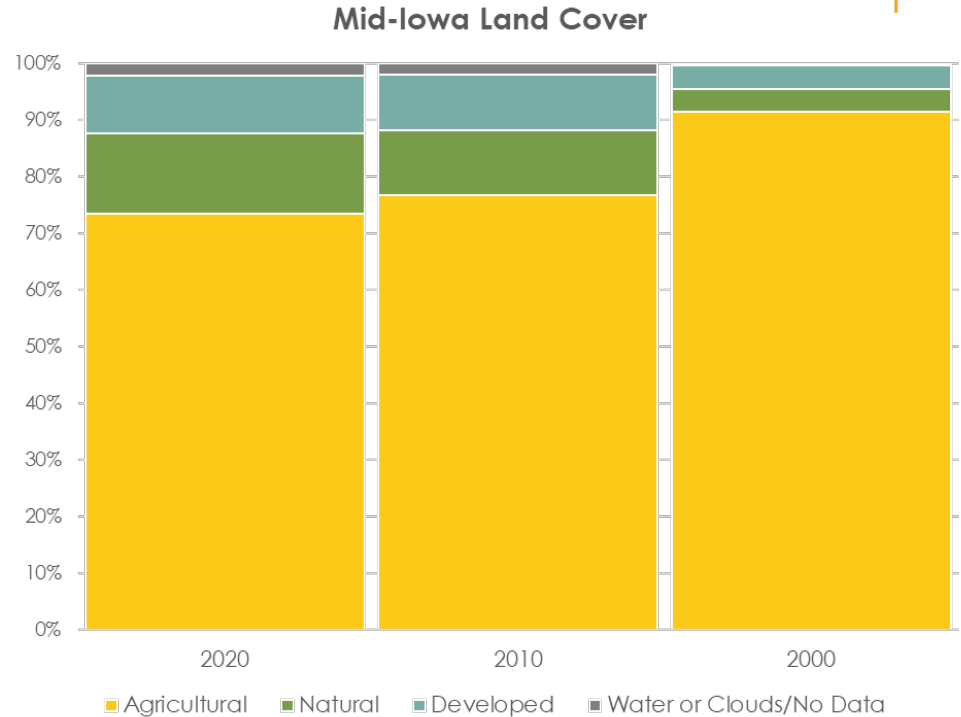
* The United States Department of Agriculture (USDA)'s Cropland Data Layer (CDL) provides acreage estimates of land cover data from satellite imagery.

Source: USDA National Agricultural Statistics Service Cropland Data Layer.

Warren County

4 REGIONAL ASSESSMENT

REGIONAL ASSESSMENT

Stakeholder Session

The data from the previous sections begin to paint a picture of the region's economy. To better complete the picture, MIPA sought the insights and understandings of stakeholders who have a deep familiarity with the regional economy.

MIPA convened a stakeholder session with nearly 50 attendees, all of whom played various roles with economic development at cities, counties, economic development offices, or chambers of commerce, as well as elected officials. The stakeholders conducted an analysis of the region's Strengths, Weaknesses, Opportunities and Threats (aka SWOT Analysis).

These discussions formed the basis of drafting this section.

City of Adel
Dallas County
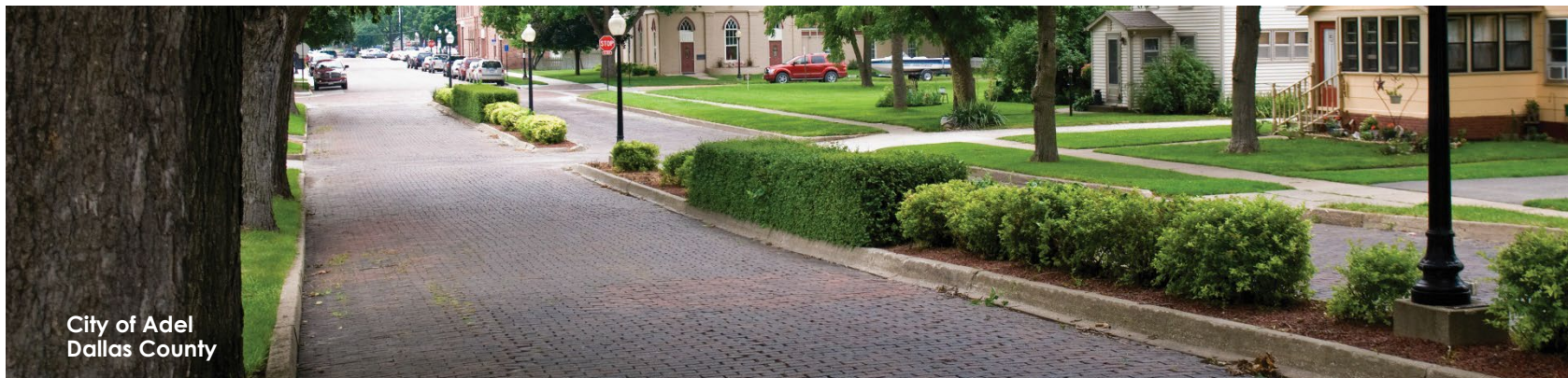
STRENGTHS

Key Takeaways from the SWOT Analysis

- Location, including the option to live in rural, suburban, or urban communities, with access to a variety of amenities, transportation networks, and the state capital.

- Hard-working, highly engaged workforce, which is the most populous and fastest growing in the state, many highly educated, with a diversity of skillsets.

- A community-minded culture, with highly engaged and accessible civic leadership, strong economic development organizations, and talent for public-private partnerships.

- Quality public schools and an array of institutions of higher education.

- Affordable cost of living.

- Quality of life amenities, notably the network of paved trails, rivers and creeks, parks, entertainment and cultural amenities, and safe communities, to name a few.

- Rich in resources, such as an abundance of water, access to low-cost renewable energy and low-cost natural gas; as well as certified sites and available buildings.

WEAKNESSES

Key Takeaways from the SWOT Analysis

- Aging infrastructure.
- Declining rural downtowns.
- Lack of transportation options in rural areas.
- Corporate taxes and property taxes can be a barrier to economic development.
- Insufficient workforce to meet demand, in terms of quantity of people and level of skills training.
- Lack of affordable living, from housing to daycare to public transit.
- Poor water quality.
- Low population growth in rural areas.
- Lack of broadband throughout the region.
- Shortage of cultural amenities to attract and retain young people.

OPPORTUNITIES

Key Takeaways from the SWOT Analysis

- Reinvestment in "Main Streets" and commercial districts to retain and attract small businesses.

- Placemaking throughout region to retain and attract workforce.

- Industry clusters with national reputations to build upon and expand.

- Apprenticeships and internships to expose students and parents to trades and skilled labor.

- Succession planning to preserve existing businesses and provide opportunities to new businesspeople.

- Continued investments in transportation infrastructure and regional trail systems.

- Renewable energies and abundant water as attractive resources for companies.

- Broadband access throughout region to expand options for employers and employees.

THREATS

Key Takeaways from the SWOT Analysis

- High vacancy rates among office space due to the pandemic.
- Lack of sufficient workforce, in terms of quantity and level of skills training.
- Rising material prices affecting housing costs.
- Declining investment in public educational institutions, increasing costs of educations.
- Lack of succession plans.
- Degradation of water quality.
- Inadequate or deteriorating infrastructure (e.g., broadband, aging buildings and roads).
- Divisive politics, competing rural-urban interests, weakening of local government.
- Autonomation and algorithms replacing jobs.
- Rural population decline.
- Uncertainty about pandemic recovery.
- Global financial and supply chain disruptions.
- Violent crime.
- Attempts to limit uses of Tax Increment Financing.
- Natural disasters including flooding, tornados, derechos, drought, etc.

REGIONAL ASSESSMENT

Community Survey

An online survey was then distributed to the stakeholders and communities within the seven-county region.

The survey asked 24 questions seeking feedback on a draft SWOT Analysis and Goals. Specifically, the survey sought to draw out the region's priorities. What are the biggest strengths?
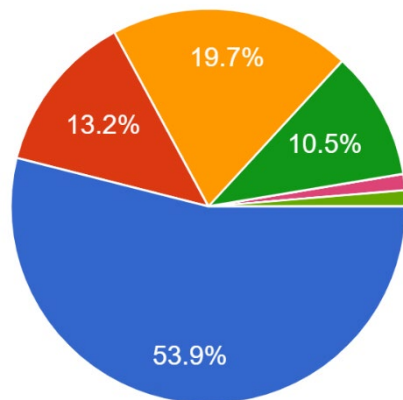
Weaknesses? Opportunities? Threats? The survey also asked for feedback on the draft goals – and to rank them from highest to lowest priority. The survey was completed by 76 stakeholders and reviewed by the CEDS Steering Committee.

Thus identified, the region's priorities are reflected here.

Iowa Speedway, Jasper County

RESPONDENTS

Diverse stakeholder participation

Pie chart:
- 53.9% — City in Mid Iowa.
- 19.7% — Economic development organization in Mid Iowa.
- 13.2% — County in Mid Iowa.
- 10.5% — Private business in Mid Iowa.

Legend:
- City in Mid Iowa.
- County in Mid Iowa.
- Economic development organization in Mid Iowa.
- Private business in Mid Iowa.
- Developer in Mid Iowa.
- Investor in Mid Iowa.
- Non-Profit, Planning and Zoning in Pella, IA, Community Member
- Economic Engine serving most of Iowa

- City of Des Moines
- City of Indianola
- Greater Dallas County Development Alliance
- City of Zearing
- City of Urbandale
- County in region
- City of Bondurant
- City of Nevada
- Mel her-Dallas city council
- City of Van Meter
- City of Melcher-Dallas
- City of Pella
- DMACC Business Resources
- City of Newton, IA
- City of West Des Moines
- city of Des Moines
- Maxwell City Council
- Knoxville Chamber of Commerce

- Lely North America
- Boone County Economic Growth Corporation
- Iowa State University Extension and Outreach
- South Central Iowa Solid Waste Agency
- Jasper County
- Story City Council
- City of Adel
- Marion County Extension Office
- Habitat for Humanity of Marion County, Inc
- Polk County Board of Supervisors
- DMAMPO
- City of Knoxville
- West Bank
- WorkSMART Connector
- City of Gilbert
- City of Norwalk

- Chaos &e LLC aka One Eleven Public House
- Ames Chamber of Commerce
- City of Colo
- Marion County Development
- City of Pleasant Hill
- Greater Des Moines Partnership
- Marion County Development Commission
- KLK CONSTRUCTION
- Jasper County ED Corp
- Knoxville Hospital
- Marion County Public Health Department
- City of Carlisle
- City of Pleasantville
- Marin County
- City of Boone
- Urbandale

- Weiler Products
- Urbandale City Council
- City of Huxley
- Pleasantville Chamber of Commerce
- City of Colo
- City of Ankeny
- City Of Dm
- Newton Development Corp
- Des Moines International Airport
- Knoxville Hospital & Clinics
- City of Newton
- Marion County
- City of Story City
- Adel Partners Chamber of Commerce
- City of Waukee
- Story County Iowa

THEMES

Biggest Strengths, Weaknesses, Opportunities and Threats

STRENGTHS

Location was the most visible theme, with top ranking for:

- Option to live rural or urban
- Affordable cost of living
- Community mindedness
- Quality of life amenities

WEAKNESSES

An insufficient workforce was a top-ranked weakness.

The built environment ranked highly:

- Aging infrastructure
- Lack of affordable living
- Declining rural downtowns
- Broadband

OPPORTUNITIES

Many ranks for improving the built environment, in order of votes:

- Main street investments
- Broadband
- Placemaking
- Transportation and trails

Support for workforce and business

- Apprenticeships and internships
- Succession planning for businesses

THREATS

An insufficient workforce was seen as the biggest threat.

Several threats also identified in the built environment, including:

- Rising materials costs driving up housing costs
- Inadequate or deteriorating infrastructure

Divisive politics also rose to the top of perceived threats.

SUMMARY

The regional assessment revealed the attributes of Mid-Iowa and attitudes of the stakeholders who call it home. A strong pride of community as a great place to live life. A determination to make the region's places even better. A desire for more workforce. A sense of stewardship for our built and natural environments.

Downtown Des Moines, Polk County

5

RESILIENCY
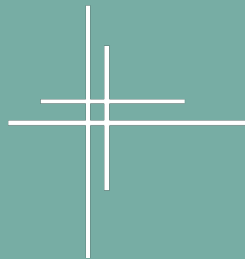
High Trestle Trail Bridge, Boone County

DISASTER PREPAREDNESS

One of the best strategies for ensuring resiliency of the Mid-Iowa region is to anticipate and prepare for the range of potential disasters. For MIPA, that means supporting and encouraging a range of activities by its member jurisdictions:

- Engage in pre-disaster recovery and mitigation planning.
- Encourage concepts and principles of economic resiliency strategies into existing plans and activities.
- Regularly assess communities' risks and vulnerabilities.
- Inventory and organize the community's recovery resources.
- Engage in business continuity planning.
- Ensure resources are available for the elderly and those with special needs.
- Identify shelters.
- Identify recovery partners, as well as the type of assistance and resources they can provide.
- Establish a timeline for recovery activities (immediate, short-term, intermediate, and long-term).
- Develop and disseminate a community evacuation plan.
- Establish a communication chain.
- Engage the community's residents in the planning and recovery process.
- Convene neutral forum to facilitate discussion on economic resiliency preparedness among diverse stakeholders.

KEY VULNERABILITIES

The previous sections, notably the Economic Indicators and Regional Assessment, reveal the areas of the regional economy that are robust and resilient – as well as those that are fragile and susceptible to disruption.

To improve the overall resiliency of the regional economy, the region's vulnerabilities are identified here for further examination:

- **Economic Challenges** relating to workforce and infrastructure are could further exacerbate the Mid-Iowa region's efforts to further its economic development.

- **Natural Disasters** have taken a significant toll on the Mid-Iowa region in recent years and are an ever-present reality that needs to be taken into account.

- **Degradation of Natural Resources** stand to complicate the region's efforts to sustain its economic development gains.

ECONOMIC CHALLENGES

Several economic challenges stand out as vulnerabilities to the region. Notable among them are the following:

- **A lack of workforce** was repeatedly identified by stakeholders as a critical issue to the region. Without more workers, companies can't add jobs, and economic growth is hindered.

- **Under-qualified workforce** was also referenced by stakeholders as a barrier to growing companies and expanding the regional economy.

- **Inadequate workforce housing** is a persistent issue across the Mid-Iowa region, a fundamental need without which growth is hampered.

- **Lack of broadband** across the region is a barrier to growing the economy in parts of Mid-Iowa.

- **Aging infrastructure** has been an ever-present economic challenge for local jurisdictions.

RESILIENCE STRATEGIES

- Support efforts to attract and retain workforce, notably quality-of-life amenities.

- Support efforts to up-skill the workforce, such as training programs and centers.

- Support efforts to "future-proof" infrastructure that is critical to the economy.

NATURAL DISASTERS

As noted in the Economic Indicators section, Mid-Iowa is susceptible to 14 of the 18 natural hazards identified by FEMA, including Cold Wave, Drought, Earthquake, Hail, Heat Wave, Hurricane, Ice Storm, Land Slide, Lightning, Riverine Flooding, Strong Wind, Tornado, Wildfire, and Winter Weather.

Most of these risks are deemed Very Low, Relatively Moderate, or Moderately High.

Still, it is important for the region's economic resilience to understand these risks and be prepared to adequately respond to natural disasters when they happen.

RESILIENCE STRATEGIES

- Work with emergency managers to address the risks identified through hazard mitigation planning.

- Employ measurements to regularly assess the regional economy.

Flattened corn, near Adel

COVID PANDEMIC

Mid-Iowa is no exception to the significant economic disruption caused by the COVID-19 pandemic. For MIPA, this means a redoubled commitment to the regional economic recovery by working with its member jurisdictions and partner organizations in numerous ways:

- Emphasize community resilience.

- Support the return and revitalization of main streets, business districts and rural economies.

- Ensure the communities are appealing and healthy places to live and work.

- Emphasize the importance of communities being welcoming and providing environments safe from COVID, and therefor perceived as more desirable destinations.

- Connect member jurisdictions with stimulus money, capital, and business assistance resources for business creation, expansion and retention.

- Assist member jurisdictions with workforce development and education and training opportunities in post-COVID environment.

DEGRADATION OF NATURAL RESOURCES

The Mid-Iowa region is rich in natural resources, notably its fertile soil and ample fresh water. However, these resources run the risk of degradation.

- **Soil erosion** occurs when rainwaters carries soil off fields and into streams, sending the region's fertile soil into streams and rivers and, ultimately, out of the region.

- **Water quality** is negatively impacted by excessive contaminants entering the water stream, making the region's water more difficult to clean to drinking standards, and presenting a deterrent to recreating in the water.
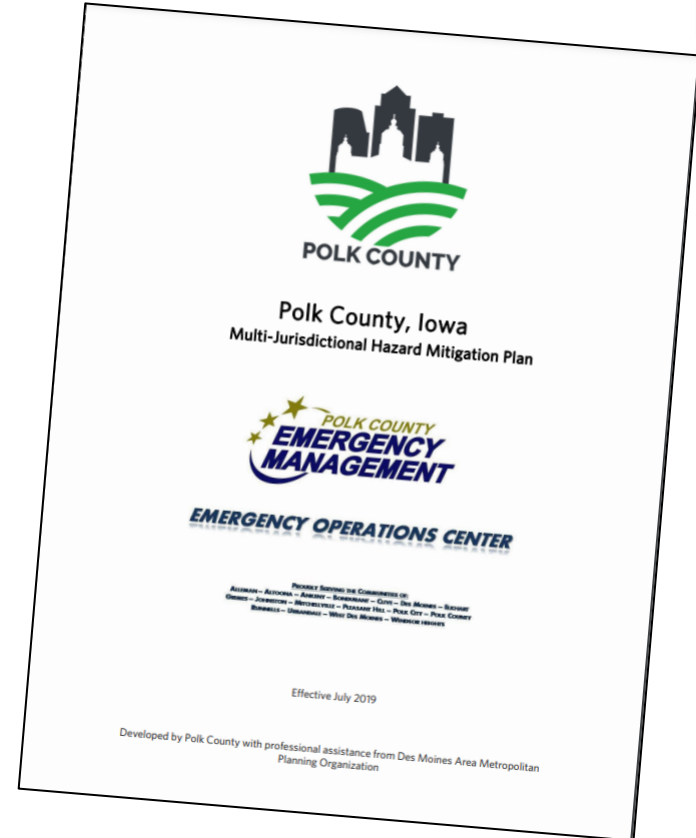
RESILIENCE STRATEGIES

- Support efforts to preserve and protect natural resources.

- Support efforts to improve wetlands conservation, air and water quality, and reduce flood risk.

- Support development practices that do not affect flood prone or other environmental-sensitive lands.

ADAPTABILITY

Being economically resilient requires adaptability on the part of economic development professionals. To do so effectively, they need to collaborate with key stakeholders, notably the emergency management agencies.

This collaboration is occurring now, and is worth focusing on going forward. Of note, the Hazard Mitigation Plan for Polk County was developed by the staff at the Des Moines Area Metropolitan Planning Organization, the same staff who are working with the Mid-Iowa Planning Alliance.

RESILIENCE STRATEGIES

- Support planning efforts for Hazard Mitigation Plans.

- Cross reference projects between Hazard Mitigation Plans and the Comprehensive Economic Development Strategy.

- Include emergency managers in CEDS planning processes.

POLK COUNTY

Polk County, Iowa
Multi-Jurisdictional Hazard Mitigation Plan

POLK COUNTY
EMERGENCY
MANAGEMENT

EMERGENCY OPERATIONS CENTER

Effective July 2019

Developed by Polk County with professional assistance from Des Moines Area Metropolitan Planning Organization

DISASTER RESPONSE

In the event of a disaster, MIPA is committed to supporting its member jurisdictions and partner organizations in the following ways:

- Provide access to regional demographic, economic, and hazard vulnerability data.

- Assist with disaster assessments and long-term economic impact analysis.

- Foster collaborative relationships among member jurisdictions and partner organizations that could provide data, funding, technical expertise, and other resources essential to intermediate and long-term economic recovery.

- Offer grant writing and technical assistance.

- Connect entities with resources such as EDA's Revolving Loan Fund, as well as private, nonprofit, and philanthropic resources.

- Provide technical support to impacted businesses.

- Leverage asset.

- Offer neutral forum to discuss the economic-recovery from disaster among diverse stakeholders.

POSITIVE VISION

A economy that is resilient requires more than plans and infrastructure – it requires a positive outlook. As such, it is important for leaders of the economy to share a positive vision for the future of the economy.

A positive self-image is a staple of the Mid-Iowa economy, with abundant examples of this kind of story-telling, often from local chambers of commerce and regional economic development groups. Many of these organizations have been involved in MIPA.

Storytelling examples include:

- Relocation guides
- Websites
- Promotion of earned rankings

The following pages provide examples of the kinds of rankings and promotions that feed the Mid-Iowa region's image of itself as having a prosperous future.

POSITIVE VISION: "DSM USA"

The Greater Des Moines Partnership, with a 10-county service area including 5 of the 7 MIPA counties, is an effective storyteller whose efforts have led to numerous positive rankings for the region and a positive attitude among stakeholders throughout the region.

The Partnership helps position the region to rank highly in national ranking exercises by third-party groups such as national magazines. The Partnership then shares these locally through email, website, meetings, and more.

DSM USA DES MOINES, IOWA
THIS MUST BE THE PLACE: RANKINGS AND RECOGNITION
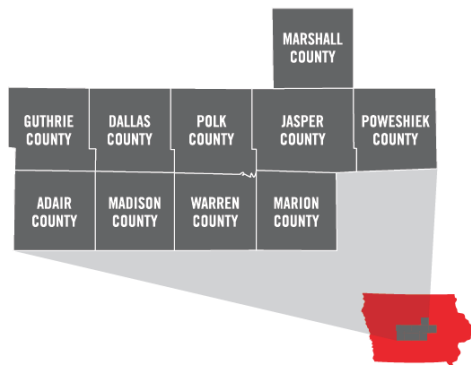
TOP 10 BEST PLACE FOR BUSINESS AND CAREERS — *Forbes, 2019*

#1 BEST PLACE TO LIVE IN THE MIDWEST FOR HIGH SALARIES AND LOW COST OF LIVING — *The Ascent, 2021*

#5 BEST MINOR LEAGUE SPORTS MARKET — *SportsBusiness Journal, 2019*

#11 MOST AFFORDABLE CITY TO BUY A HOME — *Forbes Advisor, 2021*

#8 BEST U.S. CITY FOR WORK-LIFE BALANCE — *GOBankingRates, 2019*

TOP 10 MOST ARTISTIC MEDIUM-SIZED CITY — *Expedia, 2018*

#7 BEST CITY FOR LIVING THE AMERICAN DREAM — *SmartAsset, 2019*

#3 BEST AFFORDABLE PLACE TO LIVE IN THE U.S. — *U.S. News & World Report, 2020*

#7 HOT SPOT FOR DATA SCIENCE JOBS — *Burning Glass, 2019*

#1 METRO FOR MILLENNIALS TO BUY HOMES — *Grow Magazine, 2019*

#2 CITY FOR YOUNG HOME BUYERS — *Clever Real Estate, 2019*

MARSHALL COUNTY
GUTHRIE COUNTY | DALLAS COUNTY | POLK COUNTY | JASPER COUNTY | POWESHIEK COUNTY
ADAIR COUNTY | MADISON COUNTY | WARREN COUNTY | MARION COUNTY

POSITIVE VISION: "Regional Wins"

Capital Crossroads is a regional plan covering a 50-mile radius around the state capital, including all seven counties in the Mid-Iowa region. The Capital Crossroads plan is complementary to the Mid-Iowa Comprehensive Economic Development Strategy.

Moreover, the staff behind Capital Crossroads routinely tell the story of "regional wins," or successful project or program implementations that support the region's goals. These are promoted in e-newsletters, online, and in meetings with stakeholders.
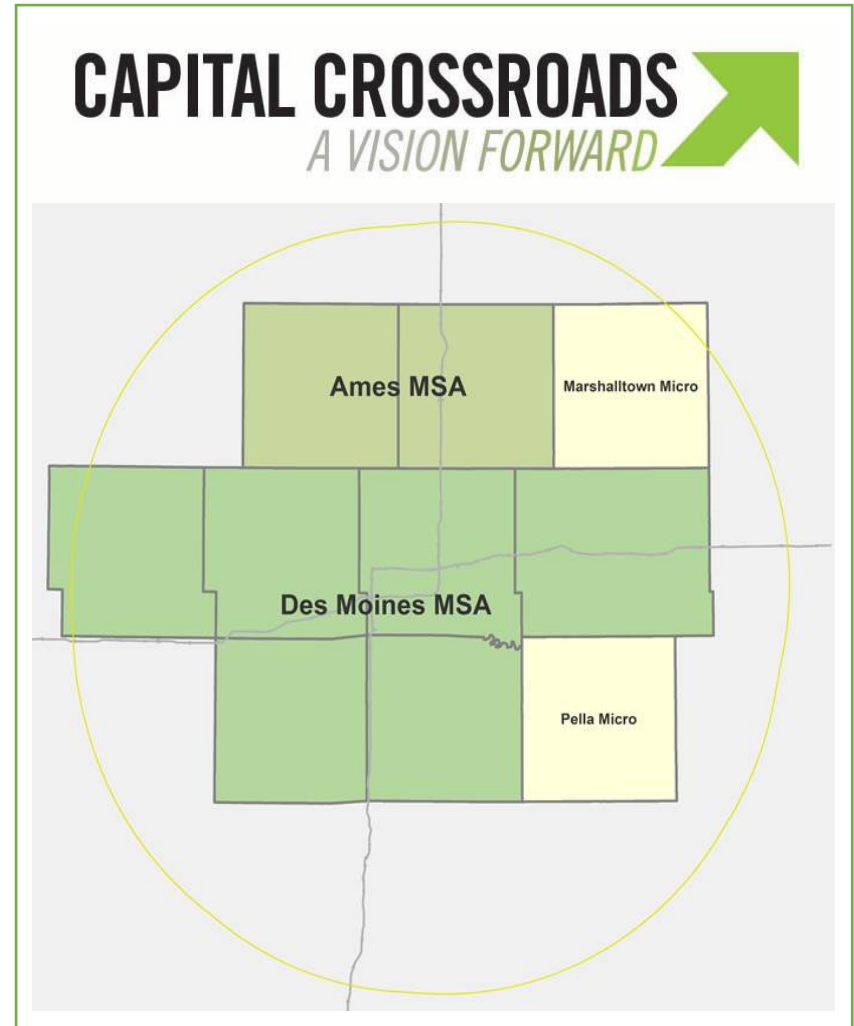
POSITIVE VISION

There is an abundance of positive story-telling about the Mid-Iowa region, and it will be important for the region to continue this tradition of presenting a positive vision for the future.
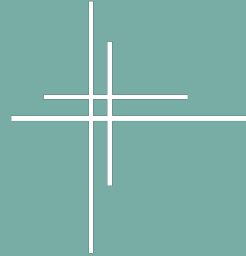
RESILIENCE STRATEGIES

- Support storytelling efforts by partner organizations.

- Support efforts to highlight positive improvements resulting from investments in projects or programs within the Mid-Iowa region.

- Involve key storytelling stakeholders in efforts being made by MIPA.

6

STRATEGIC VISION & PLAN OF ACTION

Boone & Scenic Valley Railroad
Boone County

STRATEGIC VISION & PLAN OF ACTION

Overview

The strategic vision for the Mid-Iowa region pulls together the community and stakeholder input from Chapter 4, as well as the data and research from Chapters 2 and 3.

STRATEGIC VISION & PLAN OF ACTION

Community Survey

An online survey was distributed to the stakeholders and communities of Mid-Iowa. The survey shared the draft Vision Statement, Goals and Objectives and sought feedback on them. Moreover, the survey looked to the region's stakeholders – from cities and counties, representing public and private institutions – to set priorities among the goals by ranking them. The resulting feedback helped determine the final language here.

Knoxville Raceway, Marion County

Vision statement

Life is pretty good in Mid-Iowa – and we're working to make it better.

We have housing in a rural or urban setting at relatively low costs – which we want to make and keep affordable for everyone.

We have nation-leading industry clusters, strong companies, and a talented workforce – which we want to nurture, grown, and expand.

We have abundant energy and natural resources – which we want to protect and preserve.

We have a wide-ranging cultural and recreational amenities to attract and retain residents – which we want to expand throughout the entire region.

Building upon these strengths will further distinguish Mid-Iowa as a desirable place to grow a career, raise a family, own a company, invest, and enjoy a high quality of life.

GOAL 1

Attract, retain, and expand businesses throughout the Mid-Iowa region.

Objective

Leverage local, regional, state, and federal programs and incentives with the business needs of the region.

GOAL 1 IMPLEMENTATION

Strategies

A. Assist with financial and technical assistance applications to support business and job growth in collaboration with local governments, economic development organizations, and private businesses.

B. Support jurisdictions receiving state or federal awards, which aid business and job growth, in their efforts to fulfill the applicable requirements of the funding agency or program, especially when compliance is necessary to implement the awarded programs or projects. (e.g., environmental reviews, job maintenance, procurement, etc.)

Evaluation indicators

- Jobs created
- Business start-ups and expansions
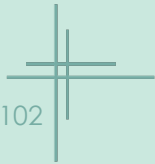- Amount/type of assistance provided

GOAL 2

Provide the necessary infrastructure to sustain and grow communities and businesses.

Objective

Ensure the region's infrastructure meets the evolving needs of residents and businesses through planning and financing, with an emphasis on preserving existing facilities and building new when necessary.

Strategies

A. Assist in the regional effort to expand broadband access to every corner of the Mid-Iowa region.

B. Assist local governments, economic development organizations, and industrial foundations with the assembly of land for business and industry, through site identification, mapping, and other technical assistance.

C. Provide local governments – in collaboration with economic development organizations, private businesses, developers and investors – with financial and technical assistance applications to support infrastructure.

D. Help develop strategic plans or infrastructure needs assessment for local governments.

Evaluation indicators

- Priority infrastructure projects funded and implemented
- Underperforming systems addressed
- Communities assisted with comprehensive plans, strategic plans, or infrastructure needs assessments
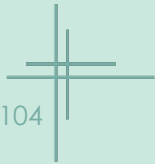
GOAL 3

Attract, retain, and expand the workforce throughout Mid-Iowa.

Objective

Improve the region's physical and cultural environment to preserve Mid-Iowa as an affordable and desirable place to live, work, play, and raise a family for a workforce of diverse backgrounds, interests, and skillsets.

GOAL 3 IMPLEMENTATION

Strategies

A. Support local governments and nonprofit community and neighborhood development organizations with applications for financial and technical assistance that support business and job growth, workforce housing, daycare options, and quality-of-life amenities.

B. Assist in efforts to expand a range of appropriate options for workforce housing.

C. Assist governments in sustaining and expanding their tax base, emphasizing downtown districts, entertainment districts, commercial and infill development as appropriate.

D. Search for resources to aid in the redevelopment or adaptive reuse of existing buildings or facilities that have closed due to population loss, relocation, disinvestment, or other circumstances.

Evaluation indicators

- Population growth
- Growth in new housing that accommodates various price points and lifestyle preferences
- Number of new workforce housing units
- Vacant buildings or facilities that are repurposed or redeveloped
- Vacant downtown buildings or districts that have been rehabilitated to occupy commercial/retail businesses
- Addition of public amenities (such as paved trail, water trails, green spaces, and parks, as well as recreational, cultural, entertainment and community facilities)
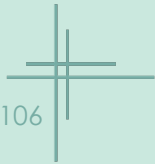
GOAL 4

Prepare the workforce to the evolving Mid-Iowa economy of today and into the future.

Objective

Provide easy and affordable access to educational opportunities and apprenticeships serving to upskill the workforce, meet the employment needs of the region's businesses and industries, and prepare for opportunities into future.

GOAL 4 IMPLEMENTATION

Strategies

A. Support local governments and nonprofit community and neighborhood development organizations with applications for financial and technical assistance that support workforce attraction, development and training.

B. Promote existing and proposed programs that educate and train the region's workforce, with an emphasis on "upskilling" undereducated and low- and moderate-income workers.

C. Assist with regional collaborations involving the institutes of higher learning, including universities, private colleges, and community colleges, that align student training with the demands of the region's economy.

Evaluation indicators

- Employment rate
- Jobs created and retained
- Programs dedicated to upskilling the workforce
- Programs cultivating talent for the region's in-demand industries
- Businesses adding employees

GOAL 5

Bolster the economic resilience of Mid-Iowa by safeguarding our natural assets and through disaster avoidance and mitigation.

Objective

Prepare and equip local governments and businesses to avoid natural and human-caused disasters where possible, and to sustain and recover from the social and economic disruptions when disasters happen.

GOAL 5 IMPLEMENTATION

Strategies

A. Assist local governments with financial assistance applications and management of programs intended to acquire and remove residential structures and essential facilities from identified flood hazard areas.

B. Promote local and regional efforts to improve wetlands conservation, air and water quality, and reduce flood risk.

C. Support development practices that do not affect flood prone or other environmental-sensitive lands.

D. Support disaster mitigation planning efforts.

E. Assist economic development organizations in supporting businesses adapting to disaster events and economic downturns.
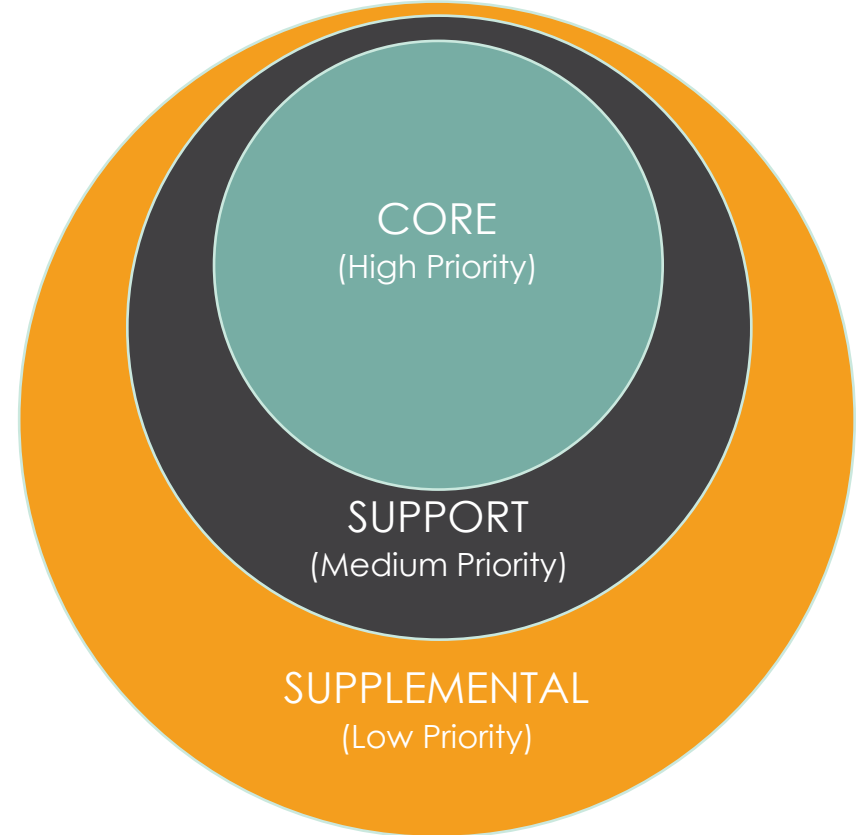
Evaluation indicators

- Growth or decline of buildings in the 100-year floodplain or other environmentally sensitive areas
- Projects or programs that preserve or re-establish wetlands, improve air and water quality, and reduce flood risk
- Jurisdictions covered by pre-disaster mitigation plans locally adopted and approved by FEMA
- Number of business closures and layoffs

ACTION PLAN: Tactics & Services

Implementation will require specific tactics within three service levels defined by MIPA. The aim of the service levels is to ensure MIPA's primary tasks are being completed, while seeking to provide the highest level of value to the Mid-Iowa region.

- **Core Services** are the fundamental functions that are expected by MIPA's member governments and primary federal partner, the U.S. Economic Development Administration.

- **Support Services** are the services that member governments can request of MIPA without prior negotiation; for example, grant administration.

- **Supplemental Services** are "value-adds," which can be offered to member governments on a case-by-case basis, if they align with MIPA goals and additional funding allows for expanded staff capacity.

CORE
(High Priority)

SUPPORT
(Medium Priority)

SUPPLEMENTAL
(Low Priority)

TACTIC	OBJECTIVE	SERVICE LEVEL / PRIORITY LEVEL	LEAD AGENCY	FUNDING SOURCE	GOALS	TIMELINE	EVALUATION
Attract, retain, and expand businesses throughout the Mid-Iowa region.	Leverage local, regional, state, and federal programs and incentives with the business needs of the region.	Core. High.	MIPA.	Partnership Program	Goal 1.	2021-2024.	Jobs created, business start-ups and expansions, amount/type of assistance provided.
Assist with financial and technical assistance applications to support business and job growth in collaboration with local governments, economic development organizations, and private businesses.	Secure funding for projects and programs that advance the region's goals.	Core. High.	MIPA.	Partnership Program	Goal 1.	2021-2024.	Jobs created, business start-ups and expansions, amount/type of assistance provided.
Support jurisdictions receiving state or federal awards, which aid business and job growth, in their efforts to fulfill the applicable requirements of the funding agency or program, especially when compliance is necessary to implement the awarded programs or projects. (e.g., environmental reviews, job maintenance, procurement, etc.)	Ease the grant-funding process for member jurisdictions.	Support. Medium.	MIPA.	Grant administration fee paid by member jurisdiction or partner organization	Goal 1.	2021-2024.	Jobs created, business start-ups and expansions, amount/type of assistance provided.

TACTIC	OBJECTIVE	SERVICE LEVEL / PRIORITY LEVEL	LEAD AGENCY	FUNDING SOURCE	GOALS	TIMELINE	EVALUATION
Provide the necessary infrastructure to sustain and grow communities and businesses.	Ensure the region's infrastructure meets the evolving needs of residents and businesses through planning and financing, with an emphasis on preserving existing facilities and building new when necessary.	Core. High.	MIPA.	Partnership Program.	Goal 2.	2021-2024.	Priority infrastructure projects funded and implemented, underperforming systems addressed, and communities assisted with comprehensive plans, strategic plans, or infrastructure needs assessments.
Assist in the regional effort to expand broadband access to every corner of the Mid-Iowa region.	Secure funding for projects and programs that advance the region's goals.	Core. High.	MIPA.	Partnership Program.	Goal 2.	2021-2024.	Status of broadband installation.
Assist local governments, economic development organizations, and industrial foundations with the assembly of land for business and industry, through site identification, mapping, and other technical assistance.	Ease the grant-funding process for member jurisdictions.	Support. Medium.	MIPA.	Member jurisdictions.	Goal 2.	2021-2024.	Assistance provided, land assembled.

TACTIC	OBJECTIVE	SERVICE LEVEL / PRIORITY LEVEL	LEAD AGENCY	FUNDING SOURCE	GOALS	TIMELINE	EVALUATION
Provide local governments – in collaboration with economic development organizations, private businesses, developers and investors – with financial and technical assistance applications to support infrastructure.	Provide infrastructure supporting economic development.	Core. High.	MIPA.	Partnership Program.	Goal 2.	2021-2024.	Infrastructure projects supported.
Help develop strategic plans or infrastructure needs assessment for local governments.	Secure funding for projects and programs that advance the region's goals.	Support. Medium.	MIPA.	Member jurisdictions.	Goal 2.	2021-2024.	Assistance provided.
Attract, retain, and expand the workforce throughout Mid-Iowa.	Improve the region's physical and cultural environment to preserve Mid-Iowa as an affordable and desirable place to live, work, play, and raise a family for a workforce of diverse backgrounds, interests, and skillsets.	Core. High.	MIPA.	Partnership Program.	Goal 3.	2021-2024.	Assistance provided, land assembled.

TACTIC	OBJECTIVE	SERVICE LEVEL / PRIORITY	LEAD AGENCY	FUNDING SOURCE	GOALS	TIMELINE	EVALUATION
Support local governments and nonprofit community and neighborhood development organizations with applications for financial and technical assistance that support business and job growth, workforce housing, daycare options, and quality-of-life amenities.	Support regional workforce.	Core. High.	MIPA.	Partnership Program.	Goal 3.	2021-2024.	Communities served.
Assist in efforts to expand a range of appropriate options for workforce housing.	Support regional workforce housing.	Support. Medium.	MIPA.	Member jurisdictions.	Goal 3.	2021-2024.	Communities served.
Assist governments in sustaining and expanding their tax base, emphasizing downtown districts, entertainment districts, commercial and infill development as appropriate.	Ensure the ongoing usefulness of existing building stock.	Core. High.	MIPA.	Partnership Program.	Goal 3.	2021-2024.	Assistance provided, buildings repurposed.

TACTIC	OBJECTIVE	SERVICE LEVEL / PRIORITY LEVEL	LEAD AGENCY	FUNDING SOURCE	GOALS	TIMELINE	EVALUATION
Search for resources to aid in the redevelopment or adaptive reuse of existing buildings or facilities that have closed due to population loss, relocation, disinvestment, or other circumstances.	Ensure the ongoing usefulness of existing building stock.	Core. High.	MIPA.	Partnership Program.	Goal 3.	2021-2024.	Assistance provided, buildings repurposed.
Prepare the workforce to the evolving Mid-Iowa economy of today and into the future.	Provide easy and affordable access to educational opportunities and apprenticeships serving to upskill the workforce, meet the employment needs of the region's businesses and industries, and prepare for opportunities into future.	Core. High.	MIPA.	Partnership Program.	Goal 4.	2021-2024.	Employment rate, jobs created and retained, programs dedicated to upskilling the workforce, programs cultivating talent for the region's in-demand industries, and businesses adding employees.
Support local governments and nonprofit community and neighborhood development organizations with applications for financial and technical assistance that support workforce attraction, development and training.	Expand workforce.	Core. High.	MIPA.	Partnership Program.	Goal 4.	2021-2024.	Assistance provided.

TACTIC	OBJECTIVE	SERVICE LEVEL / PRIORITY LEVEL	LEAD AGENCY	FUNDING SOURCE	GOALS	TIMELINE	EVALUATION
Search for resources to aid in the redevelopment or adaptive reuse of existing buildings or facilities that have closed due to population loss, relocation, disinvestment, or other circumstances.	Ensure the ongoing usefulness of existing building stock.	Core. High.	MIPA.	Partnership Program.	Goal 4.	2021-2024.	Assistance provided, buildings repurposed.
Promote existing and proposed programs that educate and train the region's workforce, with an emphasis on "upskilling" undereducated and low- and moderate-income workers.	Upskill workforce and meet business demand for jobs.	Core. High.	MIPA.	Partnership Program.	Goal 4.	2021-2024.	Assistance provided.
Assist with regional collaborations involving the institutes of higher learning, including universities, private colleges, and community colleges, that align student training with the demands of the region's economy.	Cultivate talented workforce to meet demand for jobs	Core. High.	MIPA.	Partnership Program.	Goal 5.	2021-2024.	Assistance provided.

TACTIC	OBJECTIVE	SERVICE LEVEL / PRIORITY LEVEL	LEAD AGENCY	FUNDING SOURCE	GOALS	TIMELINE	EVALUATION
Search for resources to aid in the redevelopment or adaptive reuse of existing buildings or facilities that have closed due to population loss, relocation, disinvestment, or other circumstances.	Ensure the ongoing usefulness of existing building stock.	Core. High.	MIPA.	Partnership Program.	Goal 4.	2021-2024.	Assistance provided, buildings repurposed.
Promote existing and proposed programs that educate and train the region's workforce, with an emphasis on "upskilling" undereducated and low- and moderate-income workers.	Upskill workforce and meet business demand for jobs.	Core. High.	MIPA.	Partnership Program.	Goal 4.	2021-2024.	Assistance provided.

TACTIC	OBJECTIVE	SERVICE LEVEL / PRIORITY LEVEL	LEAD AGENCY	FUNDING SOURCE	GOALS	TIMELINE	EVALUATION
Bolster the economic resilience of Mid-Iowa by safeguarding our natural assets and through disaster avoidance and mitigation.	Prepare and equip local governments and businesses to avoid natural and human-caused disasters where possible, and to sustain and recover from the social and economic disruptions when disasters happen.	Core. High.	MIPA.	Partnership Program.	Goal 5.	2021-2024.	Growth or decline of buildings in the 100-year floodplain or other environmentally sensitive areas; projects or programs that preserve or re-establish wetlands, improve air and water quality, and reduce flood risk; jurisdictions covered by pre-disaster mitigation plans locally adopted and approved by FEMA; number of business closures and layoffs
Assist local governments with financial assistance applications and management of programs intended to acquire and remove residential structures and essential facilities from identified flood hazard areas.	Improve resiliency of workplace building stock.	Core. High.	MIPA.	Partnership Program.	Goal 5.	2021-2024.	Assistance provided.

TACTIC	OBJECTIVE	SERVICE LEVEL / PRIORITY LEVEL	LEAD AGENCY	FUNDING SOURCE	GOALS	TIMELINE	EVALUATION
Promote local and regional efforts to improve wetlands conservation, air and water quality, and reduce flood risk.	Maintain and improve the region as a desirable and safe place for business.	Support. Medium.	MIPA.	Partnership Program.	Goal 5.	2021-2024.	Assistance provided.
Support development practices that do not affect flood prone or other environmental-sensitive lands.	Ensure resiliency of workplace building stock.	Support. Medium.	MIPA.	Member jurisdictions.	Goal 5.	2021-2024.	Assistance provided.
Support disaster mitigation planning efforts.	Regional economic resiliency.	Support. Medium.	MIPA.	Member jurisdictions.	Goal 5.	2021-2024.	Assistance provided.
Assist economic development organizations in supporting businesses adapting to disaster events and economic downturns.	Regional economic resiliency.	Support. Medium.	MIPA	Member jurisdictions.	Goal 5.	2021-2024.	Assistance provided.

TACTIC	OBJECTIVE	SERVICE LEVEL / PRIORITY LEVEL	LEAD AGENCY	FUNDING SOURCE	GOALS	TIMELINE	EVALUATION
Complete Annual CEDS Progress Report.	Annually highlight accomplishments in the annual scope of work.	Core. High.	MIPA	Partnership Program.	All Goals.	Annually.	On-time completeness.
Assist members and partner organizations with grant applications supporting business and job growth.	Secure funding for projects and programs that advance the region's goals.	Core. High.	MIPA	Partnership Program.	Goal 1.	2021-2024.	Grants submitted, drafted, or advised.
Support members and partner organizations in fulfilling funding requirements.	Ensure readiness to receive funding for projects advancing regional goals.	Core. High.	MIPA	Partnership Program.	All Goals.	2021-2024.	Number of consultations, projects delivered.
Lend support to regional efforts to expand broadband, offering grant-writing as needed.	Provide critical infrastructure for economic development.	Core (High) / Supplemental (Low).	MIPA	Partnership Program / Member jurisdictions.	Goals 1, 2, 3.	2021-2024.	Engagements with regional broadband efforts / grants submitted.
Provide technical assistance on projects to expand jurisdictions' tax base.	Improve the resiliency of cities and counties by deepening their tax base.	Supplemental. Low.	MIPA	Member jurisdictions.	Goal 2.	2021-2024.	Engagements with jurisdictions.

TACTIC	OBJECTIVE	SERVICE LEVEL / PRIORITY LEVEL	LEAD AGENCY	FUNDING SOURCE	GOALS	TIMELINE	EVALUATION
Seek funding for redevelopment and adaptive use of existing buildings or facilities.	Revitalize assets to increase economic activity	Core. High.	MIPA	Partnership Program.	Goal 3	2021-2024.	Grant applications written and submitted.
Help develop grant applications supporting organizations advancing workforce development.	Grow economic activity through the available and talent of the workforce	Core. High.	MIPA	Partnership Program.	Goal 4	2021-2024.	Grant applications written and submitted.
Assist institutes of higher learning in student-training programs aligned with regional need.	Grow economic activity through increased workforce with applicable skillsets.	Supplemental. Low.	MIPA	Member jurisdictions.	Goal 4	2021-2024.	Engagements with institutions of higher learning.
Help develop grant applications to relocate infrastructure from flood hazard areas and support efforts to increase the resiliency of natural areas.	Improve resiliency of economy by minimizing risk and potential disruption and through the perseveration of natural assets.	Core. High.	MIPA	Partnership Program.	Goal 5	2021-2024.	Grants written and submitted.
Participate in disaster mitigation planning efforts and develop related plans as needed.	Provide economic development perspective to disaster mitigation and recovery efforts.	Core (High) / Supplemental (Low)	MIPA	Partnership Program / Member jurisdictions.	Goal 5	2021-2024.	Engagements with partners / planning assistance given.

TACTIC	OBJECTIVE	SERVICE LEVEL / PRIORITY LEVEL	LEAD AGENCY	FUNDING SOURCE	GOALS	TIMELINE	EVALUATION
Work with county emergency managers to provide resources and assistance to jurisdictions experiencing hardship due to disasters.	Support resiliency of regional economy with focus on areas in need.	Core. High.	MIPA	Partnership Program.	Goal 5.	2021-2024.	Engagements with emergency managers and local jurisdictions.
Offer traditional planning assistance to communities, such as writing comprehensive plans and zoning ordinances.	Support readiness of communities to expand economy.	Supplemental. Low.	MIPA	Member jurisdictions.	Goals 1-5.	2021-2024.	Services provided.
Assist communities in revitalizing main streets and central business districts.	Support economic resilience by ensuring success of exiting assets.	Supplemental. Low.	MIPA	Member jurisdictions	Goal 2.	2021-2024.	Engagements with jurisdictions and related services provided.
Strengthen partnerships and collaborations with regional partners to promote EDA programs and	Grow the regional economy.	Core. High.	MIPA	Partnership Program.	Goals 1-5.	2021-2024.	Convenings of partners, connections of projects and programs with grant

MOVING FORWARD

Public and Private Collaboration

The Mid-Iowa CEDS was a collaboration between the public and private sectors, just as economic development is a public-private venture.

Going forward, the continued involvement of stakeholders, communities, economic developers, and MIPA staff as facilitators will be key for effective implementation.

Furthermore, MIPA will collaborate on these efforts with neighboring Economic Development Districts, other Economic Development Organizations, and institutions of learning, notably Iowa State University and Des Moines Area Community College.

Plan Evaluation, Program Monitoring, and Member Support

MIPA staff are responsible for monitoring and updating the Mid-Iowa CEDS. They assume responsibility for regular evaluation of the plan and recommended projects. The plan will be revised every five years to ensure it is up to date, though intermittent updates may be made if changing economic conditions warrant them.

Additionally, MIPA staff will provide services to member governments. These include the writing and administration of grants; serving as a conduit between member jurisdictions and state and federal funding agencies; planning and development services; coordination on regional issues addressing community needs; and other services and projects as requested by member governments.
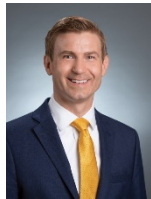
Lake Red Rock, Marion County