

# **“Iowa Falls: Bridges to the Future”**

**A Unified Growth and Vitality Strategy  
For Iowa Falls, Iowa**

**2006-2015**

**Prepared by  
The Iowa Falls Community-Wide Strategic Planning Team**

**With the Assistance of  
The Institute for Decision Making  
University of Northern Iowa**

## From the 2006-2015 Iowa Falls Strategic Planning Team

NEW WORDING NEEDED HERE

We appreciate the opportunity to share this draft “community-wide” plan with you and to make two requests of your organization. We are requesting that your organization adopt as your own, one or more objectives/projects in the plan and that you endorse the plan as a whole. The Strategic Planning Team has given a great deal of thought to matching objectives with organizational missions.

To move forward toward our shared vision, all of Iowa Falls needs to work together, play together and celebrate together. Throughout this plan, we have focused on what is and can be important to us all and the future of Iowa Falls. Thank you for your consideration, and we hope you say “yes” to accepting projects and accomplishments and “yes, we endorse this plan.”

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# Our Desired Future

## Iowa Falls' Forward-Looking Cornerstone Values

Community Integrity  
Diverse Leisure Activities  
Education  
Preservation of Small Town Life Style  
Prosperity Enhancement  
“The Scenic City”

To be what we want to be and achieve what we want to achieve as a community, we must include each of the cornerstone values and build upon all of them. Our cornerstone values are neither too general to be useful nor too specific to be widely shared. By design, the values are broadly applicable and potentially acceptable to the entire community, because each value can and will be demonstrated in several varied and significant ways that are important to both current and future people of Iowa Falls.

### In Iowa Falls, we believe in and value **Community Integrity and Engagement**

- ∅ As one of our community's cornerstone values, we currently see “Community Integrity and Engagement” demonstrated by:
  - ◆ Public/private support in completion of five major projects through “Vision 21”
  - ◆ High ethical expectations for our community and its members
  - ◆ Our churches and the positive impact of the faith-based community
  - ◆ The quality of goods and services, both public and private
  - ◆ Not just talking, but doing
- ∅ Further, we want to see this value demonstrated in Iowa Falls by:
  - ◆ Greater volunteer participation by community members in projects – unified vision and efforts
  - ◆ Improved education for youth and adult citizens in local government operations and activities
  - ◆ Increased “tie-togethers” that link different parts of the community and strengthen our shared sense of community
  - ◆ Cooperation within the community and region

### In Iowa Falls, we believe in and value **Diverse Leisure Activities**

- ∅ As one of our community's cornerstone values, we currently see “Diverse Leisure Activities” demonstrated by:
  - ◆ Unique events such as River Bend Rally and the Dental Parade
  - ◆ Private and public supported parks
  - ◆ Golf, camping, tennis, boating, garden clubs, movies, and diverse dining options
  - ◆ Historical and cultural opportunities including Pat Clark Collection, Mills Tower, Historical Society, our theater
  - ◆ The beauty and serenity of the Greenbelt
- ∅ Further, we want to see this value demonstrated by:
  - ◆ Uniqueness with more “glitz”
  - ◆ Fine tuning our parks for diversified use such as camping, increased bike and pedestrian trails along the Greenbelt area
  - ◆ Greater uses of our river

- ◆ Greater opportunities for trail biking and skateboarding
- ◆ Creative and performing arts for all ages
- ◆ College- and school-related sporting and cultural events

**In Iowa Falls, we believe in and value Education**

∅ As one of our community’s cornerstone values, we currently see “Education” demonstrated by:

- ◆ Quality pre-schools
- ◆ Quality K-12 school system
- ◆ A thriving community college
- ◆ Continuing education
- ◆ A variety of extra-curricular activities

∅ Further, we want to see this value demonstrated by:

- ◆ Partnership between youth and seniors through mentoring programs
- ◆ Expansion to life long learning
- ◆ Specialty education weekends (artist, crafter, inventor)
- ◆ Focus on educating each child equally
- ◆ Education geared toward developing students to become involved citizens and volunteers
- ◆ Vocational educational opportunities, both technical and service areas
- ◆ Participation in LIFE and Y-LIFE (Leadership Iowa Falls Experience and Youth-Leadership Iowa Falls Experience)

**In Iowa Falls, we believe in and value Preservation of Small Town Life Style**

∅ As one of our community’s cornerstone values, we currently see “Preservation of Small Town Life Style” demonstrated by:

- ◆ Offering a safe, neighborly, friendly and welcoming atmosphere
- ◆ People choosing Iowa Falls for the small town lifestyle
- ◆ Support for community members in need; caring for the well-being of all of our citizens, and supportive involvement of our faith-based community
- ◆ Demonstrating our respect for our families and the important roles they play in our community and its future, by providing quality schools, hospital, parks, museums and libraries

∅ Further, we want to see this value demonstrated by:

- ◆ Being welcoming and attractive to new, current, and returning residents
- ◆ Appreciating, preserving, and enhancing our small-town assets
- ◆ “Forward thinking” balanced with “respect for our past”
- ◆ Business development of the size and type that fits our community

**In Iowa Falls, we believe in and value Prosperity Enhancement**

∅ As one of our community’s cornerstone values, we currently see “Prosperity Enhancement” demonstrated by:

- ◆ Pride in ownership
- ◆ Good work ethic
- ◆ Creation of opportunities for growth to businesses and individuals alike
- ◆ Healthcare from birth to the end of life
- ◆ The willingness to give to community-enhancement projects

- ◆ The interest the community has shown in the overall appearance of the city, including shade trees and foliage
- ◆ Being like “our theater” – historic, but not caught in the past

∅ Further, we want to see this value demonstrated by:

- ◆ Jobs that help improve the standard of living and quality of life of individuals, families, and the community
- ◆ Revitalization of the downtown area as hub of business, government, and civic activity while continuing to support growth in all areas
- ◆ Creation of increased capital funds for business expansion and new ventures
- ◆ Availability of affordable housing
- ◆ Attraction of new residents/growth in population
- ◆ Improved cultural diversity
- ◆ Continuing our identity as a prosperous, thriving small city to attract business and residents
- ◆ Continuing the Main Street Iowa principles that link our historic past with a dynamic present and future

### **In Iowa Falls, we believe in and value “The Scenic City”**

∅ As one of our community’s cornerstone values, we currently see “The Scenic City” demonstrated by:

- ◆ Our distinctive buildings, landmarks, and homes
- ◆ The important role the Iowa River has played and continues to play in our life as a community
- ◆ The active, collaborative efforts of the Iowa River communities to preserve yet enjoy this natural treasure and to pass it on to future generations
- ◆ The signage proclaiming this value and our tradition of scenic beauty
- ◆ Striving for uniqueness, something that sets Iowa Falls apart from other communities

∅ Further, we want to see this value demonstrated by:

- ◆ Visually pleasing approaches into the city
- ◆ An appealing downtown streetscape
- ◆ Clearing debris from the river
- ◆ Close interaction with the Iowa Department of Natural Resources
- ◆ Trails with scenic impact, waterfront parks with easy citizen access
- ◆ Respect for the land, continuing to preserve and protect the resource

## Our Vision of Iowa Falls in 2015

*Imagine the year is 2015...*

Iowa Falls is a scenic, energetic community with small town charm and cherished lifestyle.

Iowa Falls is a beautiful, full-service community with thriving educational and cultural opportunities; first-class healthcare and wellness services; expanding employment opportunities; and fun and unique recreation, especially in and around the flowing waters and towering limestone bluffs of the Iowa River.

At the heart of Iowa Falls is community participation and pride – active, committed volunteers; efficient, accessible, and effective government; a clean, healthy environment; and a clear and valued community character.

As a hub-community for our region, our economic and community growth has been accelerated by our vibrant downtown with an inviting and welcoming streetscape, our growing college, wonderful tourism opportunities, and a strong business and industrial base throughout the community.

Essential to our growth, we continue to welcome and involve numerous new residents. With important forethought, Iowa Falls has provided affordable, quality homes and offers modern community infrastructure for many years to come.

From our perspective in 2015, we can see that Iowa Falls has grown in many needed and desirable ways. We are proud to have embraced our history and enhanced the unique qualities that keep Iowa Falls as “our home.”

## Action Areas to Make the Vision Happen

The following definitions help to clarify the key labels used in the plan.

**Aims** are broad statements that represent the shared intent and direction of the vision-action ideas that fit into each major section. An aim signifies the main purpose of the specific accomplishments (objectives) in that area.

**Objectives/Projects** are specific accomplishments that help to achieve the aim within a major section of the plan. Objectives and projects are focused enough so that lead and secondary responsibilities are attached and success measures identified.

**Lead Responsibility** designations are organizations and groups that have agreed to serve as key implementers and as primary coordinators toward the fulfillment of particular objectives in the plan. Lead organizations are responsible for lining up the resources to achieve their objectives.

**Secondary Responsibility** designations are organizations and groups that have agreed to serve as active partners with the lead organizations as they work together to implement their particular objectives. Secondary organizations are responsible for committing some resources (time, expertise, space, dollars, etc.).

### Section A: Tourism, Recreation, Culture Destination

#### Aim A1. To raise levels of participation and appreciation in the arts

**Desired Outcomes:**

- ∅ **An Arts Council; an arts marketing plan/implementation; a growing youth arts program; more arts learning opportunities/participation for adults**

Objective/Project	Completion	Lead Responsibility	Secondary Responsibility	Suggested Others	Measures
<b>A1a. Establish an Arts Council</b>	2006	Coalition of ◆ Ellsworth Community College Foundation ◆ Friends of the Pat Clark Art Collection ◆ Community Theater	◆ Iowa Falls Historical Society	Others involved such as River City Kids, dance studios, local music programs, etc.	Creation in 2006 and establishment of necessary mission, vision, and values
<b>A1b. Expand, coordinate, and showcase/market the arts in our community</b>	2007 and beyond	◆ Arts Council	◆ Iowa Falls Historical Society		Assessment of existing offerings and levels of community support and then completion of a marketing plan, its implementation and results
<b>A1c. Develop a youth arts program</b>	2007 and beyond	◆ Arts Council	None at this time		Participation levels from year to year
<b>A1d. Increase learning opportunities for adult participation in music, arts, dance, fine arts, and culinary arts</b>	2008 and beyond	◆ Iowa Valley Continuing Education ◆ Arts Council	◆ Iowa Valley Community College District		Number of new or strengthened opportunities and number of individual participants

**Aim A2. To enhance Iowa Falls' nature-based recreation and other recreational opportunities**

**Desired Outcomes:**

- Ø A youth recreation council; nearby campground; inter-community bike trail; more river recreation facilities

Objective/Project	Completion	Lead Responsibility	Secondary Responsibility	Suggested Others	Measures
<b>A2a. Revitalize a collaborative initiative among school district, college, churches, and city to enhance youth recreation in the form of a “super” council to coordinate programming and facilities</b>	2006	◆C.A.R.E. (Creating Assets for Real-life Enhancement) supported by Iowa Falls Ministerial Association	◆City of Iowa Falls – Parks and Recreation Department ◆Iowa Falls Community School District (Board and Administration)		Establishment of necessary mission, vision, and values. Development of strategic and action plans
<b>A2b. Recruit a developer of a full-service campground that offers family activities with links to existing or new recreational activities</b>	2010	◆Iowa Falls Area Development Corporation ◆City – Parks and Recreation Department	None at this time	In consultation with existing campground owners	Have additional campground space established within approximately two miles of Iowa Falls
<b>A2c. Develop a bike trail through Hardin County that connects Iowa Falls to other surrounding communities</b>	2015	◆City – Parks and Recreation Department ◆ Hardin County Conservation Board		◆Iowa River Greenbelt Resource Trust	Trail completed from Alden through Iowa Falls through Steamboat Rock to Eldora
<b>A2d. Expand facilities that will utilize the riverfront, which includes increased usage of the Scenic City Empress Boat Club, waterfront campground, public canoe launches, fishing, and other activities</b>	2012	◆Iowa Falls Riverfront Commission	None at this time	Reporting to both Iowa Falls Parks Board and Iowa Falls City Council	Noticeable increase in riverfront activities

**Aim A3. To develop the “tourist destination” qualities of Iowa Falls**

**Desired Outcomes:**

- Ø **More recreational tourism opportunities; effective marketing of historic/artistic assets; survey for new entertainment venue**

Objective/Project	Completion	Lead Responsibility	Secondary Responsibility	Suggested Others	Measures
<b>A3a. Develop new opportunities to bring tourists to our community including, but not limited to, recreational opportunities such as miniature golf, hiking, motocross, skateboarding, kayaking, drag strip, BMX bike track</b>	2007 and beyond	<ul style="list-style-type: none"> <li>◆City of Iowa Falls – City Council</li> <li>◆Iowa Falls Parks Board</li> </ul>	<ul style="list-style-type: none"> <li>◆Scenic City Skaters</li> </ul>		Creation of a new attraction every four years
<b>A3b. Package our historic/artistic assets and market to audiences such as tour groups within the Midwest</b>	2009	<ul style="list-style-type: none"> <li>◆Iowa Falls Historical Society</li> <li>◆Arts Council</li> <li>◆Scenic City Empress Boat Club</li> </ul>	<ul style="list-style-type: none"> <li>◆Iowa Falls Chamber of Commerce / Main Street</li> </ul>		Increased number of bus tours and group tourism bookings
<b>A3c. Conduct a community survey to determine the opportunity for creating a quality-entertainment venue, such as an amphitheater</b>	2010	<ul style="list-style-type: none"> <li>◆Arts Council</li> <li>◆Scenic City Civic Foundation</li> </ul>	<ul style="list-style-type: none"> <li>◆Chamber / Main Street</li> <li>◆Iowa Valley Community College District</li> <li>◆Iowa Falls Area Development Corporation</li> </ul>		Completed survey for new venue

**Aim A4. To improve our river and the area around it as a true community asset**

**Desired Outcomes:**

- Ø A Riverfront Commission; river clean-up/dredging program; recreational water trail; winter river event; river beautification/preservation effort; river marketing plan; laser light show

Objective/Project	Completion	Lead Responsibility	Secondary Responsibility	Suggested Others	Measures
<b>A4a Revitalize Iowa Falls Riverfront Commission to coordinate activities and improvements</b>	2006	◆ City of Iowa Falls – City Council		◆ In consultation with Iowa Department of Natural Resources ◆ Iowa River Sportsman’s Club	Re-establish commission
<b>A4b. Create a River Activities Committee as a subgroup of the Riverfront Commission</b>	2006	◆ Iowa Falls Riverfront Commission		◆ Iowa River Sportsman’s Club	Formation of committee
<b>A4c. Implement a river clean-up/ dredging program that includes the assistance of local and state agencies</b>	2006 - 2009	◆ Scenic City Empress Boat Club	◆ City of Iowa Falls ◆ Riverfront Commission	◆ Iowa River Sportsman’s Club	Dredge main channel from Weaver’s Cove to the Oak Street Bridge
<b>A4d. Develop the Iowa River as a recreational water trail through Iowa Falls as a part of the greater Iowa River Greenbelt that would include directional signage to show river access and local points of interest</b>	2009	◆ Hardin County Historic Preservation Commission ◆ Hardin County Conservation Board		◆ Iowa River Greenbelt Resource Trust ◆ Iowa River Sportsman’s Club	Have signage in place
<b>A4e. Develop a winter river theme event</b>	2008	◆ Riverfront Commission/ River Activities Committee		◆ Iowa River Sportsman’s Club	Annual event held

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<b>(Aim A4. Continued)</b>					
<b>A4f. Create a collaborative preservation and beautification effort among Iowa River communities</b>	2008 – 2010	◆Hardin County Conservation Board indicating “We will take under consideration” and contingent on the Natural Resource Conservation Service (NRCS) continuing to provide co-leadership in the form of continued funding and staffing		◆Iowa River Sportsman’s Club	Visual improvement, such as riverbank cleanup, and erosion control in place
<b>A4g. Develop a regional marketing plan for river usage and enjoyment</b>	2009	◆Riverfront Commission	◆Iowa Falls Chamber of Commerce / Main Street ◆Scenic City Empress Boat Club	Reporting to Iowa Falls Parks Board and City Council ◆Iowa River Sportsman’s Club	Completion of marketing plan
<b>A4h. Develop a laser light show on the river</b>	2012	◆Riverfront Commission/ River Activities Committee		◆Iowa River Sportsman’s Club	Laser light show established

## Section B: Community Pride and Participation

<b>Aim B1. To cultivate our sense of community</b>					
<b>Desired Outcomes:</b>					
<ul style="list-style-type: none"> <li>∅ <b>Increased community events, participation in LIFE (Leadership Iowa Falls Experience) and Y-LIFE (Youth), volunteers in River Bend Rally Days, historic preservation, and participation in after-school and summer programs</b></li> </ul>					
Objective/Project	Completion	Lead Responsibility	Secondary Responsibility	Suggested Others	Measures
<b>B1a. Preserve historical buildings, homes, and traditions</b>	2006 and beyond	◆ Iowa Falls Historic Preservation Commission	None at this time		Number of improved properties
<b>B1b. Increase planned community events</b>	2006 and beyond	◆ Iowa Falls Chamber of Commerce / Main Street	None at this time		Increased opportunities
<b>B1c. Expand promotion of both Y-LIFE and LIFE community leadership programs and graduates' community involvement</b>	2007	◆ Chamber / Main Street ◆ Iowa Valley Continuing Education	None at this time		Participation in programs and increased graduates' community involvement
<b>B1d. Increase volunteer involvement in River Bend Rally Days</b>	2007	◆ Chamber / Main Street	None at this time		Number of volunteers increased by 10%
<b>B1e. Increase cooperation between churches and schools for after school and summer programs</b>	2008	◆ Iowa Falls Ministerial Association	◆ Iowa Falls Community School District (Board and Administration)		Number of program participants

**Aim B2. To warmly engage new and potential residents**

**Desired Outcomes:**

- Ø **New resident welcome package/events; information about opportunities to volunteer; new community promotional materials**

<b>Objective/Project</b>	<b>Completion</b>	<b>Lead Responsibility</b>	<b>Secondary Responsibility</b>	<b>Suggested Others</b>	<b>Measures</b>
<b>B2a Create and maintain a pamphlet to assist new residents in finding local volunteer opportunities</b>	2006 and beyond	◆Iowa Falls Jaycees (lead and convener of a coalition)	◆Chamber / Main Street		Percent of new residents receiving brochure
<b>B2b. Promote welcome package/ events targeted to new residents</b>	2006 and beyond	◆Iowa Falls Chamber of Commerce / Main Street	None at this time	In collaboration with private business	Providing new residents with package
<b>B2c. Develop new promotional materials showcasing, educational and business opportunities, and highlighting recreation, and public safety</b>	2008	◆Chamber / Main Street ◆Iowa Falls Area Development Corporation	◆City of Iowa Falls		A DVD; increased, attractive online information

**Aim B3. To readily connect citizens and local government**

**Desired Outcomes:**

- Ø **Improved city offices and signage. Implement a local-government student program**

Objective/Project	Completion	Lead Responsibility	Secondary Responsibility	Suggested Others	Measures
<b>B3a. Replace / rehabilitate city offices</b>	2006 for signage; 2015 for accessibility	◆City of Iowa Falls	None at this time		Improved facilities
<b>B3b. Create a school-driven program for upper elementary students to understand purposes and projects of local government – emergency services, water/wastewater, roads, public safety</b>	2008 – 2010	◆LIFE (Leadership Iowa Falls Experience) Sponsored by Iowa Valley Continuing Education	◆City of Iowa Falls ◆Iowa Falls Community School District (Board and Administration)		Feasibility determined by 2008

**Aim B4. To implement community clean-up**

**Desired Outcomes:**

∅ Annual city-wide cleanup; more dumpsters/trash bins; property rehabilitation/renovation

Objective/Project	Completion	Lead Responsibility	Secondary Responsibility	Suggested Others	Measures
<b>B4a. Implement community-wide clean-up with alternative funding source(s) such as grants from DNR or Alliant Energy</b>	2007 and beyond	◆City of Iowa Falls	None at this time	Community civic organizations  [Rotary]	Establishment of annual city-wide cleanup
<b>B4b. Place dumpsters/trash bins in city parks and downtown</b>	2007 and beyond	◆City – Parks and Recreation Department	None at this time	Community civic organizations [Rotary]	Dumpsters and bins in place
<b>B4c. Target rehabilitation and renovation of existing residential and commercial properties</b>	2009	◆City of Iowa Falls	◆Iowa Falls Area Development Corporation – Housing Committee ◆I.F. Historical Preservation Commission ◆Iowa Falls Ministerial Association	MICA	Number of rehabilitated / renovated properties

## Section C: Economic and Community Growth (Jobs/Housing)

<b>Aim C1. To advance effective community economic development</b>					
<b>Desired Outcomes:</b>					
<ul style="list-style-type: none"> <li>∅ <b>Filled, viable commercial and retail buildings; more renewable energy businesses; vibrant business climate; an effective marketing plan; diverse new businesses; more entrepreneurial start-ups; and strengthened Highway 20 business corridor</b></li> </ul>					
Objective/Project	Completion	Lead Responsibility	Secondary Responsibility	Suggested Others	Measures
<b>C1a. Fill viable existing vacant commercial properties</b>	2006 and beyond	◆ Retail Commercial Alliance (RCA)	None at this time		Number of vacant commercial buildings
<b>C1b. Promote and expand our vibrant downtown and fill all vacant storefronts</b>	2006 and beyond	◆ RCA	None at this time		Filled, business-occupied storefronts
<b>C1c. Promote our status as the “renewable energy capital of Iowa”</b>	2006 and beyond	◆ Iowa Falls Area Development Corporation (IFADC)	None at this time		Increased number of businesses dedicated to producing renewable energy
<b>C1d. Promote a vibrant business climate through partnership between commercial, government, non-profit, industrial, and retail entities</b>	2008	◆ City of Iowa Falls ◆ IFADC ◆ Iowa Falls Chamber of Commerce / Main Street	None at this time		Continued positive business climate based on economic growth and the testimonials of business leaders
<b>C1e. Develop a marketing plan to promote Iowa Falls as a great place to live and locate businesses</b>	2008	◆ IFADC	◆ Chamber / Main Street		New businesses/families moving to town
<b>C1f. Improve financial opportunities to attract economically diverse new businesses with expansion potential</b>	2008	◆ IFADC	◆ City of Iowa Falls		Increase in the number of business start-ups/locations
<b>C1g. Market and harness the potential of Highway 20 for commercial and industrial development</b>	2008	◆ IFADC	◆ City of Iowa Falls		Establishment of business/industry in the Highway 20 corridor
<b>C1h. Stimulate entrepreneurship and new start-up ventures</b>	2008	◆ RCA	◆ Iowa Valley-Continuing Education		Increase in entrepreneurial ventures

**Aim C2. To anticipate needs and opportunities for housing**

**Desired Outcomes:**

- Ø **Promotion of existing incentives; increased incentives for affordable housing; property cleanup, especially blighted houses; and state or other grant funding**

<b>Objective/Project</b>	<b>Completion</b>	<b>Lead Responsibility</b>	<b>Secondary Responsibility</b>		<b>Measures</b>
<b>C2a. Promote and advertise, on the Internet and in other ways, current incentives for tax abatement for building or remodeling</b>	2008	<ul style="list-style-type: none"> <li>◆ City of Iowa Falls</li> <li>◆ Iowa Falls Area Development Corporation (IFADC)</li> </ul>	<ul style="list-style-type: none"> <li>◆ I.F. Historical Preservation Commission</li> </ul>		Number of hits / inquiries on the community Web sites
<b>C2b. Create affordable, attractive housing for young families</b>	2012	<ul style="list-style-type: none"> <li>◆ IFADC – Housing Committee</li> <li>◆ City of Iowa Falls</li> </ul>	<ul style="list-style-type: none"> <li>◆ I.F. Historical Preservation Commission</li> </ul>		Increase in affordable housing units
<b>C2c. Properly cleanup or remove houses that have become a blight through deterioration in order to open up lots for new housing</b>	2012	<ul style="list-style-type: none"> <li>◆ City of Iowa Falls</li> <li>◆ IFADC - Housing Committee</li> </ul>	<ul style="list-style-type: none"> <li>◆ I.F. Historical Preservation Commission</li> </ul>	<ul style="list-style-type: none"> <li>◆ Bridge-Builders (the anticipated community development organization)</li> </ul>	Number of blighted properties restored or removed
<b>C2d. Seek housing grants to help renovate housing for residential purposes</b>	2013	<ul style="list-style-type: none"> <li>◆ IFADC – Housing Committee</li> </ul>	<ul style="list-style-type: none"> <li>◆ Region 6 Planning Commission</li> <li>◆ I.F. Historical Preservation Commission</li> </ul>		Grant dollars received and housing projects completed

**Aim C3. To provide growth-oriented community infrastructure and facilities**

**Desired Outcomes:**

- Ø **Public transportation services; upgraded water/sewer infrastructure; expanded telecommunications; a teen center; the Life Center at Ellsworth Community College**

Objective/Project	Completion	Lead Responsibility	Secondary Responsibility	Suggested Others	Measures
<b>C3a. Enhance public transportation in Iowa Falls</b>	2006 and beyond	◆City of Iowa Falls		◆Region 6 Planning Commission	Increased options/services available; completion of airport runway expansion project
<b>C3b. Continue to upgrade and expand water/sewer infrastructure to support community growth</b>	2006 and beyond	◆City of Iowa Falls	None at this time		Expansion into new residential/commercial areas
<b>C3c. Expand the telecommunications capabilities through such means as the implementation of wireless communication</b>	2008	◆Iowa Falls Local Opportunity Iowa Committee	None at this time		Increased number of wireless providers offering broadband/high-speed Internet services
<b>C3d. Promote and support the Life Center at Ellsworth Community College for adult and family use (multipurpose: meetings, wellness, and other uses)</b>	2008	◆Ellsworth Community College Trustees ◆Ellsworth Community College Foundation	◆Ellsworth Municipal Hospital Board		The completion of a multipurpose facility on the ECC campus
<b>C3e. Develop a teen center with teen-specific programming</b>	2011	◆C.A.R.E (Creating Assets for Real-life Enhancement) supported by the Iowa Falls Ministerial Association	◆Iowa Falls Ministerial Association ◆Iowa Falls Community School District (Board and Administration)	◆Y-LIFE (Youth Leadership Iowa Falls Experience) and student groups	Completion of a teen facility

**Aim C4. To stimulate population growth**

**Desired Outcomes:**

- Ø **Population growth with annual reports; promotion of incentives for upper-story downtown apartments; a plan for staged city annexation**

Objective/Project	Completion	Lead Responsibility	Secondary Responsibility	Suggested Others	Measures
<b>C4a. Monitor and publicize progress toward the population growth goals of 5,350 by 2010 Census and 5,500 (officially estimated) by 2015</b>	2006 and beyond	◆ City of Iowa Falls	None at this time		Annual reports provided to the public using officially estimated values or Census data
<b>C4b. Promote existing incentives for tax abatement for new residential construction and downtown upper story apartments in commercial buildings</b>	2008	◆ City of Iowa Falls ◆ Retail Commercial Alliance	◆ Iowa Falls Chamber of Commerce / Main Street ◆ Iowa Falls Area Development Corporation ◆ I.F. Historical Preservation Commission		Number of hits / inquiries on the community Web sites
<b>C4c. Develop a plan for staged city annexation</b>	2010	◆ City of Iowa Falls	None at this time		Proposed annexation plan in place

Section D: Community Identity and Hub: Shopping, Business, Education,  
Healthcare

<b>Aim D1. To deliver first-class education at all levels</b>					
<b>Desired Outcomes:</b>					
∅ <b>A business mentoring program; local education marketing plan and awareness campaign; more citizens in continuing education; increased certified childcare opportunities</b>					
<b>Objective/Project</b>	<b>Completion</b>	<b>Lead Responsibility</b>	<b>Secondary Responsibility</b>	<b>Suggested Others</b>	<b>Measures</b>
<b>D1a. Develop a mentoring program and promote partnerships between area businesses, area high schools, and college</b>	2006 and beyond	<ul style="list-style-type: none"> <li>◆Iowa Falls Chamber of Commerce / Main Street</li> <li>◆Iowa Falls Community School District (Board and Administration)</li> <li>◆Iowa Valley Continuing Education</li> </ul>	None at this time	Coalition of school curriculum directors	Increase in number of students and businesses participating in mentoring programs
<b>D1b. Develop a marketing plan for the local schools to promote the excellence of our school systems</b>	2006 and beyond	◆Iowa Falls Community School District (Board and Administration)	None at this time		National recognition
<b>D1c. Create an awareness campaign both within and outside our community of post-secondary educational opportunities, including vocational-technical certification</b>	2006 and beyond	<ul style="list-style-type: none"> <li>◆Iowa Valley Community College District Board</li> <li>◆Buena Vista University – Iowa Falls Center</li> </ul>	◆Iowa Falls Area Development Corporation	Ellsworth Community College Marketing Department	Increased enrollment at Ellsworth and Buena Vista (Iowa Falls Center)
<b>D1d. Hold an annual public forum for area citizens to provide input for continuing education and program development</b>	2006 and beyond	◆Iowa Valley Continuing Education		In consultation with Ellsworth Community College administration	Increased number of citizens attending classes
<b>D1e. Conduct a study to determine the need for a quality community childcare facility.</b>	To be revised in 2010 strategic plan update	None at this time	None at this time		Create awareness for community-based childcare

## Aim D2. To nurture Iowa Falls' community identity

### Desired Outcomes:

- Ø New signage; an events/activities calendar; strategic-planning progress reports, annual updates, and a new 10-year plan in 2010; a coordinated marketing campaign; a waterfall; a new downtown streetscape

Objective/Project	Comp	Lead Responsibility	Secondary Responsibility	Suggested Others	Measures
<b>D2a. Develop attractive, informative signage, both directional and for community identity</b>	2006	◆City of Iowa Falls	None at this time	In coordination with Tourism Committee	New signage in place
<b>D2b. Develop a community/area calendar to better coordinate regional events and activities</b>	2006 and beyond	◆Hardin County Community Development Council	◆ISU Extension ◆Iowa Falls Chamber of Commerce / Main Street	Times Citizen	Implemented Web site calendar with Web master to maintain and update
<b>D2c. Provide a strategic planning update town hall meeting annually to share ideas among community entities</b>	2006 and beyond	◆2006-2015 Strategic Planning Team	None at this time		Host a town hall meeting annually each April
<b>D2d. Update the strategic plan to delete what has been achieved and add or change objectives, responsibilities, or dates as needed</b>	2007 and beyond	◆2006-2015 Strategic Planning Team ◆City of Iowa Falls	None at this time	In consultation with UNI's Institute for Decision Making	Annual updates of the 2006-2015 strategic plan completed each year
<b>D2e. Develop a 2011-2020 community-wide strategic plan</b>	2010	◆City of Iowa Falls	None at this time	In consultation with the 2006-2015 Strategic Planning Team and UNI's Institute for Decision Making	A new plan or a major revision of this strategic plan is completed
<b>D2f. Develop a coordinated marketing campaign and community-communication plan promoting Iowa Falls as a community-destination location</b>	2006	◆Chamber / Main Street	None at this time		Increased number of visitors
<b>D2g. Develop a waterfall</b>	2008	◆Iowa Falls Riverfront Commission	None at this time		Plan completed in 2006; attraction completed by 2008
<b>D2h. Complete a new downtown streetscape</b>	2009	◆City of Iowa Falls	◆RCA Streetscape Committee	I.F. Historical Soc.	New streetscape in Iowa Falls finished

**Aim D3. To extend Iowa Falls' healthcare**

**Desired Outcomes:**

- Ø Enhanced hospital; comprehensive healthcare marketing and directory; classes in wellness, family skills, and elder care

Objective/Project	Completion	Lead Responsibility	Secondary Responsibility	Suggested Others	Measures
<b>D3a. Continue to enhance the hospital facilities, programs, infrastructure, and professional staffing</b>	2006 and beyond	◆Ellsworth Municipal Hospital Board	◆Ellsworth Municipal Hospital Foundation		Continued improvements
<b>D3b. Implement comprehensive healthcare/hospital marketing</b>	2006 and beyond	◆Ellsworth Municipal Hospital Board	None at this time	Other healthcare professionals	Increased awareness of available health services
<b>D3c. Provide wellness/health classes birth to death</b>	2007 and beyond	◆Greenbelt Home Care	◆Ellsworth Municipal Hospital		Increase in number of classes offered
<b>D3d. Provide family skills classes (e.g. parenting, budgets, communications, etc.)</b>	To be revised in 2010 strategic plan update	None at this time	◆Iowa Falls Ministerial Association ◆Iowa State Extension	Center for Childcare Resources	Increased public attendance
<b>D3e. Provide elder care classes for baby boomers</b>	2007 and beyond	◆Iowa Valley Community Continuing Education ◆Greenbelt Home Care	◆Ellsworth Municipal Hospital ◆Freedom House		Increased number of classes offered, increased number of participants
<b>D3f. Make available an Iowa Falls Area Health Care Directory which lists resources</b>	2008	◆Ellsworth Municipal Hospital ◆Hardin County Extension			Completed directory

**Aim D4. To create a vibrant downtown in Iowa Falls**

**Desired Outcomes:**

- Ø Awareness campaign/increased local shopping; proposed guidelines and design standards; a monthly downtown event; low interest loans for upper-story residences; new streetscape

Objective/Project	Completion	Lead Responsibility	Secondary Responsibility	Suggested Others	Measures
<b>D4a. Create an awareness campaign that educates residents in the importance of shopping locally</b>	2007	<ul style="list-style-type: none"> <li>◆ Iowa Falls Chamber of Commerce / Main Street</li> <li>◆ Iowa Falls Area Development Corporation</li> <li>◆ Iowa Falls Downtowners Association</li> </ul>	<ul style="list-style-type: none"> <li>◆ Times Citizen</li> <li>◆ KIFG radio station</li> </ul>		Have and circulate promotional materials by the end of 2006; increased local sales
<b>D4b. Propose façade guidelines and design standards for new construction and renovations</b>	2007	<ul style="list-style-type: none"> <li>◆ Retail and Commercial Alliance (RCA)</li> <li>◆ City of Iowa Falls</li> </ul>	◆ Downtowners Association		Standards proposed by 2007
<b>D4c. Create and enhance downtown events to draw people to the downtown area</b>	2008	◆ Downtowners Association	◆ Chamber / Main Street		Monthly events scheduled on community calendar; evaluation of events' success
<b>D4d. Complete a new downtown streetscape</b>	2009	◆ City of Iowa Falls	◆ RCA Streetscape Committee		New streetscape in Iowa Falls finished
<b>D4e. Provide low interest loans to downtown building owners for the purpose of creating an upper-story residential district</b>	2009	<ul style="list-style-type: none"> <li>◆ City of Iowa Falls</li> <li>◆ IFADC - Housing Committee</li> </ul>	None at this time		Low interest loans available