

WOODBURY COUNTY BOARD OF SUPERVISORS AGENDA ITEM(S) REQ

#106

Date: 3/17/16

Weekly Agenda Date: 3/22/16

DEPARTMENT HEAD / CITIZEN: David Gleiser – Director of Rural Economic Development

SUBJECT: Update on Rural Woodbury County Development Committee and Rural Economic Development Needs Assessment Survey

ACTION REQUIRED:

Approve Ordinance

Approve Resolution

Approve Motion

Give Direction

Other: Informational

Attachments

WORDING FOR AGENDA ITEM: Update on Rural Woodbury County Development Committee & Rural Economic Development Needs Assessment Survey

EXECUTIVE SUMMARY: The Rural Woodbury County Development Committee (RWDC) met on 3/4/16 to review the results of the Rural Economic Development Needs Assessment Survey (see attached minutes and survey report). Based upon the discussions at this meeting, 3 predominant questions for the Board of Supervisors (BOS) emerged:

- 1.) Since the BOS approved \$110,000 for comprehensive planning services for the 11 rural cities without comp. plans, will the BOS consider a like-amount for the 3 cities not included in that project for similar long-range planning projects?
- 2.) Can the Rural Economic Development (RED) dept. continue to cover the legal expense (\$500) for forming rural Community Development Corporations from the department's budget line item for legal/professional services?
- 3.) Will the BOS consider a 50/50 match (LOST funds) to pay for the SIMPCO dues for rural cities?
(Dues for all rural cities = \$14,585 ÷ 2 = \$7,292.50)

BACKGROUND: The BOS formed the RWDC in 2015 to help formulate recommendations for potential uses of Local Option Sales Tax (LOST) funds to help address the economic development needs of rural Woodbury County. The committee is comprised of 2 BOS, 2 rural Mayors, 2 representatives of the rural media, 2 representatives of the Taxpayers Research Council, and the RED Director.

FINANCIAL IMPACT: \$0

RECOMMENDATION: To acknowledge the receipt of this informational update.

ACTION REQUIRED: None

Rural Woodbury County Development Committee Meeting

Location: Woodbury County Courthouse, 8th Floor

Time: Friday, 3/4/16, 12-2 PM

Members Present: Taylor Goodvin (TRC), Jeremy Taylor and Mark Monson (Woodbury County Board of Supervisors), Wayne Dominowski (Sergeant Bluff Advocate), Jim Fisher (Mayor of Merville), Jon Winkel (Mayor of Sergeant Bluff), Kent Baker (The Record), David Gleiser (Economic Development Department).

Lunch was served and the following agenda was taken up.

AGENDA

- Approval of 11/3/15 Minutes
- Approval of 11/16/15 Minutes
- After Action Review of 11/16/15 Meeting
- Review and Discussion of Rural Economic Development Needs Assessment Survey Results
- Update on Comprehensive Planning Services Project
- Next Steps
- New Business
- Adjourn

Motion and second with approval of minutes 11/3 (Carried 8-0)

Motion and second with approval of minutes 11/16 (Carried 8-0)

After Action Review of 11/16/15 Meeting

The group discussed “sustains” and things to keep doing well when folks were brought together to discuss issues concerning the use of Local Option Sales Tax from the meeting out in Anthon.

1. Well-represented rural communities with great turn out
2. Information was disseminated well in advance
3. Helped to have Lindsey Buchheit describe the benefits of a CDC
4. Created a very good open dialogue and discussion

Status of Committee Progression

Wayne Dominowski (Sergeant Bluff Advocate) asked if we are on track to progress and what the overall intent of the committee was. David Gleiser answered that we have surveys from every community with varying degrees of detail and response level. David went on to state that Part II of this process after the Part I of soliciting great information and community input from the surveys and rural meeting is to look at specific proposals and programs that fit the identified needs.

Long-Term Plans

David discussed the idea of SIMPCO and / or local planning agencies that can ultimately lay the groundwork through open conversations and communications involving communities. Toward that end, he shared that the Board of Supervisors approved funding in the amount of \$110,000. It is the intention of the Board to provide comprehensive plans to those who do not have them, and a resolution from each city is needed to proceed.

Wayne Dominowski asked what the end goal was in such planning and David answered that it is helpful in leveraging a community vision, discussing land use / zoning ordinances, how a community desires to develop and grow, and craft a solid roadmap given current conditions. It is also the prerequisite for nearly every grant and program funding, which could include a program utilizing Local Option Sales Tax that the Board of Supervisors ultimately looks to enact.

Prerequisite for Program Funding and Communities Already Having Paid-for Plans

David shared that there is potential for contracting with SIMPCO for grants, and that they have experience with the USDA for grant dollars. Such plans can help with the Iowa Revolving Loan Fund, USDA grants, Community Attraction Tourism Grants and Vision Iowa, etc.

Kent Baker (The Record) asked how many currently have plans, and David responded with Merville, Salix, and Sergeant Bluff. There was discussion by Jim Fisher (Mayor of Merville) and Jon Winkel (Mayor of Sergeant Bluff) regarding those communities who were proactive and have already taken the initiative to get plans: would there be funding available to them or would they not have an opportunity for the approximate \$10,000 per community because they paid on their own?

Jim Fisher shared about doing a viability of main street study and Salix may be able to use a certain amount toward a study of water/sewer infrastructure.

Jon Winkel discussed that Sergeant Bluff's housing and transportation could be really fleshed out as a prerequisite identified need so that certain state/federal grants could be applied for. This would dovetail nicely with their progressive planning, e.g. 250-400 people every six months at their community conference as they pursue an aggressive tax decrease in order to help grow as well. Jon Winkel described this as "OPM," or other people's money so that the investment of \$10,000 could ultimately leverage what they have their eye on with the housing study: a potential \$800-900,000 in grants.

Supervisor Jeremy Taylor shared that while this isn't meant to be simply a direct allocation of dollars *carte blanche*, the supervisors could possibly look at utilizing such money as long as it was within the scope of planning, e.g. an infrastructure plan or project or housing plan.

C. Community Development Corporations

Supervisor Mark Monson said that it is important not just to have a long-term plan but ultimately to "light a fire under a group" by having a CDC so that plans are not just done and die.

Jeremy Taylor shared that the county contributing to the formation of CDCs is a real potential for program funding as the average cost is \$500 for startup.

Jon Winkel shared that their CDC started with \$100,000 the first year and has now close to \$400,000 and would not have the \$12.5 million skilled care facility. "It wouldn't have happened without the CDC." He shared how city staff does not have the leverage, manpower, and expertise of CDCs.

David Gleiser shared that he used \$500 to help various communities and that Oto, Cushing, Merville, Sergeant Bluff, and Correctionville has one. Pierson is looking to reactive theirs.

Jeremy Taylor questioned how many people know about the potential and that after our last meeting, it would be perhaps best to codify this and make it part of the renewed program in addition to program dollars. Jon Winkel shared how much interest there was after our RWCDC meeting on 11/16.

David Gleiser shared that utilizing technical assistance, mentorship, webinars, and Lindsey Buchheit or others' services could be integral.

D. Grant-Writing Services

David Gleiser mentioned that grant-writing services are offered at a discount rate and the total membership dues for the whole county: \$10-12,000. This is often a way of leveraging discounted grant-writing services. It is often \$2500 for grant writing services for non-members but \$1500 for members.

Jeremy Taylor offered that perhaps the Board could contribute to 50% of both dues and 50% to grant-writing services; in this way, the money has an exponential effect.

Jim Fisher mentioned that Merville had not had a great experience with SIMPCO in examining the cost-benefit of being involved.

Jon Winkel mentioned that we need to re-educate people on all the positive changes that are currently happening at SIMPCO that may be different from the past. Jon Winkel also mentioned that there are some communities so small that they are far from "being able to have skin in the game." He stated that this was a great use of TIF dollars from future CF revenue to be able to leverage money coming from other sources, e.g. state/federal dollars coupled with local investment.

E. Taxpayer Concerns

Taylor Goodvin (TRC) mentioned that there was worry on seeing funding—whether from L.O.S.T. funds or from TIF—as an in-perpetuity funding for "all these projects," some of which may be more justifiable than others.

Jeremy Taylor mentioned that we need to bifurcate this discussion on local option sales tax from TIF revenue so as to not blend two programs. The local option sales tax funds run between \$400-500,000 and it will be important for David to get from Budget Analyst Dennis Butler the total amount of funds that can be used after we have utilized the monies to reduce the tax burden. (This was mentioned in the 2050 Vision as a difficult impediment for economic development that Woodbury County had some of the highest tax rates in a 100-mile radius). In response to the TRC question, it would be a limited, responsible use of tax funds to ultimately leverage other dollars. Also, keeping the initial focus on this limited amount could couch realistic expectations. Taking incremental steps is best (long-term plans, CDC Development, Grant-Writing help, etc.)

David Gleiser asked about codifying relationships with rural communities through a 28E agreement.

F. Rural Surveys

The committee discussed at length shared themes and the results of the survey. David Gleiser pulled some narratives concerning general themes that he was seeing. He came up with 10 possibilities for program funding, 3 of which fortuitously the committee had already been discussing that day (long-term planning, CDC development, grant-writing services).

Please see the attached surveys.

Adjourned

(All mistakes in the minutes are the ownership of Supervisor Taylor).

-2016-

Rural Woodbury County

**Economic Development
Needs Assessment Survey**

This document provides the results of an economic development needs assessment survey conducted for communities in rural Woodbury County. 14 incorporated cities (Anthon, Bronson, Correctionville, Cushing, Danbury, Hornick, Lawton, Merville, Oto, Pierson, Salix, Sergeant Bluff, Sloan, and Smithland) were asked to distribute copies of the needs assessment survey to key-stakeholders within their respective cities, which would include city council members, city staff, business owners, community groups, and residents to gather community-specific input on the survey. Cities were encouraged to discuss the results collected in a public meeting format and compile them in to 1 master copy as their City's official copy, which was then to be submitted to the Woodbury County Rural Economic Development Department for individual and county-wide analysis. All 14 communities responded. The results were tabulated and finalized on March, 2016.

The survey was developed by the Rural Woodbury County Development Committee in an attempt to assess what the economic development needs are for individual rural cities in Woodbury County, as well as all rural cities county-wide. The results will be used to help guide future programmatic and policy discussions for potential uses of Local Option Sales Tax funds.

The methodology for this economic development needs assessment survey incorporated a traditional Strengths Weaknesses Opportunities and Threats (SWOT) Analysis, with open-ended and multiple choice questions, Likert Scales, and utilized the Key Informant Approach. The Key Informant Approach identifies community leaders and decision makers who are knowledgeable about the community and can accurately identify priority needs and concerns. Key informants complete a questionnaire or are interviewed to obtain their impressions of community needs. The information is then analyzed and reported to the community. It should be noted that while the surveys received were meant to be the official copy for the cities responding, the results may not be completely representative of the entire community.

Accurately assessing the situation in a community is extremely important when making decisions allocating public or private resources. Needs assessments can demonstrate and document a known community need and has the added benefit of involving the public in problem solving and goal setting. In an attempt to engage the public in a transparent, collaborative, and meaningful manner, the Woodbury County Board of Supervisors, the Woodbury County Rural Economic Development Department, and the Rural Woodbury County Development Committee have sought the input of rural city officials, rural business leaders, rural community leaders, and rural residents throughout the entire process.

On behalf of all the parties mentioned above, thanks are given to those that have taken the time to participate in this important endeavor.

1. What are your city's positive strengths/key assets?

Communities generally characterized their strengths as being related to the small-town quality of life that they offer (i.e. friendly, supportive residents, little to no crime, good schools, and affordable costs of living). Some communities identify their location as a strength (those located on major roads and those with close proximity to Sioux City). Communities generally characterize their public facilities and amenities (i.e. community centers, EMS/fire stations, city/county/state parks, golf courses, schools, post offices, libraries, churches, etc.) as key-assets. Additional key-assets were identified as being service-oriented businesses (i.e. gas stations, restaurants, medical providers, professional services, etc.). Some communities with active housing developments and updated infrastructure (i.e. water towers, sewage systems, and road improvements) characterize these projects as positive strengths and key-assets.

Anthon	We have friendly people that work together and we have a safe and clean community. Community center, shelter house, Fireside, medical services (doctor office, chiropractor, pharmacy), low taxes, affordable housing, nice public amenities (parks, library, golf course, little courthouse, proximity to Sioux City, and fire rescue services.
Bronson	Proximity to Sioux City. Friendly community; supportive of its neighbors. Good school system with new elementary building. New water tower, fire and ambulance service. Council and mayor are on the same page about the community. New city hall and community building.
Correctionville	Location on Highway 20. Distance from Sioux City.
Cushing	Good people that work together and support our town functions. Excellent fire department. Functional updated library.
Danbury	Grocery store, Catholic school, 2 banks, elevator, fire department, ambulance, convenience store, bar & grill, great park and ball field.
Hornick	We're a friendly, safe community with small town atmosphere. We offer a low cost of living and close proximity to Sioux City. Key-assets include our park and shelter, library, post office, fire department, legion post, church, bank, and historical buildings (library and depot).
Lawton	Good school system, new buildings. Close proximity to Sioux City and jobs/employment. Huge growth in new housing in the last 8-10 years, mostly owner occupied.
Moville	Bedroom Community to Sioux with as we are within 15 minutes of Sioux City. Many small businesses. One Building houses all students at Woodbury Central. Eye Clinic, Medical Clinic, Grocery Store, and the Meadows Country Club. Strong youth programs for athletics and fine arts. Excellent park system. Small enough to be a town but large enough to provide the necessities. Strong group of volunteers, growing community.
Oto	The City of Oto sits at the foot of the Loess Hills next to the Oak Ridge conservation area. Oto has virtually no crime. We have two Churches, Saint Mary's Catholic and United Church of Christ, and we have several small businesses as well as a newly developed nonprofit Community Development Corporation. Oto has a new water tower with sufficient pressure to supply the city and capacity for growth. We also have an adequate and well operating city sewage system. The Oto Fire Department is equipped with new trucks, SCBA gear, thermal imaging camera etc. Oto's Ambulance Service has a new ambulance rig and facility.
Pierson	Business that we have are solid, Cenex Gas, parks, 2 successful restaurants.
Salix	Quiet community, low crime, close to Sioux City, Port Neal businesses, and recreational facilities. Excellent school district. Neighbors watch out for one another. Good infrastructure (good streets, new water tower and water mains, new lift stations and wells). Responsive volunteer EMS and fire department. 2 new bridges within last 3 years (Port Neal and Salix to be completed in 2016).
Sergeant Bluff	School District is huge draw, small town close to many amenities, growth in residential and commercial, strong community involvement.
Sloan	Close to Sioux City. Available lots to sell. Great school. New library.
Smithland	Small town life, friendly people. People who are willing to help out in time of need. Can be described as caring.

2. What are you city's weaknesses/challenges/problems?

The most predominant weaknesses/challenges/problems for rural communities were identified as: business retention and development; lack of employment opportunities; lack of certain conveniences (i.e. access to groceries/fuel, and places to gather/socialize); infrastructure needs and public maintenance; high utility rates; housing options; nuisance properties; aging and declining population; inadequate city finances; zoning ordinances (or lack of thereof) and inconsistent enforcement; and lack of available land for development projects. Certain communities such as Hornick and Salix reported issues related to storm drainage and flooding as natural weaknesses. Communities near to Sioux City also identify their proximity as a challenge. Some communities reported a lack of civic engagement and public consensus as a problem.

Anthon	Business closures, no grocery store, no morning café service, hard to get business startups, lack of jobs, no natural gas, lack of farmers and people living in rural areas, aging and declining population, no draw for young people, need better technology (internet, cell service), lack of Main Street retail, lack of daycare options, park and ball fields need upgrades, most people work in Sioux City, hard to get people to shop local.
Bronson	Too close to Sioux City - off the main roads. Lack of businesses. Lack of available land for residential housing.
Correctionville	No manufacturing jobs.
Cushing	Lack of businesses and no restaurant. No city-owned properties and short of finances. Nuisance properties and short in housing.
Danbury	Housing development, maintaining the houses that are already here. No daycare. Need better shelter house.
Hornick	Our major weakness relates to the flood plain, which prevents people from buying or selling homes and businesses as the cost of flood insurance is very expensive, as well as the cost to get out of the flood plain. We lack basic conveniences such as having a gas station or grocery store, and we have no place such as a café for people to gather and socialize. We have very few businesses and employment opportunities. Our residents have a lack of interest in city government. Our ball field and streets need maintenance, and we have no land for development.
Lawton	Need more affordable housing for young families. Limited land area for future growth, land locked. Business district lacks available locations for new businesses. Previous store fronts were converted to residential storage as they became vacant through the years and are now not available. Hard to retain businesses.
Moville	Competing with business in Sioux City. Getting owners to sell old empty buildings at reasonable prices and the high cost to renovate those same deteriorating properties. Care for the elderly is subpar. Lack of employment-need jobs. Lack of good & affordable housing. Some of city infrastructure is old and needs reconstruction. Poor perception because of view while traveling by on Highway 20.
Oto	The city has experienced years of apathy and decay. Unsafe structures and health hazards that are not addressed include: collapsing building structures, home infestation, homes without running water and questionable sewage disposal methods, and the city's refusal to address nuisance abatement. Oto has had a lack of zoning, lack of financial visibility, and poor water quality and poor water supply line infrastructure.
Pierson	Infrastructure - No sense of community, common goal, or community involvement. Need a positive reason to live or move here.
Salix	Lack of businesses. High water table and storm water drainage issues. Lack of growth (residential housing). Pollution due to Port Neal plants.
Sergeant Bluff	Expanding infrastructure to meet new growth is challenge, hard to land larger businesses, limited affordable housing and rental units, challenge with electric rates.
Sloan	Actually too close to Sioux City as this prevents new businesses to be established.
Smithland	Lack of business, industry, and affordable rental properties.

3. How should your city's weaknesses/challenges/problems be addressed?

Based upon the responses provided a common theme emerged relating to the need for strategic, long-range planning; prioritizing capital improvements; development of economic development strategies/incentives; adopting and enforcing ordinances; identification of funding sources and technical assistance resources; addressing drainage and flood plain issues; advocating for businesses; promoting cities; and generating consensus with city officials/residents.

Anthon	Need to prioritize issues and address them one at a time. Need to think regionally and understand who and where we are. Need incentives and strategies for businesses. Need a community group or business advocacy group to tackle issues. Need to promote ourselves better, and need to engage the community to develop long range plans and instill a strong sense of community pride.
Bronson	Provide more incentives for some basic businesses such as general store, restaurant for employment opportunities. Need more people involved with community. Promote Bronson Days again. More pancake feeds. Need help with grants.
Correctionville	Find a manufacturing business to locate in town.
Cushing	Need a business, the first being a restaurant and will probably need a grant to get that. Enforce the ordinances and cleanup of all the properties within our community.
Danbury	Speak to council, enforce ordinances.
Hornick	Work to get eligible areas out of the flood plain. Secure funding for street improvements. Identify resources and develop incentives for retail businesses (gas station, grocery store, café), and attract people interested in starting these businesses.
Lawton	Annexation of additional land for new housing developments and commercial and recreational uses. Review options for developing space for business locations.
Moville	Try to give incentives for small businesses so everyone does not have to do their business in Sioux City. Would make it more convenient for elderly community. Approaching owners to cleanup and repair properties. Keep Post Office and Flag Pole. There are several buildings on Main St. that might be able to renovate but because they have not had improvements for years. They will be very costly to renovate.
Oto	Long term financial planning and budgeting for city infrastructure and development. Carefully and diplomatically approach residents with nuisance abatement violations. Adopt standardized ordinances into the city bylaws. Enter into a 28E agreement for a certified inspector. Seek grants such as the CDBG block grants for infrastructure. Financially supplement economic development. Offer to purchase abandon properties so that the city can utilize the property or sell it to future developers.
Pierson	Town meeting to consider the ideas and help of citizens. Repair the relationship between city council and residents. Create a positive environment for business and housing.
Salix	Woodbury County financial assistance will help to grow our area. A new drainage outlet would help to remove excess storm water from streets. Light industrial development along I-29 would help to increase population and add more growth.
Sergeant Bluff	Better comprehensive capital improvement planning, tap into regional resources (County Econ Dev, TSI, Chamber, etc.), progressive zoning to help attract developers, operate more efficiently.
Sloan	Unsure
Smithland	Target businesses that thrive in a small town setting and would be willing to locate in Smithland. Recruit local workforce.

Please rate your city's feelings on the following:

4. General feelings about growth and change.

Overall, the majority of communities reported having positive feelings about growth and change in general. Cushing reported mixed feelings (Very Positive, Somewhat Positive, and Somewhat Negative). While this indicates a lack of consensus, one can conclude that there are more positive feelings than negative feelings about growth and change in general. Pierson reported mixed feelings (Very Positive and Neutral). While this indicates a lack of consensus, one can conclude that there are more positive feelings than negative feelings about growth and change in general

	Very Positive	Somewhat Positive	Neutral	Somewhat Negative	Very Negative
Anthon		X			
Bronson		X			
Correctionville	X				
Cushing	X	X		X	
Danbury		X			
Hornick		X			
Lawton		X			
Moville	X				
Oto	X				
Pierson	X		X		
Salix	X				
Sergeant Bluff	X				
Sloan			X		
Smithland	X				
	8	6	2	1	0

Please rate your city's feelings on the following:

5. Residential growth (e.g. more housing built, more population.)

Overall, the majority of communities reported having positive feelings about residential growth. Cushing reported mixed feelings (Very Positive, Somewhat Positive, Somewhat Negative, and Very Negative). This indicates a lack of consensus and provides no ability to draw any conclusions about feelings towards residential growth. Pierson reported mixed feelings (Very Positive and Somewhat Negative). While this indicates a lack of consensus, one can conclude that feelings are more positive than negative for residential growth.

	Very Positive	Somewhat Positive	Neutral	Somewhat Negative	Very Negative
Anthon		X			
Bronson	X				
Correctionville	X				
Cushing	X	X		X	X
Danbury		X			
Hornick		X			
Lawton	X				
Moville	X				
Oto	X				
Pierson	X			X	
Salix	X				
Sergeant Bluff	X				
Sloan		X			
Smithland	X				
	10	5	0	2	1

Please rate your city's feelings on the following:

6. Commercial growth (e.g. more land zoned commercial, more commercial businesses, etc.)

Overall, the majority of communities reported having positive feelings about commercial growth. Cushing reported mixed feelings (Very Positive, Somewhat Positive, and Very Negative). While this indicates a lack of consensus, one can conclude that feelings may be more positive than negative for commercial growth. Pierson reported mixed feelings (Very Positive and Very Negative). This indicates a lack of consensus and provides no ability to draw any conclusions about feelings towards commercial growth.

	Very Positive	Somewhat Positive	Neutral	Somewhat Negative	Very Negative
Anthon		X			
Bronson		X			
Correctionville	X				
Cushing	X	X			X
Danbury			X		
Hornick		X			
Lawton		X			
Moville	X				
Oto	X				
Pierson	X				X
Salix	X				
Sergeant Bluff	X				
Sloan		X			
Smithland	X				
	8	6	1	0	2

Please rate your city's feelings on the following:

7. Industrial growth (e.g. more land zoned industrial, more industrial businesses, etc.)

Overall, the majority of communities reported having positive feelings about industrial growth. Four communities, (Bronson, Hornick, Lawton, and Salix) reported having neutral feelings about industrial growth. Anthon and Danbury both reported having somewhat negative feelings about industrial growth. Cushing reported mixed feelings (Very Positive, Somewhat Positive, Somewhat Negative, and Very Negative). This indicates a lack of consensus and provides no ability to draw any conclusions about feelings towards industrial growth. Pierson reported mixed feelings (Very Positive and Very Negative). This indicates a lack of consensus and provides no ability to draw any conclusions about feelings towards industrial growth.

	Very Positive	Somewhat Positive	Neutral	Somewhat Negative	Very Negative
Anthon				X	
Bronson			X		
Correctionville	X				
Cushing	X	X		X	X
Danbury				X	
Hornick	X		X		
Lawton			X		
Moville	X				
Oto	X				
Pierson	X				X
Salix			X		
Sergeant Bluff	X				
Sloan		X			
Smithland		X			
	7	3	4	3	2

8. What would you like to preserve in your city?

Communities overwhelmingly reported wanting to preserve the feel of their small towns (i.e. rural values, friendliness of residents, safety of community, good schools, good place to raise a family, etc.). There is a strong desire to preserve their public amenities (i.e. community centers, city halls, parks, EMS/fire stations, post offices, churches, schools, etc.). There is also an overwhelmingly strong desire to preserve/revitalize their Main Streets, along with the older/historic buildings/architecture and businesses that occupy them. Many communities also reported the visual appearance/beautification of their entrance roads, parks, and business/residential areas as being important to the preservation of their cities.

Anthon	Want to preserve our small town feel and friendly rural values. Want to preserve the old architecture in town (Kenny Bennel's Service Station, parks and churches), possibly create a museum.
Bronson	Remain a friendly community welcoming strangers, supporting each other, great place to raise a family. Preserve our park. Preserve the hometown feeling and the feel of a rural community. Our church.
Correctionville	Preserve existing buildings if possible.
Cushing	Small town atmosphere, library, bank, post office, city hall, fire department, and historical Highway 20. Retain present businesses.
Danbury	The small town feel. Make use of the old public school in form of a business that would employ people.
Hornick	We want to preserve our small town qualities, our quaint main street and the businesses that occupy it, as well as our post office and historic buildings in town.
Lawton	People like small community feel, knowing your neighbors, perceived safety of small town versus city.
Moville	This could be the general feel of a rural community or more specific such as buildings and architecture on Main Street.
Oto	Historic buildings that are currently privately owned, (School Building, K.P. Hall and the bank which is now the bar.) Oto has tried to keep a feeling of "All Are Welcome Here".
Pierson	Keep the business and residential areas looking good. Our parks, downtown feels dead (moving city hall helped), preserve Main Street.
Salix	We would like to preserve the small town atmosphere.
Sergeant Bluff	Positive community involvement, schools thriving and growing, small businesses successful and expanding, First Street corridor appearance upgrades.
Sloan	Preserve this friendliness where almost everyone knows everyone and if someone needs help, everyone wants to help.
Smithland	Main Street would be a positive for the city if preserved. It would be great to see the original Frontage Road as it once was, which would create the ambiance of small town life.

9. What would you like to change in your city?

Nearly all communities reported wanting more development (business and housing) to occur in hopes of attracting new families to town and providing more employment opportunities. Increasing community engagement was another predominant theme which correlates to the desires of infrastructure improvements, improving recreational amenities and community-specific events, and enhancing the visual appearance of the communities. Hornick noted specific changes relating to FEMA's flood plain map revisions, and more than one community used the word "thrive" as a descriptor to convey their community's aspirations for substantive change.

Anthon	We want more business development and increase residential growth, while keeping our town clean and make it more attractive. Need more job opportunities and youth activities. Need to increase community engagement and involvement, and rebuild ourselves. We want to thrive.
Bronson	More residential development and have more businesses open up.
Correctionville	Look of downtown (Driftwood Street).
Cushing	Old buildings and houses be torn down to improve our town's appearance. The addition of new housing and hopefully some job opportunities.
Danbury	More growth for housing. Barking dogs.
Hornick	We want eligible areas to be removed from FEMA's flood plain, improve our streets, and lower taxes. We also want to see developments occur that would improve our community facilities and the activities held within them, as well as spur housing and attract more families and people to town.
Lawton	Provide more recreational facilities, walking trails, larger park space with enclosed shelter for family and individual use.
Moville	Reconstruction /repaving Frontage Road; Pave Humboldt Ave from Highway 20-Highway 140. Improvements to sidewalk system. Improve storm sewer system on Main St.
Oto	To see the city become more proactive then reactive. Planning and budgeting for infrastructure before it becomes a problem.
Pierson	Safer path to post office and bank. Need more businesses.
Salix	Beautify the entrances to our city to make it appealing for people to visit. More family growth to increase our school's enrollment. More businesses to attract interstate traffic through town. We would like to see some light industrial development along I-29.
Sergeant Bluff	Better hotel/motel, few attitudes of negativity for growth by some, change the bedroom community connotation, more economic development.
Sloan	Possibly encourage more volunteerism. Hard to get volunteers as everyone is busy.
Smithland	See more businesses, independent shops on Main Street, home-owned bank, photography shop, hair salon, boutique all could thrive if promoted. Also affordable rental property and industrial businesses.

10. What kinds of assets are missing now that you would like to have in your city? Provide up to 10, and list in order of preference.

Most of the assets listed were tangible (types of businesses and services not being currently provided, and areas for such developments to occur). Other tangible assets included public facilities and infrastructure projects (sidewalks, streets, water/sewer, recreational amenities, community centers, etc.). Intangible assets that were commonly identified relate to community involvement and civic engagement. All assets listed could be defined as essential components for sustaining a reasonable quality of life.

	Anthon	Bronson	C-Ville	Cushing	Danbury	Hornick	Lawton	Moville	Oto	Pierson	Salix	Sgt. Bluff	Sloan	Smithland
1	Grocery Store	New Residential Subdivision Development	Industrial Park	Restaurant	Daycare Center	C-Store	Community Center	Assisted Living for Elderly	Water Treatment Facility	Library – Community Center	C-Store	New Interchange South	Grocery Store	Repair Current Sewer Issues
2	Daycare	General Store	Apartment Buildings	C-Store	Restaurants	Affordable Housing	New Fire Station	Retirement Home	Public Parks & Recreation Area	Medical Care	Gas Station	Fun Place for Kids, Private Activity Center	Vet Clinic	Find a New Home for Well
3	Hardware Store	Restaurant/Bar	More Population	Any Manufacturing	Employment Opportunities	Street Improvements	Larger Park and Enclosed Shelter	Industry on South Side of 20	Sidewalks	Grocery Store	More Restaurants	Major Restaurant(s)		Eventually New Water/Sewer System
4	Park Updates	Improvement of Streets & Alleys	Truck Stop	Park Equipment		Places to Gather	More Professional Services: Satellite Medical Clinic, Dental Office, Chiropractors, Vision Care	Restaurants or Retail	Gas Station	Walking Trails	Light Industrial Development	Golf Course		Rental Property
5	Youth Activities	Continue to Improve Park	Hotel			Walking Trails	Walking Trail	Football - Track Complex	Employment	Gas Station		City Cemetery		Expand Town Hall and Fire Station
6	Recreation	Camping Sites				Increase Community Involvement	Restaurant, Bar, or Deli	More Parking for School		Electrician		Better Hotel/Motels		New Ambulance
7	Technology (Cell and Internet Service)	Golf Course				Annual Community Event	More Retail	Recreation Building		Plumber		Water Park - Large		Recreational Center
8	Housing	Day Care Center					Elderly Congregate Meal Site	Renovation of Main Street Businesses		Carpenter - Contractor		Tourist Attraction		Swimming Pool
9		Library					Beauty Shop	Sidewalk Improvements				Senior Related Opportunities (55+)		
10								Entertainment for 12-15 Year Olds				Pedestrian Overpass from Schools to Rec. Complex		

11. What do you see as the roadblocks or obstacles that prevent these assets from being in your city?

Funding was identified as the main roadblock. Other predominately identified obstacles were: the lack of available land; low/declining and aging populations; the lack of developers/investors; the lack of consensus and support; not having a plan; and not having incentives for businesses. Also mentioned, but less predominately, were: the lack of human resources; location/proximity to Sioux City; dilapidated buildings; marketing; FEMA's flood plain; politics; and a lack of support from the county.

Anthon	Funding, no incentives for businesses, declining and aging population, our location.
Bronson	Funding, developer, lack of land and a good plan.
Correctionville	Marketing.
Cushing	Finances - we don't have the needed funds. Small population. Land for expansion, businesses or otherwise.
Danbury	Not enough people to support new business. Not enough jobs to attract new people to town.
Hornick	Our biggest roadblocks are being in the FEMA flood plain, our low population, our lack of funding and investors for development opportunities, and having no convenience store or reason to visit town.
Lawton	Limited or no space for these items and the fact that city is land locked. Definitely need attractive spaces for businesses to locate here.
Moville	Besides money, need more land for expansion; competing with businesses in Sioux City because we are so close. Lack of investors and not enough local support.
Oto	Dilapidated properties are the biggest deterrent. We also lack a common vision, and have a lack of human resources.
Pierson	Money, public attitude. Need a vision and an encouraging voice.
Salix	Lack of support from county to develop our area.
Sergeant Bluff	Money, Developers/Entrepreneurs, Land, politics, full community buy in, focused community identity.
Sloan	City does not have the property available to build a grocery store. Our Veterinarian moved, don't know if we will get another one.
Smithland	Lack of funds available to the city in which to purchase needed properties and zone commercial or industrial.

12. Are there types of businesses that you would prefer not being in your city?

7 communities reported not wanting adult entertainment businesses, while 7 communities gave no mention to not wanting them. Heavy industry, such as packing plants, animal confinements, chemical plants, rendering plants, and those that produce heavy emissions, loud noises, or other pollutants are not desired, as are those that are visually unappealing and not environmentally friendly. 4 communities responded either unsure, no, or not really, and 1 community indicated no desire for numerous bars or biker clubs.

Anthon	Gentleman's Club and those that are not environmentally friendly (produce loud noises, smells, water quality).
Bronson	Heavy industry.
Correctionville	Rendering plants.
Cushing	Not really as we would welcome most anything.
Danbury	Packing Plant. Gentlemen's Club.
Hornick	Strip clubs or non-family oriented businesses.
Lawton	Unsure.
Moville	Meat packing plant. Adult entertainment.
Oto	Anything visually unappealing.
Pierson	No.
Salix	Adult entertainment and adult stores, animal confinements, chemical plants. Light industrial only, not heavy industrial or anything that would add more pollutants to air or water.
Sergeant Bluff	Heavy industrial - smoke stacks - pollutants; packing plant, adult oriented, hog confinement, heavy emissions.
Sloan	Unsure.
Smithland	Numerous bars, biker clubs, or strip clubs.

13. What makes your city a good place to do business?

Most communities believe they have friendly, honest, supportive and loyal residents, which attributes to their small town atmosphere and makes their cities desirable places to do business. Also relating to human capital, another commonly held belief is that communities have cooperative and supportive city councils and city staff, and their residents are qualified for employment. Some cities mentioned having inexpensive property and utility rates, as well as tax incentives. Communities with connectivity to major transportation roads within the county such as Highways 20, 31, and 141; the Movable Blacktop; and farm-to-market roads identified their location as being a positive contributing factor for business to occur. Furthermore, some communities cite having more hospitable and customer friendly businesses that offer reasonable prices for essential conveniences.

Anthon	Small town with friendly, honest and loyal residents. Supportive council and city staff. Inexpensive property and utilities, safe environment, good roads.
Bronson	Proximity to Sioux City. We would be a supportive and cooperative city with a cooperative city council. Low crime area. Qualified residents for employment.
Correctionville	Two major highways (20 and 31).
Cushing	Low tax base. Friendly people who volunteer and support businesses that are run properly.
Danbury	Long-time business ownership. The main street. Reasonable prices.
Hornick	We have friendly, loyal residents, and our distance from larger cities and being located on Highway 141, and our main street connects to the Movable blacktop makes our city a good place to do business.
Lawton	Customer loyalty, people want to do business locally if possible and do business with people they know and trust.
Moville	Better personal service and conveniences; close to Sioux City, Highway 20. Small town atmosphere. Friendly community. Moville offers many conveniences that people need daily Local support in general and support by the city.
Oto	Our hospitality and small town feel.
Pierson	Friendly.
Salix	Our community is filled with citizens that believe in helping each other. We support our local businesses, churches and school.
Sergeant Bluff	People with resources to purchase, growing residential population, tax abatement incentives, active Community Development Corporation, safe place to raise a family.
Sloan	Unsure.
Smithland	We have farm to market roads as well as Highway 141, both go through the town. Could be good for those on vacation at our local county parks.

14. What makes your city a difficult place to do business? How can the City and County Help?

The most frequently cited reasons making rural cities a difficult place to do business were: low populations (7), lack of land and buildings for development (5), location/proximity to Sioux City (5), lack of existing businesses/services (4), competition (3), incentives (3), and marketing (3). The threat of flooding and higher property taxes were each cited once.

Anthon	Our lack of population, slow internet and poor cell service make it hard. Our distance from Sioux City, and the fact that we can't compete with big businesses, and we're hard to find also make it hard. The city and county could help with developing business incentives and a business advocacy group.
Bronson	Proximity to Sioux City for retail. No available buildings or land to develop. Lack of population.
Correctionville	Having a smaller population. City and county could help with marketing.
Cushing	No infrastructure, land, or buildings available. We need grants and low-interest loans.
Danbury	Keeping residents to shop local. Not a lot of options.
Hornick	Our city is difficult place to do business is because of the constant threat of flooding, our proximity to Sioux City, having a low population and average income of residents, and our high property taxes.
Lawton	Low population, lack of variety of services and goods available.
Moville	Not enough available buildings to rent or buy. Grants, loans, some incentives for a business that wants to relocate to Moville. Give tax breaks to entice business to open in Moville.
Oto	There is a lack of business with in the city. The Oto CDC and the City are willing to help facilitate economic growth. If the county has any guidance Oto CDC can help to convey this in the community.
Pierson	Not sure, perhaps our location. However, people drive from all over to eat chicken here.
Salix	Because the city has no gas station or convenience store/restaurants that can be seen or advertised along the interstate, there really is no reason for interstate traffic to stop, thus impacting other possible businesses.
Sergeant Bluff	Competition as Sioux City has many opportunities only 3 miles away, lack of land available, general decrease in loyalty (everywhere).
Sloan	Unsure.
Smithland	Lack of city owned property for resale. City has no funds to advertise or help those interested in starting a business.

15. What kind of programs could help business?

The most frequently referenced programs that could help business were: access to capital/loans (10), tax incentives (5), grants (5), marketing assistance (4), community development corporations (3), and technical assistance/guidance (2).

Anthon	Tax incentives (abatements, rebates), community marketing plan, access to capital for startups and loan assistance.
Bronson	Marketing, some type of leadership or consulting person to guide and advise.
Correctionville	Low-interest loans.
Cushing	Low-interest loans and grants/financing. Old 20 CDC is trying to help us out. Advertising.
Danbury	New business incentives or financial help for business.
Hornick	City/County grants or low-interest loan programs could help business.
Lawton	Unsure.
Moville	Grants and low interest loans.
Oto	Grants and low interest loans. Access to a business developer to help facilitate a new small business owner. Subsidies through the city or community development corporation.
Pierson	Grants and low-interest loans.
Salix	Tax abatement is a program we utilize today to help promote growth. We could see where the city would benefit from implementing a CDC in the future, however, not enough businesses to make it feasible at this time.
Sergeant Bluff	Tax incentives for new businesses and expansions, micro-loans, "free" advertisement from the City.
Sloan	Unsure.
Smithland	The county could provide low-interest loans which could be forgivable in 5 or 10 years. Financial incentives similar to CF Industries only on a smaller scale.

16. What kind of group or organization could residents and businesses collaborate on to advance their needs and interests?

Community Development Corporations (CDCs) were the most predominately mentioned group. Currently, the cities of Correctionville (CEDCORP), Cushing (Old 20 CDC), Merville (MCDAI), Oto (OCDL), and Sergeant Bluff (SBCDC) have existing and active CDCs. The City of Pierson mentioned reactivating its CDC (PCDC). The City of Merville is the only rural city with its own chamber of commerce. In addition to having an active CDC, Sergeant Bluff has a Community Action Team, and they reference an area chamber of commerce or business club in the future. City Councils and the County were also mentioned, as were existing local community betterment organizations. The City of Salix mentioned utilizing their Planning and Zoning Committee and the University of Iowa Department of Urban and Regional Planning students to help formulate solutions. Also mentioned once was: Siouxland Interstate Metropolitan Planning Council (SIMPCO), Woodbury County Community Action Agency (WCCAA), and Missouri River Historical Development (MRHD).

Anthon	Local economic development or business advocacy group. Should consider collaborating with existing community organizations and hold a local organizational meeting.
Bronson	More help from the county. Community development group of some kind.
Correctionville	Correctionville Economic Development Corporation (CEDCORP).
Cushing	Old 20 CDC is helping to improve the town. More direction from the county.
Danbury	Group for city betterment.
Hornick	Unsure.
Lawton	Unsure.
Merville	MCDAI and Chamber are in place but need to collaborate for growth with school and city.
Oto	Oto Community Development Corporation.
Pierson	Reactivate Pierson Community Development Corporation.
Salix	CDC in the future once more businesses are here. Utilize our Planning and Zoning Committee to recommend some solutions based on our analysis from the University of Iowa students.
Sergeant Bluff	Current - City Council, Community Development Corporation, Community Action Team; Future - Area Chamber or Business Club.
Sloan	Unsure.
Smithland	Economic Development, Center of Siouxland, SIMPCO, WCCAA, MRHD.

17. List all reasons and events that attract people to your city.

Nearly all cities listed local community-specific events as attractions to their respective communities. Another predominately mentioned attraction for these cities were school district-specific events. Local amenities (professional service businesses, bars/restaurants, cooperatives, medical services, municipal golf courses and parks, churches, post offices, etc.) were also frequently mentioned. County Parks or other public preservation areas were listed by communities near these areas as places offering many outdoor recreation opportunities. All of the events and attractions provided by respondents could be classified as being essential to their respective community identities and major factors for their rural quality of life.

Anthon	Kids Days, Citywide Rummage, Fireside, School/Youth Activities, Church Events, Golf Course, Post Office, Bank, Fundraisers for Local Groups, Little Courthouse, Medical Service Providers.
Bronson	4th of July celebration, good school system, friendly community, school fundraising, park access and recreational facilities.
Correctionville	Nice school, swimming pool, new grocery store, Dollar General, Doctor, Dentist, golf course, walking trail, Little Sioux Park, disc golf, tennis, basketball, hardware, lumber, beauty salons, 4th of July Celebration, Tractor Pull.
Cushing	Old Fashioned Wednesday Night. Ben's 5K Run/Walk. Kids Day in the Park. Fireman's Fundraisers and Special Events. Church and Library functions.
Danbury	Corn Days, Fire Department Benefits, Santa Days, Easter Egg Hunt.
Hornick	Legion suppers and lunches, fire department pancake feed, Santa Day, Memorial Day Celebration, church events, and our town lunch attracts people to our city.
Lawton	Family group has sponsored events such as Easter Egg Hunt, circus, Summer Fest, Santa House, etc. Lawton all-town rummage sales in June.
Moville	Clean safe small town atmosphere, medical clinic, golf course, small strong school, community center, beautiful parks, low city property taxes. Woodbury County Fair, Moville Days. Little League tournaments. Halloween Events. Breakfast with Santa. Woodbury Central School.
Oto	Churches, Oto Days – Fall Festival, Department Fundraisers, Ambulance Fundraisers, Dances, Local small town bar.
Pierson	Grain elevator, auto/tractor repair, Culligan dealer, monument dealer, bar/restaurant, school, church, golf course, ball games, family reunions.
Salix	Our 150th celebration is approaching in 2019. Annual Easter Egg Hunt, Trunk or Treat, Annual Fireman's Auxiliary Craft Fair in December. We are discussing more community activities.
Sergeant Bluff	School District, Quality of Life amenities like trail and rec complex, Lower taxes than some area communities, growth of the community, Pioneer Valley Days celebration, Winter Festival celebration, good neighborhoods to raise kids, pro-business council.
Sloan	School events.
Smithland	Small town living, county parks, camping, fishing, public hunting.

18. How well does your city promote itself and the reasons and events that attract people? Could this be improved? If so, how?

Overall, communities reported not promoting their cities very well and some reported not promoting at all. They all desire to improve and many mention the need to develop marketing plans, and would embrace assistance with doing so. Funding such efforts is the predominant barrier for these cities. Local community-specific events are predominately marketed via city newsletters, flyers, mailings, newspaper ads, and word of mouth. Some communities report these efforts work relatively well. Most cities have an online presence via websites or social media, with Facebook being the most frequently utilized form of online promotion. The City of Menville was the only city to report having active advertising efforts to promote its new housing development, The Ridge, with WiaTel sponsoring those advertisements. Better roadway signage was also suggested as a way to improve directing and welcoming people to town.

Anthon	Could be improved by having better signage to direct and welcome people to town. More community advertising.
Bronson	Not very well. Fireworks display attracts people from all over. We could use a marketing program. We do have a webpage.
Correctionville	Not very well. Could be improved with marketing plan assistance.
Cushing	Advertising. We have an Old 20 CDC website. Our events are well attended.
Danbury	Poorly promoted, needs improvement. Need more people for Corn Days ideas.
Hornick	The city does not promote itself very well, but local events are promoted relatively well. We need an annual event to draw people to town.
Lawton	Not well enough. Most promotions come through groups sponsoring and organizing events. Newspaper ads and articles, city newsletter, flyers, etc.
Menville	Strong reliable website filled with information on what Menville provides. The Ridge Housing and WIATEL have been running advertisements to promote development in Menville.
Oto	Facebook and other social media are used. Newspaper ads are used. City road sign is used. Postcard mailers are sent to Oto and surrounding communities.
Pierson	Needs improving. Maybe more input on the city Facebook page. Seek encouraging input from other sources.
Salix	We really don't promote ourselves yet and realize this is an opportunity area for us. We would like to develop a committee to help bring in fresh ideas and new events.
Sergeant Bluff	No direct advertisement is used to promote - most is word of mouth locally. We have no fine-tuned process to advertise and communicate our community other than website, Facebook, Sergeant Bluff Advocate. Marketing campaign may help but always run up against funding.
Sloan	We don't promote enough.
Smithland	We do not promote ourselves by any means other than word of mouth. No funds to do otherwise. The county promotes our recreational areas.

19. What are your city's biggest opportunities?

The common theme for communities located along Hwy. 20 were related to the increased traffic projections and people flowing through their communities from the completion of 4-laning the highway. Many cities identify increased opportunities for residential growth as people look to leave Sioux City and pursue the quality of life that rural communities offer. Some cities identified opportunities for commercial, light manufacturing/industrial developments as they have available land for sale. Merville and Sergeant Bluff list specific areas for commercial and industrial growth, and report having land available for those developments to occur. Some cities identified public projects (facilities or infrastructure) as opportunities for their respective communities.

Anthon	Great opportunities exist with our seasonal outdoor activities (Little Sioux River, nearby county parks), and we have available commercial and residential lots for sale.
Bronson	Growth because of the quality of life we have in Bronson.
Correctionville	Increased traffic from Highway 20.
Cushing	Proximity to new Highway 20. Active churches. Great town people that work together.
Danbury	Safe living. School.
Hornick	With the expansion and growth of Sioux City we have the opportunity to gain people that are looking to get out of the city. We also have low-cost building lots and available lots on Main Street.
Lawton	Unsure.
Merville	The completion of Highway 20. Make Frontage Road attractive for business growth and residential growth. Promote business or industrial growth on South side of 20.
Oto	Our biggest opportunities are growth and small business startups.
Pierson	Right now, moving the library. It could be made into a great resource in many ways for the city's residents.
Salix	Storm water drainage project is one of our biggest opportunities. Available land for light industrial and residential located along I-29 and Salix. Supplying Brown's Lake with water and sewer and annexation.
Sergeant Bluff	Growth in residential, light manufacturing, and commercial development through recent 510 acre annexation. Attract supporting businesses for CF Industries and other recent business expansions. Beautify the community and develop a strategic image and identity. Expand on the quality of life improvements.
Sloan	Lots for sell.
Smithland	Room to develop.

20. What are the biggest threats to your city?

The most frequently reported threats to rural cities are: low, declining, aging populations (5), lack of businesses/land for development (4), closures (4), deterioration of buildings, homes, infrastructure (3), lack of vision/consensus, negative attitudes (3), flooding (2), rising taxes/utility rates (2), development pressure (2). Competition, drainage issues, mosquitoes, and government regulations were each cited once.

Anthon	Aging and declining population, and declining farming families. Most people work out of town so it's hard to get them to shop locally.
Bronson	Lack of growth and businesses. Having the post office close down.
Correctionville	Flooding.
Cushing	Decreasing population and deterioration of housing. Very limited businesses district. Majority of population is senior citizens. Empty houses.
Danbury	Low jobs and housing. No daycare.
Hornick	The biggest threats to our city are flooding, deteriorating roads and aging infrastructure, aging population, increased property taxes, unrealistic government regulations, mosquitoes, and the drainage district and County Engineer not fixing the bad patch of the dike on the Northwest part of town.
Lawton	People resisting change.
Moville	Aging community, we need to keep families moving to Moville to keep school enrollment strong. Main Street buildings deteriorating. Businesses moving off Main Street.
Oto	Our biggest threats are a lack of vision and lack of collaboration.
Pierson	Apathy, negative attitude/loss of population and business.
Salix	Larger cities encroaching on Salix's development opportunities.
Sergeant Bluff	Rising utility rates and lack of developable land.
Sloan	CF workers.
Smithland	Losing our only store/gas station. Life without it could be totally changed if we did not have it.

21. From the choices below, identify the top three needs of your city and describe each one.

Infrastructure Improvements (Roads/Water/Sewer)	8	Long-Term Planning	3
Incentives/Strategies for Business Retention, Relocation, Startup, Expansion	7	New Development (Commercial/Industrial)	3
Clerical/Administrative/Grant-Writing/Technical Assistance	5	Nuisance Abatement/Enforcement	3
Housing (Rehabilitation/New Construction)	5	Access to Capital for Businesses	2
Downtown/Main Street Revitalization	4	New Jobs/Employment Opportunities	1
		Other	1

	1.	2.	3.
Anthon	Downtown Main Street Revitalization – Much of our Main Street has become metal buildings and the old buildings are expensive to renovate.	Housing (Rehabilitation/New Construction) – Our local housing market is not strong as it relates to new construction and we have a high number of rental properties.	Incentives/Strategies for Business Retention, Relocation, Startup, Expansion – We offer a 5 year tax abatement but would like to see it become more utilized.
Bronson	Housing (Rehabilitation/New Construction) – The city needs to expand to accommodate new housing.	Long-Term Planning – We currently have not done any.	Infrastructure Improvements (Roads/Water/Sewer) – Continue facility upgrades. Need grant writing assistance.
Correctionville	New Development (Commercial/Industrial)	Housing (Rehabilitation/New Construction)	Clerical/Administrative/Grant Writing/Technical Assistance – Need grant writing assistance.
Cushing	Incentives/Strategies for Businesses Retention, Relocation, Startup, Expansion	Nuisance Abatement/Enforcement and Infrastructure Improvements (Roads/Water/Sewer)	Access to Capital for Businesses
Danbury	Housing (Rehabilitation/New Construction) – Rehab some houses in town, promote new building of home on lots that are empty.	Incentives/Strategies for Business Retention, Relocation, Startup, Expansion – Keep grocery store and other businesses alive.	Other – Daycare, there is 1 in-home provider but she will only be doing it for a couple of more years.
Hornick	Infrastructure Improvements (Roads/Water/Sewer)	Clerical/Administrative/Grant Writing/Technical Assistance	Incentives/Strategies for Business Retention, Relocation, Startup, Expansion
Lawton	Long-Term Planning – For orderly expansion and growth, need to update the comprehensive plan that was written in the 1970's.	Downtown/Main Street Revitalization – To create an attractive and inviting space, and to retain existing businesses and to draw people to downtown.	New Jobs/Employment Opportunities
Moville	Downtown/Main Street Revitalization – Help get rid of bad property owners and clean up old buildings on Main Street	New Development (Commercial/Industrial) – If you help us clean up downtown and get these buildings into the right hands, these the new businesses will grow out of the investment.	Infrastructure Improvements (Roads/Water/Sewer) – Help us get Frontage Road Reconstructed to allow for improved access and may even allow for future commercial development along frontage road.
Oto	Clerical/Administrative/Grant Writing/Technical Assistance – City financial visibility is unclear. No visibility no control. All administrative positions were replaced at once so there is a lot of uncertainty in decision making. Access to a grant writer would be nice.	Nuisance Abatement/Enforcement – Half the town looks like Mayberry the other half looks like a third world country.	Infrastructure Improvements (Roads/Water/Sewer) – Financial Visibility would help planning and budgeting. The Mayor and City Council cannot tell you how much Road tax money we have, how much local option tax money we have or any restriction on how this money is to be used. Most of our sidewalks are gone. Our roads are too narrow, have drainage issues and are poorly lit.
Pierson	Housing (Rehabilitation/New Construction)	Incentives/Strategies for Business Retention, Relocation, Startup, Expansion	Infrastructure Improvements (Roads/Water/Sewer)
Salix	Infrastructure Improvements (Road/Water/Sewer) – Water and sewer to area located across I-29 and Brown's Lake area.	New Jobs/Employment Opportunities – Spur light industrial growth which in turn spurs residential growth.	New Development (Commercial/Industrial) – Light industrial growth means more jobs, which means more families (increase school enrollment).
Sergeant Bluff	Downtown/Main Street Revitalization – Not in terms of improving businesses alone but also to construct trails and decorative features along First Street to dress up the corridor and give an identity to our main through street.	Clerical/Administrative/Grant Writing/Technical Assistance – We have a large capital improvement plan we are set to finalize in March - access to grants will be key to completing some of our projects. We know the opportunities are out there but we need to identify and apply for those.	Access to Capital for Businesses and Incentives/Strategies for Business Retention, Relocation, Startup, Expansion – Both are key to our community by putting together a plan to handle each and a way to market that plan and put together a pamphlet of materials describing the ways we support existing and attract new businesses.
Sloan	Incentives/Strategies for Business Retention, Relocation, Startup, Expansion – We just lost our barber and Veterinarian. As of right now, no one is being replaced in these two businesses.	Infrastructure Improvements (Roads/Water/Sewer) – We have a new sewer facility but the lines (infrastructure) needs improvement.	
Smithland	Long-Term Planning	Nuisance Abatement	Clerical/Administrative/Grant Writing/Technical Assistance

22. What would you like the Woodbury County Board of Supervisors to know?

Communities reported the following: feeling neglected/forgotten about; being appreciative of the new interest displayed by the current Board of Supervisors via the joint City/County town hall meetings; listing of community-specific positives/struggles/goals/requests; that rural communities are vital/important to the County; how they want to grow/thrive; that Sioux City and Sergeant Bluff receive all of the attention/resources from the County; and how much rural communities need assistance.

Anthon	Don't forget about Anthon and other rural communities. Sioux City gets all of the attention and assistance. We don't want to just survive, we want to thrive and be important to the well-being of the county.
Bronson	We appreciate the Board of Supervisors reaching out to us to determine what our needs are. Any technical assistance and guidance would be appreciated.
Correctionville	It is important for rural Woodbury County to grow just as it is for Sioux City.
Cushing	Cushing is a small, slowly dying community. Presently inhabited by terrific citizens that willingly work together for improvements.
Danbury	We are a great community. Need county's help to promote and grow. Help the rural towns, not just Sioux City and Sergeant Bluff.
Hornick	Rural towns are important to the county and are often neglected. Supervisors should visit them at least 2-3 times per year to understand what our needs and assets are and provide the same level of financial assistance that Sioux City receives so infrastructure can be updated and resolve our issues related to flooding. The ditch on the Northwest part of Hornick needs to be fixed.
Lawton	No.
Moville	The need for small business with the completion of Highway 20. Frontage Road reconstruction would be a huge improvement. Humboldt Avenue paving from Highway 20 to 140. We have room for development from 4 Way Stop going North along 140.
Oto	We appreciate the increase in interest of the local communities. Some of Oto's community problems stem from lack of policy or policy enforcement. A number of residents have chosen to live without running water and questionable sewage causing concern for health and humanitarian issues. Oto allows this to go on. We bring up some of these issues because we wish the board could be more intrusive when it comes to the affairs and accountability of the City of Oto when problems get this severe. Recently, a number of dilapidated houses and trailers houses have been purchased and demolished. These places were unsafe and infested with mice, rats and snakes.
Pierson	That Pierson is in Woodbury County.
Salix	As a small community, Salix has improved our infrastructure with new wells, lift station, new water tower and a new bridge coming in 2016. We realize that Salix is a prime development opportunity community and we need Woodbury County to recognize this and help us succeed.
Sergeant Bluff	Their support for our community is outstanding. The Dogwood Trail support and cooperation on a TIF agreement are great benefit. Cooperation over multiple departments (secondary roads, Law Enforcement, Finance/Assessor, Rural Economic Development) is growing and at an unprecedented level. We encourage your efforts to help and support rural communities in their own unique ways.
Sloan	Unsure.
Smithland	How much small towns struggle to stay alive.

23. Do you have any additional questions or comments about Economic Development that you'd like to share?

Communities provided the following comments: appreciation for the Rural Economic Development (RED) Department; appreciation of attention to rural cities; wanting to work with RED to develop community-specific economic development strategies; the need/benefit for comprehensive planning; the need for community support; the commonalities and differences of issues and needs between rural cities; to not forget about them; and if change doesn't happen there won't be much of a future for these towns.

Anthony	Things have gotten to a good start with the Rural Economic Development department in the last 2 years, but things could improve. Allow the Rural Economic Development department to promote and market us and develop specific strategies for us. We'd like to see an equitable and fair redistribution of the TIF revenue from CF Industries and the county Local Option Sales Tax for all rural communities.
Bronson	We need to develop a comprehensive plan.
Correctionville	The rural communities would all greatly benefit from a comprehensive plan.
Cushing	Any and all help would be appreciated, especially for property purchases. Thank you, David Gleiser.
Danbury	Thank you for finally thinking of our small town communities. If there isn't change there won't be much of a future, eventually dying out.
Hornick	No.
Lawton	Would like to develop a good working relationship with Economic Development and implement ideas and suggestions geared to a smaller city. Our needs are very different from a larger community.
Moville	Don't forget about Rural Woodbury County.
Oto	All communities have their own adversities. Some are common and some are unique. Business are not starting rurally because of culturally young people are being told it is a bad idea. With the technology available today it has never been easier to start a business.
Pierson	Without community support there will be none.
Salix	The feedback provided in this survey is from the Mayor/Council, City Clerks, and also feedback from the University of Iowa students who conducted a survey at a town hall on November 5th, 2015. We would also like to let the Woodbury County Supervisors know how much we appreciate David Gleiser for his help in setting up with the University of Iowa students for assistance with our comp plan.
Sergeant Bluff	No.
Sloan	No.
Smithland	No.