

## NEWSLETTER

### UPCOMING DATES

**Steering Committee:**

Review Draft Goals & Policies

November 30, 2011, 5:30 - 8:00 p.m.

**Plan & Zoning Commission  
& City Council Joint Meeting:**

Review Draft Goals & Policies

December 1, 2011

### CONTACT INFO

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### STEERING COMMITTEE

Stephen Troskey - City Planner

Michelle Spohnheimer - Housing Director

Randy Wetmore - City Administrator

Bob Wenner - Council

Patrick Stansberry - Council

Jon Boston - Plan & Zoning Commission

Leon Lamer - Plan & Zoning Commission

Tina Shapley - MCBD

Kevin Posekany - MCSD

Tom Deimerly - MEDIC

Aaron Buzbee - 13th St.

Heidi Pierson - METF

Terry Gray - Park & Rec

Lynn Couch - Public Works

Carol Hibbs - YMCA

Mary Wertzberger - PHC

Kim Schryver - Live Well

## GETTING STARTED

The City of Marshalltown is embarking on a process to update the Comprehensive Plan. A Comprehensive Plan is a long-range vision, guide and design for the community's future. Updating the Comprehensive Plan is an important step in determining how the City desires to guide land use, plan for necessary redevelopment, and maintain strong housing and economic base. In addition, this plan will update supporting system plans including transportation, infrastructure, parks/trails and public facilities. The Comprehensive plan will be conducted over five phases: (1) Initiation and Analysis (2) Visioning and Goals/Policy Setting (3) Alternatives (4) Draft Plan Preparation (5) Final Plan Preparation and Council review and approval.

An integral part of the Comprehensive Plan process is developing background information to understand where the City is today in terms of demographics, development and issue identification. To fully understand Marshalltown we also need to reach out to residents and business owners to recognize what they care about and what their vision is for Marshalltown. This process was conducted over public meetings held during October 4th-6th and are summarized below.

### MARSHALLTOWN COMPREHENSIVE PLAN STEERING COMMITTEE HOLDS KICK-OFF MEETING

On October 4th the Comprehensive Plan Steering Committee held it first meeting. The committee heard a brief presentation from Stantec, the City's consultants, on the background report and what they can expect during the process to update the Comprehensive Plan.

The Comprehensive Plan Steering Committee has a broad representation from: City Council; Plan & Zoning Commission; Marshalltown Central Business District; Marshalltown Community School District; MEDIC – Marshalltown Economic Development Impact Committee; METF – Martha Ellen Tye Foundations; Pioneering Healthier Communities; Live Well; YMCA



# 2011 COMPREHENSIVE PLAN UPDATE

## SWOT Analysis 10-4-11

### SWOT ANALYSIS

At the kick-off meeting, the Comprehensive Plan Steering Committee participated in a SWOT Analysis. The Steering Committee discussed what they believe Marshalltown's Strengths, Weaknesses, Opportunities and Threats (SWOT) are. Once all the lists were prepared, participants voted with dots identifying their highest priority in each category. Following are the results of the Steering Committee SWOT Analysis and voting results.

A similar exercise was conducted (results below) at a Community Wide vision forum (October 5th), Chamber of Commerce meeting and visits to three High School government classes at Marshalltown High School (Oct. 6th).

### MARSHALLTOWN STEERING COMMITTEE SWOT 10-4-11

#### STRENGTHS:

- Collaborative community – government/non-profit/business (10)
- Local investment by industries (10)
- Size/commute/central location in Iowa (9)
- Strong manufacturing/agricultural industries – longevity (8)
- 13th Street and Downtown – historic (like Georgetown) (8)
- Bike trail (8)
- Sports/health/recreation assets (3)
- Highly active volunteer network (2)
- Martha Ellen Tye Foundation (2)
- Business-friendly transportation system – multi-modal (2)
- Arts & cultural offering (1)
- Excellent health care (1)
- Small business/entrepreneurs (1)
- Quality of water (1)
- Fresh air and open spaces (1)
- Veterans Home (1)
- All basic needs in town (1)
- Community pride
- Welcoming immigrant populations
- Strong middle class economy
- Excellent variety of restaurants
- Safe community
- Courthouse



- Bilingual program at Woodbury
- JBS largest employer
- Diversity is an opportunity for creativity

#### WEAKNESSES:

- Negative public press (14)
- Not as clean as it could be – property maintenance challenges (8)
- People who work here but don't live here (8)
- Past poor zoning decisions – i.e., setbacks, density, sidewalks, etc. (7)
- Poverty (6)
- Lack of activities for young professionals (6)
- Commercial taxes too high (3)
- Increasing complexity of educating students (3)
- The Tallcorn Towers (3)
- Internal image issue (2)



## 2011 COMPREHENSIVE PLAN UPDATE

### SWOT Analysis 10-4-11

Missing young age groups (hourglass) (2)  
Lack of use of public transportation (2)  
Shrinking philanthropic base (1)  
Slow acceptance of diversity  
Public schools – not good reputation (1)  
Language barriers – both ways (1)  
Perception there is nothing to do in town (1)  
Lack of informed community on community events  
Open enrollment out of district (1)  
Lack of informed community on community events  
Lack of retail options  
Lack of volunteers for elected positions  
Lack of value and appreciation for education  
(by some)  
Condition of streets  
Slow acceptance of diversity  
Increasing public health concerns  
Limited tax base  
Lack of high tech/high paying jobs  
Complacent – don't take care of things  
when needed  
Size – not rural, not urban  
Slow growth – younger population leaving

### OPPORTUNITIES

Marshalltown can distinguish itself – health, like  
blue zone; collaborate on education concerns (9)  
13th Street – revitalize, new business (8)  
Need market rate housing downtown (8)  
Tallcorn Tower (8)  
Expand offerings to keep 20-40-year-olds to stay,  
i.e., entertainment, schools (7)  
Blue Zone (6)  
Growing business climate (5)  
Recycling programs (5)  
More diverse retail – clothing, bookstore, etc. (3)  
Untapped citizen talent and expertise (3)  
Image campaign (2)



Local food system  
Entrepreneurial opportunities with diversity (2)  
Linn Creek Riverwalk (2)  
Growing business involvement in schools (1)  
Enhance multimodal transportation (1)  
Improving connections between amenities  
and people & people to people  
Preserve entry level housing

### THREATS

Major manufacturer leaves (15)  
State & federal mandates cause funding  
problems (9)  
Economy in general (9)  
Pull of Des Moines and Ankeny (6)  
Out-of-town property owners (4)  
Negative external perception of city (4)  
Continued brain drain (3)  
Labor costs causing job loss (3)  
Bad report on education system (3)  
Open enrollment – out of community (3)  
Inadequate communication between  
diverse groups (3)  
Lack of appointed leadership (2)  
Immigration gridlock (2)  
Big box vs. local retail (1)  
Undocumented can't get jobs –  
leads to crime  
Racism  
"Acts of God", i.e., storms  
Burglaries  
Public health issues



## 2011 COMPREHENSIVE PLAN UPDATE

# SWOT Analysis 10-5-11

### MARSHALLTOWN COMMUNITY MEETING SWOT 10-5-11

#### STRENGTHS

- Location and highway system (12)
- Volunteers (7)
- Community collaboration (4)
- Diverse economic base (3)
- Pure water (2)
- Quality public facilities (2)
- Good work force (1)
- Good early childhood programs (1)
- Good school and college buildings (1)
- School system (0)
- Still small city feel, larger city benefits (0)
- Good recreation – YMCA, bike path (0)
- Strong downtown involvement (extends, influences 13th Street too) (0)

#### WEAKNESSES

- Looking to government regulation to solve individual problems (9)
- Cost and burden of regulations (4)
- Failure to maintain infrastructure, streets, etc. (4)
- Backing house image (4)
- High utility cost, garbage hauling cost (2)
- Number of students shipped to other school systems (2)
- High property taxes (2)
- Low achieving school system classification (2)
- Apathy – running for School Board, City Council (1)
- High gas prices (1)
- Dependent on grants (1)
- Improve communication with Veterans Home, Coliseum (1)



- Perception – city not clean (1)
- Beat ourselves up on negative image, rumors (1)
- Excess noise – race track and railroad tracks (1)
- Perceived ethnic conflicts (0)
- Empty buses (0)
- Lack of outreach by law enforcement staff (0)
- Free and reduced lunch – amount of (0)
- Outward communication (0)
- Growing unskilled work force (0)
- Overlook new small business opportunities (0)
- Appearance of City gateways (0)

#### OPPORTUNITIES

- Cancel all central planning, return to citizen individual, “liberty enclave” (7)
- City council members communication with citizens – expand on neighborhood association (6)
- Potential growth of retail (5)
- Young population, older population work well together (3)
- Promote better use of coliseum (3)
- Development of Linn Creek and beyond – Fisher Community Center (2)
- Strong arts/theater community (2)



## 2011 COMPREHENSIVE PLAN UPDATE

### SWOT Analysis 10-5 & 10-6-11

Close City government, close down buildings, sell city assets (1)

Enforce nuisance violations (1)

Change lifestyle affected by economy – more retail and money (get back to progress, pride and purpose (1)

Blue zone project (1)

Connect bike path from Riverside park to Veterans' home (0)

#### THREATS

Increased Federal and State mandates – affect City government and citizens (7)

Additional central planning and regulation (5)

Ethnic conflicts (5)

Dependence on Federal and State grants (5)

Drugs and gangs – if worse (4)

Eroding reputation of City (3)

Generational threat - fewer young people involved (2)

Sustainability if it pushes people into limited “molds” (1)

Largest employers are absentee owners (1)

Not moving forward – focus on how it “used to be” vs future involvement (0)

Erosion of school system due to decline in rankings (0)

Economic decline due to departure of major employer (0)

Loss of standard of living with many different ethnic groups (0)



#### MARSHALLTOWN COMMUNITY MEETING SWOT 10-6-11

#### STRENGTHS

Business leaders care (10)

Geographic location (7)

Medical and health care facility (5)

Volunteer base (5)

Water supply (3)

Diversity (2)

Diverse business community (2)

Downtown (1)

Collaboration (1)

Support of bond issues (0)

Job growth (0)

Transportation (0)

Right sized community (0)

Weather (at times) (0)

Support transportation improvement (0)

#### WEAKNESSES

Reality and perceptions of school district (10)

Attitude – community (9)

Appearance (7)

Retail offerings (7)

Road conditions (2)

Government regulation – local (1)

Size (0)



## 2011 COMPREHENSIVE PLAN UPDATE

### SWOT Analysis 10-6-11

Recreation (lack of) (0)  
Dilapidated buildings (0)  
Attitude towards diversity (0)  
Weeds on medians (0)  
Smell – occasionally (0)  
Lack of entertainment (0)  
Geographic location (0)

#### **OPPORTUNITIES**

Resident retention (9)  
Beautification (6)  
Downtown development (5)  
Roundabouts and traffic flow (4)  
Tallcorn towers (4)  
Improve variety of jobs (2)  
Roundhouse (2)  
Creative use of Mall (2)  
Entertainment (1)  
4 lane highway (1)  
Community college (0)  
Community coordination, collaboration  
and communication (0)  
Imagine 2011 (0)  
Local food system (0)  
Arts and cultural events (0)  
Tap diverse population for jobs (0)  
Partner with other communities (0)  
Business opportunities for next generation (0)  
Gross cultural opportunities (0)  
Iowa Avenue development (0)  
13th Street development (0)  
Healthy initiatives (0)

#### **THREATS**

Major employer leaves (11)  
Lowering standards / expectations (7)  
Health care reform (4)  
Unskilled, uneducated, work force (4)  
White flight (3)  
Surrounding larger communities (2)  
Crime (2)  
Increased business regulation (1)  
Loss of young professionals (1)  
Language barrier (1)  
Unknown economy (0)  
Immigration reform (0)  
Bank loans to businesses (0)  
Competitive wages (0)  
Under utilized community facilities (0)  
Taxes (0)  
Drugs (0)



# 2011 COMPREHENSIVE PLAN UPDATE

## Government Class Results



### GOVERNMENT CLASS 3RD SECTION

#### STRENGTHS

- YMCA (13)
- MCC (12)
- Good water (11)
- Mexican stores (9)
- Bike path (6)
- Youth art/plays (5)
- Smaller business (5)
- Midnight ballroom(s) (4)
- Orpheum (4)
- New library (4)
- Chef King (3)
- Grimms Farm (2)
- Walmart (2)
- Racial diversity (2)
- High School sports (1)
- Aquatic center (1)
- School district (0)
- Tech center (0)
- Highway system (0)



### GOVERNMENT CLASS 4TH SECTION

- Bobcat football (16)
- MCC (16)
- Taylor's Maid Rite (9)
- Bobcat sports (8)
- People (7)
- Taco John's (5)
- Sub city (4)
- Bike trail (4)
- Swift (4)
- Grimms Farm (3)
- Diverse cultures (2)
- Community (2)
- Lennox (2)
- Main Street (2)
- Programs for teens (1)
- Location (0)
- School district (0)
- Volunteer opportunities (0)
- Major employers (0)
- Courthouse (0)
- Work places (0)



### GOVERNMENT CLASS 5TH SECTION

- Woods and forests, wildlife (15)
- Restaurants (15)
- Road system (8)
- Water (7)
- Diversity (4)
- Parks (4)
- JBS (3)
- People (3)
- Fishing (3)
- Corn (3)
- New high school rules (2)
- Culture (2)
- Hunting (2)
- High school (2)
- River (2)
- High school football (0)
- Community traditions (0)
- Road construction (0)
- Independently owned businesses (0)
- Lack of violence (0)
- Weather (0)
- Railroads (0)
- Agricultural development (0)



# 2011 COMPREHENSIVE PLAN UPDATE

## Government Class Results

### GOVERNMENT CLASS 3RD SECTION

### GOVERNMENT CLASS 4TH SECTION

### GOVERNMENT CLASS 5TH SECTION

#### WEAKNESSES

Mall (21)  
 Teen pregnancy rate (19)  
 Nothing to do (19)  
 Crime (10)  
 Drug use and trafficking (7)  
 Stores closing /vacant buildings (6)  
 Walmart- impact on small business (3)  
 Racism (2)  
 Road maintenance (0)

Mall (33)  
 Skate town is gone (24)  
 Businesses leaving – vacancies (13)  
 Not enough fun, things to do (5)  
 Roads (4)  
 Historic homes – unpreserved (2)  
 Drugs (1)  
 Under age alcohol use (1)  
 Law enforcement attitude (1)  
 Some parks – (off summit) (0)  
 Abandoned houses (0)  
 High school can't leave for lunch (0)  
 Schools (0)  
 Trash / littering (0)  
 No AC in school (0)  
 Roundhouse needs fixing (0)  
 Maintenance of parks (0)  
 City wide maintenance – street sweepers (0)  
 Attitudes ("hate the world") (0)  
 Not a lot of jobs to choose from (0)  
 High school bleachers (0)  
 Houses built all the same (0)  
 Graffiti (0)  
 North side of town (0)

Taco bus (18)  
 Mall (13)  
 Racism (10)  
 Parks (7)  
 More places to grow (4)  
 Teen pregnancy (3)  
 Lack of jobs (3)  
 Lack of sit down restaurants (3)  
 School safety (3)  
 Police – profiling (2)  
 School district (2)  
 Boring (2)  
 Lack of snow plowing (2)  
 Lack of law enforcement (2)  
 Rapists (1)  
 Art community – limited (1)  
 Drugs (1)  
 Police – interaction with public (1)  
 Crime (1)  
 Size of community (1)  
 Lack of activities for teens (0)  
 High school food service (0)  
 Graffiti (0)  
 Downtown – vacancies, types of businesses (0)  
 Lack of public events (0)  
 Don't feel safe (0)  
 Fair grounds (0)  
 No good retail (0)  
 Domestic violence (0)  
 High School – facility and education system (0)  
 Feeling of no personal future (0)  
 Gangs (0)  
 Roads (0)





# Government Class Results

## GOVERNMENT CLASS 3RD SECTION

## GOVERNMENT CLASS 4TH SECTION

## GOVERNMENT CLASS 5TH SECTION

### OPPORTUNITIES

Teen and young adult activities (22)  
 Laser tag (12)  
 Family activities i.e. mini – golf (11)  
 Skate town – bring back (10)  
 More local businesses (6)  
 Local grown/healthy food (6)  
 More shops in Mall (5)  
 Strengthen music program (4)  
 Vacant buildings (3)  
 Bigger college (2)  
 School funds (2)  
 Target (1)  
 More at Farmers Market (1)  
 NFL team (1)  
 College football (1)  
 Film a movie here (1)  
 Amusement park (1)  
 Disneyland (0)  
 Ice arena in Mall (0)  
 Bus system (0)  
 More sports (0)  
 Expand aquatic center (0)  
 Roads – wider, better (0)  
 More “sit-down” restaurants (0)  
 Fancy restaurant (0)

Bring back skate town (30)  
 Ice rink (10)  
 Better mall (10)  
 More stores (6)  
 Zoo (5)  
 High school trap shooting (4)  
 Worlds of fun (3)  
 Every weekend events (3)  
 Local university (3)  
 Wetland projects (2)  
 Kendo team (1)  
 Anime store (1)  
 Bigger dog parks (1)  
 Bigger water park (1)  
 More job training programs (1)  
 More local festivals (1)  
 Cheese cake factory (1)  
 Laser tag (1)  
 Better roads (0)  
 Starbucks (0)  
 New skate park (0)  
 Improve athletic facilities (0)  
 Archery team (0)  
 ROTC (0)  
 Better high school – education and facilities (0)  
 Book store (0)  
 Mall security (0)  
 Local pro sports team (0)  
 Lake, beach (0)  
 City huge like big city (0)

More soccer fields (13)  
 Hooters (12)  
 More fun things to do (11)  
 Mall – more stores (9)  
 More job opportunities (9)  
 More restaurants (5)  
 Go-cart track (4)  
 Music hall (4)  
 Improved education (3)  
 More public events (3)  
 National wildlife preservation (2)  
 More trees (1)  
 More stores (1)  
 More people (1)  
 Fazolis (1)  
 School AC (0)  
 Improve police operations (0)  
 More care – less hate (0)



# Government Class Results

## GOVERNMENT CLASS 3RD SECTION

## GOVERNMENT CLASS 4TH SECTION

## GOVERNMENT CLASS 5TH SECTION

### THREATS

Lennox, Swift, Fisher moving away (28)  
 Vandalism (16)  
 Mall closing (15)  
 Immigration bust (7)  
 Not dealing with drug problems (7)  
 Bullying (5)  
 Cutting school music program (3)  
 Gangs (3)  
 School closing (3)  
 Tornado (0)

Businesses closing (24)  
 Crime (12)  
 Number of teen pregnancies (11)  
 Drugs (8)  
 Decrease in business (6)  
 Increase in bars (5)  
 Decrease in diversity of jobs (4)  
 Decrease in population (4)  
 Banks (4)  
 Decrease in interest in bobcat sports (2)  
 Increase in rent for businesses (0)  
 Crime (0)  
 Murder (0)  
 Guns (0)

Terrorism (22)  
 Drugs (12)  
 Over population (11)  
 Crime (8)  
 Weather (5)  
 Domestic abuse (3)  
 Accidents that Center street cause (3)  
 Economy (3)  
 Gangs (2)  
 Unsafe driving / speeding (2)  
 Tornado's (2)  
 Pollution (0)  
 Deportation (0)  
 Floods (0)



For more information and updates, check out the City's website at  
[www.ci.marshalltown.ia.us](http://www.ci.marshalltown.ia.us)