

Vision 35

BUILDING THE
FUTURE OF
CLARINDA,
TODAY

Clarinda 2035:

GROWING



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Vision 35

Mike Anderson	Jennifer McCall
Scott Brown	Amy McQueen
Marcia Cline	Courtney Morrison
Luke Cox	Todd Reed
Heidi Davis	Morgan Sams
Elaine Farwell	Kaylee Smith
Beckie Finch	Kristin Smith
Austin Gutknecht	Betsy Stephens
Mayor Craig Hill	Marcy Taylor
Andrew Hoppmann	Chad Wellhausen
Jake Jobe	Karen Williams
Eddie Lisle	Josh Wyman

Clarinda, Iowa

Clarinda is a multi-generational community with many residents deeply rooted through strong family ties. Residents value the traditional hometown lifestyle and enjoy the community's charm and walkability. Community members actively engage in outdoor activities and support local businesses. Manufacturing, healthcare, and retail sectors offer the most employment opportunities in the community.

Like many small rural communities, Clarinda's population has been on the decline and is growing older. Clarinda has its share of youth going off to college and finding meaningful work elsewhere. Strong family ties and the small-town feel are a draw for these young adults, many of whom would or will return to raise a family, but they seek employment that matches their skillsets and ambitions. They also seek recreational and entertainment options. Abundant natural beauty surrounds Clarinda and the community understands the potential of creating recreational and entertainment assets that build upon these strengths.

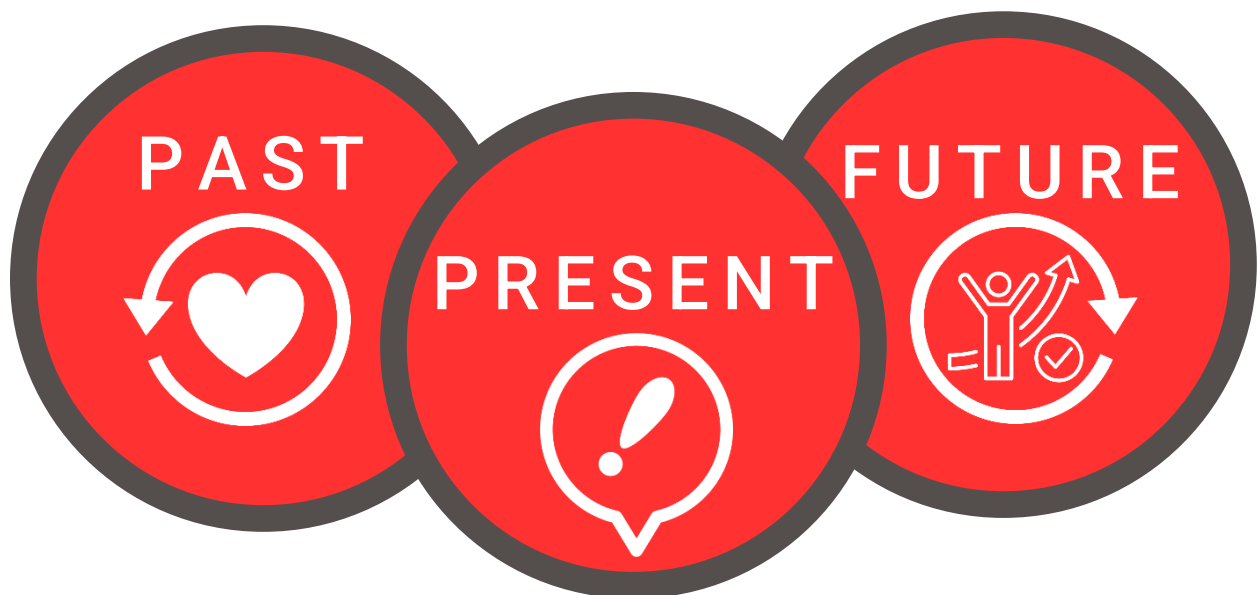
Clarinda has made good strides in housing, but issues still remain in providing decent housing that is affordable for lower-income families, as well as much of Clarinda's workforce. Opportunities exist for solutions to both rental and owned housing, but finding investment dollars and/or contractors is challenging.

Given the current momentum in Clarinda, and the ever-changing and competitive landscape for attracting and retaining people and businesses, multiple partners and leaders in the community see the time as now to develop this **Vision 35** Strategic Plan to address current needs while **building the future of Clarinda, today**.

Vision 35

Vision 35

***Vision: Honoring the Past, Inspiring the Present,
Investing in the Future***



Priorities

Clarinda's priorities can be summed up with three words: **People, Place, and Prosperity.**

People

Attracting and retaining residents and workers is critical to the future Clarinda. People are the lifeblood of the community. They are the community's thinkers, leaders, workers, buyers, students, volunteers, worshipers, and neighbors without which there is no community. Similarly, we celebrate those commuting to Clarinda from throughout the region to work for our employers.



Finally, it is essential that we commit to continually identifying and addressing the needs of individuals at all ages and socio-economic levels. Clarinda will place a priority on several critical areas necessary for a thriving community including housing, education, and child care.

Place

Building a sense of place for residents and visitors supports the development of both people and businesses, and promotes feelings of pride, ownership, and belonging in the community. People and businesses want to be in a community that looks well-loved and cared for. Quality of place assets such as recreation, events, and entertainment support wellness and connectivity in the community. Clarinda will take a proactive approach to investing in utilities and development-related infrastructure to sustain and ensure our existing assets, while also positioning the community for future growth.



Clarinda will place a priority on developing place by focusing on destination events and places, recreational amenities, neighborhood development, community appearance, community engagement, and infrastructure enhancement.

Prosperity

Clarinda will place a priority on building prosperity for Clarinda's current and future residents by supporting job retention and creation, as well as entrepreneurship. Existing students will be surrounded by the opportunities available in Clarinda, and be excited about the real possibilities of creating a future life in their hometown.



Draft Goals & Strategies

People

Housing for All

Goal A:

By 2035, Clarinda’s housing stock is meeting the community’s rental and owner-occupied housing needs and ensuring that housing is available for residents at all price points.

Objectives:	Coordinators:	Doers:
A1. 50 additional new low-income units (Timber Creek) are available for rent	Clarinda Economic Development Corporation (CEDC)	Low Income Housing Taskforce Timber Creek Housing Developers
A2. 50 new multi-family units increase Clarinda’s workforce housing by utilizing MHI building or other appropriate sites	CEDC	Landlords City of Clarinda Developers Banks
A3. 50 single family homes constructed in a new housing sub-division	CEDC City of Clarinda	Developers Banks

Possible Strategies to Accomplish the Objectives

- Invest in utility and road infrastructure in support of housing development near MHI (A2)
- Create competitive incentives to spur infill and multi-family development, e.g. reduced permitting fees, tax rebates (A1, A2)
- Conduct the 2027 Clarinda Housing Study to assess progress and existing gaps – reconvene the housing taskforce (A1, A2, A3)
- Develop a reuse plan for the Clarinda MHI facility that may provide solutions for housing and child care (A1, A2)
- Collect best practices from Iowa communities with similar closed MHI facilities related to reuse and determine if housing is an appropriate use of space in close proximity to the prison (A2)

Note: Endorsement and adoption presentations should be made to CEDC, Low Income Housing Taskforce, City of Clarinda, regional housing developers, Timber Creek, and banks

Educational Investment

Goal B:

By 2035, Clarinda Community School District facilities will be updated to ensure classrooms, learning spaces, programs, and staffing enable high quality and competitive levels of student education and achievement.

Objectives:	Coordinators:	Doers:
B1. The community has successfully passed a bond referendum addressing basic school improvements	Clarinda Community School District (CCSD)	CCSD Bond Committee Vision 35 CCSD Booster Club
B2. The success, programming, and desirability of Clarinda Community School District is promoted throughout the region to increase open enrollment	CCSD	CCSD Bond Committee Vision 35 CCSD Booster Club
B3. Enrollment has increased from 1,200 (2024) to 1,500 (2035)	CCSD	CEDC, Clarinda Chamber of Commerce (CCC)
B4. Teacher turnover has decreased to 5%	CCSD	
B5. Leadership maintains a long-term commitment to aligned growth and development	CCSD	Vision 35
B6. New teachers are proactively integrated into the community to strengthen the overall relationship between the community and CCSD	CCSD & CEDC	Cardinal Fund Committee, PTA
B7. A shared vision of positioning our school for long-term excellence, growth, local engagement, and community support	CCSD & CEDC	Vision 35, CCSD Bond

Possible Strategies to Accomplish the Objectives

- Create a new public relations initiative to change minds, build support for the bond referendum in the rural areas of the district, and promote the overall quality of the district (B1, B2, B3)
- Develop a staff retention program that includes teacher appreciation activities and networking events with other community professionals (B2, B4)
- Strengthen collaboration between area businesses, agriculture, and CCSD staff to create experiential learning opportunities for students and teachers (B1, B2, B3, B4)
- Create a program for high school students to engage with younger students as a “student teacher” (B3)

Note: Endorsement and adoption presentations should be made to CCSD Board, Clarinda Parent Teachers’ Association (PTA), CCSD Bond Committee, Cardinal Fund Committee, Clarinda Chamber of Commerce, and CEDC

Family Care, Wellbeing & Engagement

Goal C:

By 2035, high quality child care and engagement will become a competitive asset in efforts to attract and retain families, workers, and businesses in Clarinda.

Objectives:	Coordinators:	Doers:
C1. After school, summer, and weekend programming for pre-k through middle school have branded Clarinda as a “Kid Friendly” community	Lied Center – City of Clarinda, Lied Library	Grandma’s House Noah’s Ark ISU Extension
C2. Infant child care slots have increased by 25%	Iowa Western CC – Early Childhood Program	Child Care Board of Directors
C3. Toddler care slots have increased by 50	Iowa Western Community College – Early Childhood Program	Child Care Board of Directors
C4. Capacity for school age before and after-school slots have increased by 25	CCSD SW Iowa Families	ISU Extension
C5. Program of teacher incentives to maintain high-quality staff	Clarinda Foundation, Inc.	Grandma’s House Iowa Child Care Resource & Referral
C6. New or expanded space/central facility tied to creating a legacy within the community	Lied Center – City of Clarinda, Lied Library	Grandma’s House Noah’s Ark ISU Extension

Possible Strategies to Accomplish the Objectives

- Create a Kid Friendly task team of partnering organizations to coordinate, fund, and promote elevated programming and asset development to maximize youth wellbeing and family retention/attraction (C1)
- Identify and build/maintain strategic relationships with local, regional, and statewide resource providers to provide access to best practices, programming, and funding strategies, e.g., Iowa Child Care Resource & Referral (C2, C3, C4)
- Conduct every 5-year child care studies to assess progress and quantify projected need by age group (C2, C3, C4)
- Create an entrepreneurial program to train and support new in-home providers (C2, C3)
- Expand an existing center to increase slots by developing a new location(s) (C2, C3, C4)
- Elevate area employers’ engagement in planning, funding, and operating new and ongoing family care and wellbeing initiatives, e.g. develop a child care assistance fund to support employees, commit employee time to community child care efforts, fund facility expansions, regularly convene child care providers and business leaders to foster collaboration and problem solving (C1, C2, C3, C4)
- Develop wage enhancement program (C5)

Note: Endorsement and adoption presentations should be made to Lied Center, City of Clarinda, Clarinda Foundation, Inc., Grandma’s House, Noah’s Ark, Clarinda Public Library, Southwest Iowa Families, ISU Extension, and Iowa Child Care Resource & Referral

Place

Proactive Infrastructure Development

Goal D:

By 2035, Clarinda’s proactive approach to replacing and developing public infrastructure, e.g. water, sewer, streets, broadband, development sites, and parks, has created a reliable and competitive system supporting residential, business, healthcare, education, and recreational needs and demands.

Objectives:	Coordinators:	Doers:
D1. Construct broadband fiber build out throughout Clarinda to provide highspeed broadband services to be completed in 2025	City of Clarinda, CEDC, CCC, Windstream, FMTC, Mediacom	
D2. Develop a plan to replace aging water and sewer lines to avoid ongoing service outages	City of Clarinda	Contracted Construction Companies
D3. Develop 80 acres of shovel ready sites/parks, i.e., sewer, water, fiber, and streets, in support of commercial and/or industrial expansion and attraction	City of Clarinda, CEDC, CCC,	City Engineer
D4. Invest in existing park and recreational assets to position them to be anchors of the “Kid Friendly” rebranding of Clarinda, including but not limited to splashpads, mini-golf, pickleball, and tennis courts	City of Clarinda	CEDC, CCC, Lied Center, CYC

Possible Strategies to Accomplish the Objectives

- Install, promote, maintain, and evaluate impact of Clarinda’s community-wide broadband build out (D1)
- Review City of Clarinda funding policies/strategies including utilization of existing reserves to support proactive infrastructure replacement and expansion (D2, D3)
- Aggressively research and pursue state-wide and national best practices related to strategies and sources for funding infrastructure improvements (D1, D2, D3, D4)
- Secure/annex new land for commercial and industrial development as part of a new Clarinda business park (D3)
- Develop an assessment and investment schedule for maintaining and continually enhancing Clarinda’s publicly owned parks and community spaces (D4)

Note: Endorsement and adoption presentations should be made to Lied Center, City of Clarinda, CCC, CEDC, CYC and broadband providers

Community Attractiveness & Appeal

Goal E:

By 2035, Clarinda’s attention to beautification, public art, visitor wayfinding, and property curb appeal/ standards have made it a recognized gem of SW Iowa.

Objectives:	Coordinators:	Doers:
E1. Annually, add one building mural in Clarinda in collaboration with the Carnegie Library Art Museum	CCC, Carnegie Art Museum	Arts & Cultural Committee
E2. Create a new citywide curbside-recycling pickup program	City of Clarinda	Clarinda Community School District & Chapter of Future Farmers of America
E3. Install a community-wide system of branded street and wayfinding signage to improve visitors’ overall experience navigating in and through Clarinda	CCC, City of Clarinda	City Street Department, Iowa DOT
E4. Enforce City code related to abandoned properties to improve first impressions of Clarinda	City of Clarinda	Banks
E5. Develop a program to encourage and support improving homes and commercial buildings in disrepair to boost community pride and increase the number of functional structures	City of Clarinda	CEDC, Real Estate Professionals
E6. Launch twice annual “Company’s Coming” fix-up/clean-up weeks to improve the overall appearance of Clarinda for residents and visitors	City of Clarinda	Clarinda Leadership Program
E7. Expand beautification efforts for all entry points into Clarinda	CCC-Beautification Committee, CCAM	CCAM, CCC Beautification Committee, City

Possible Strategies to Accomplish the Objectives

- Create a Clarinda image and branding committee to lead efforts to formalize community/organizational branding, logo and color palette development, best practice research of other communities and self-assessments (E1, E2, E3, E4, E5)
- Create a public art & murals committee to oversee the development of a public mural program, site identification, funding, artist commissioning, and long-term maintenance (E1)
- Research Iowa best practices related to structuring and funding citywide garbage and recycling collection (E2)
- Review existing property codes, oversee enforcement, and coordinate recognition of improvements made in support of overall efforts (E2, E4, E5)
- Research best practice examples of community wayfinding enhancements, and inventory points of interest, entry, and needed for information as part of the overall wayfinding system to be developed (E3, E5)
- Create a Clarinda “Company’s Coming-like” team to develop a multi-year planned approach for leading, and sparking local participation in, community wide fix-up and clean-ups and visitor/customer service training (E5)

Note: Endorsement and adoption presentations should be made to City of Clarinda, CCC, Carnegie Art Museum, CCSD & FFA, local banks & real estate professionals, and Clarinda Leadership Program, Trees Forever

Game Changing Recreation & Events

Goal F:

By 2035, the completed Schenck’s Lake Park and the local trails/parks system will be an anchor for regional tourism and a hub of community activity and entertainment in Clarinda.

Objectives:	Coordinators:	Doers:
F1. Redevelopment of, and tourism-related marketing for Schenck’s Lake and Park	Clarinda Parks & Recreation/City of Clarinda	Clarinda Youth Corp., CCC, Page County Conservation-DNR
F2. Bike/walking trails extended and promoted to be year-round assets, including an extension to the Wabash Trace	Community Trail Commission, Clarinda Regional Health Center	Wabash Trace Trail Commission, SWIPCO, Golden Hills Resource Development & Conservation
F3. Development of a free outdoor water feature/splash pad	Clarinda Parks & Recreation/City of Clarinda	Clarinda Foundation, Inc.(funding), Parks & Rec

Possible Strategies to Accomplish the Objectives

- Secure private/local, state, and/or federal funding available for park amenities including campgrounds, amphitheater, splash pad(s), bridge, dog park (F1, F3)
- Dredge Schenck’s lake and install a filtration system to improve and sustain its capacity for fishing, beach going, and non-motorized boating (F1)
- Develop year-round programming and promotion of Clarinda’s outdoor recreation assets, e.g. fishing derbies, concert series, cross-country skiing/snowshoe events, trail policing/safety riders, kayak lessons, etc. (F1, F2)
- Explore, plan, and fund the 10+ mile trail extension to the Wabash Trail system (F2)

Note: Endorsement and adoption presentations should be made to Clarinda Parks & Recreation, City of Clarinda, Community Trail Commission, Clarinda Regional Health Center, Clarinda Youth Corp, CCC, Page County Conservation, Wabash Trace Commission, SWIPCO, Golden Hills Resource Development & Conservation, and Clarinda Foundation, Inc.

Goal G:

By 2035, Clarinda will evolve into an entertainment center for all ages and interests ranging from multi-use facilities, mini-golf, and a movie theater attracting youth and seniors, to taprooms, restaurants, and coffee houses frequented by young professionals, families, and social groups.

Objectives:	Coordinators:	Doers:
G1. Relevant market research to quantify residents' (multiple groups) desire, likely use of, and preferences for entertainment that would likely require private and/or public-private partnerships to build the case for possible investors	CCC, CEDC	CCC, CEDC, private investors, Travel Iowa-IEDA
G2. Development of one new clearly identifiable entertainment asset (i.e., business, public space) for each of the following groups: seniors/retirees, families with young children, young professionals (22-40 years of age), and youth (12-15 years of age)	CCC, CEDC	CCC, CEDC, Clarinda Young Professionals, PTA, CCSD-Student Council, private investors
G3. Small business and organization support related to marketing, operations, financing, succession, and other business topics specifically tailored to assisting Clarinda's restaurants, pubs, and entertainment businesses/organizations	CEDC	SBDC, Advance Iowa, SBA, Iowa Restaurant Association Education Foundation

Possible Strategies to Accomplish the Objectives

- Create a new community-wide entertainment plan for Clarinda to assist prospective investors in understanding the planned direction of the community and demand identified through market research (G1)
- Recruit business owners with successful businesses in other Iowa communities to consider expansion (even popup businesses/events) in Clarinda (G2, G3)
- Incorporate a schedule of Clarinda's entertainment offerings into new communication efforts (G2)
- Promote existing and newly created entertainment offerings to residents, the business community, and visitors, including the cross-promotion of businesses and events, e.g. Mom's Night Out shopping and dining events, pub crawls, leisure sports tournaments, open mic nights etc. (G1, G2, G3)

Note: Endorsement and adoption presentations should be made to CCC, CEDC, Travel Iowa-IEDC, Clarinda Young Professionals, ISBDC, Advance Iowa, SBA, and Iowa Restaurant Association Education Foundation

Goal H:

By 2035, individuals from throughout the region and state will be drawn to Clarinda to experience memory making events and entertainment offerings of a quality often reserved for Omaha and Des Moines.

Objectives:	Coordinators:	Doers:
H1. Clarinda will be recognized as the “Memorable Stop of the Decade” by the Register’s Annual Great Bike Ride Across Iowa (RAGBRAI)	RAGBRAI Committee, CCC, CEDC, Page County Fair Board	RAGBRAI Committee, CCC, CEDC, Page County Fair Board, CCSD, CCF
H2. Develop a Clarinda Arts & Culture Committee	CCC, CEDC, City of Clarinda, Carnegie Art Museum	(Beckie, Elaine)
H3. Clarinda hosts a unique annual multi-day music festival of national performers drawing 5,000 people to SW Iowa	CCC, Clarinda Foundation, Inc., Clarinda Arts & Culture Committee, Clarinda Music Festival Committee	CCC, Clarinda Foundation, Inc., Clarinda Arts & Culture Committee, Clarinda Music Festival Committee
H4. Clarinda’s newly expanded Farmer’s Market regularly draws over 500 out of town visitors per week to its ever-evolving selection of produce, baked goods/food items, pop up businesses/vendors, food trucks, artists, and performers	Clarinda Farmers Market Committee, Clarinda Arts & Culture Committee	Private Vendors, Clarinda Farmers Market Committee

Possible Strategies to Accomplish the Objectives

- The RAGBRAI pre-planning committee secures selection as a community, required funding, and task group volunteers to lead local efforts (H1)
- Identify and recruit individuals to serve on Clarinda’s new Arts & Culture Committee (H2)
- Clarinda’s new Music Festival (arts & culture) Committee researches similar events in Iowa, Nebraska, Missouri, and Kansas to identify gaps, assess demand, and develop collaborative relationship with other host communities prior to moving forward with planning (H1, H3, H4)
- Clarinda’s new Farmer’s Market 2035 Committee researches competing Markets within a 50-mile radius of Clarinda and the best practices of markets in Des Moines, Omaha/Council Bluffs, and Kansas City to determine what is required to aggressively compete for regional and local spending (H2, H4)

Note: Endorsement and adoption presentations should be made to RAGBRAI Committee, CCC, CEDC, City of Clarinda, Carnegie Art Museum, Clarinda Farmers Market Committee, and Clarinda Arts & Culture Committee (newly created), Clarinda Foundation, Clarinda Correctional Facility

Building Sense of Community & Communication Channels

Goal I:

By 2035, friendly, supportive, open, welcoming, and well-connected will define the sense of community that is experienced by everyone in Clarinda, from life-long residents, visitors, and business owners to new residents and those commuting in to work each day.

Objectives:	Coordinators:	Doers:
I1. Expand Clarinda’s capacity for supporting social services, community development, and fundraising through the hiring of two new positions - community development manager and grant writer	City of Clarinda	City of Clarinda
I2. Development of multi-faceted community-wide communications system to share important information, event schedules, volunteer opportunities, dates to keep in mind, and things to celebrate	City of Clarinda-Community Development Mgr.	CCC, CEDC, Vision 35
I3. Creation of a Clarinda Welcome Wagon and Engagement Program to proactively welcome all new residents, workers with area employers, and small business owners, while also assisting with the connecting of individuals to resources and forging long-term engagement with the community	City of Clarinda-Community Development Mgr.	CCC, CEDC, CCSD, Ministerial Leaders, Vision 35
I4. Recruit and train new volunteer leaders to participate in Clarinda’s overall community development, elected positions, and organizational leadership roles	City of Clarinda-Community Development Mgr.	All organizations & employers, Clarinda Leadership Program
I5. Create a frequently utilized transportation system to assist workers, seniors, youth, and those physically challenged in accessing all aspects of the community	City of Clarinda	Clarinda area volunteers, SWIPCO (Transit), CEDC, Clarinda Regional Health
I6. Collaborate with Clarinda organizations and committees to pursue community development related funding opportunities	City of Clarinda-Community Grant Writer	All organizations & employers

Possible Strategies to Accomplish the Objectives

- Launch an annual Clarinda leadership academy to engage adult in serving in volunteer and leadership roles (I2, I3)
- Research surrounding communities that have a successful communication tools and systems, e.g., electronic signage, FB pages, Next Door App (I1)
- Develop a Clarinda publication for hotels and restaurants to promote upcoming events (I1)
- Develop a well-branded and user-friendly website and calendar for multiple uses, i.e. promoting community events, posting ordinances/meeting notices, celebrating signs of progress, and community connectedness (I1)
- Research modern welcome wagons/welcoming programs to emphasize openness, friendliness, opportunities, and community pride. Including but not limited to networking luncheons/receptions, Get to Know Clarinda orientation, assessing points of needed information/how new residents access information (I1)
- Recruit/hire a community focused grant writer (I6)

- Consider creating a supported and branded/named network of neighborhood associations to host social events/block parties, undertake beautification projects, care for neighbors, address issues, and welcome new residents (I2)
- Inventory and promote existing transportation resources, assess gaps and research solutions implemented in other rural communities (I4)

Note: Endorsement and adoption presentations should be made to City of Clarinda & Staff, CCC, CEDC, ministerial leaders, SWIPCO, and Clarinda Regional Health, Ministerial Leaders

Prosperity

Strengthening Our Economic Engine

Goal J:

By 2035, Clarinda will be seen as an attractive and unique hub for successful businesses in SW Iowa.

Objectives:	Coordinators:	Doers:
J1. Increase overall employment in Clarinda by 300 jobs (10%)	CEDC	CEDC, CCC, City of Clarinda
J2. Diversify job opportunities by adding positions/employers requiring four-year and professional degrees	CEDC	CEDC, CCC, City of Clarinda, NW Missouri State, Iowa Western CC
J3. Strengthen technical support for all sizes of business by connecting to available resources to address issues such as profitability, marketing, and business succession	CEDC	CEDC, CCC, City of Clarinda, Clarinda Foundation, Inc.
J4. Celebrate and spark the spirit of entrepreneurship and new business development in Clarinda by opening a business pop-up incubator	CEDC	CEDC, CCC, City of Clarinda, Clarinda Foundation, Inc., entrepreneurs, CCSD
J5. Promote competitive programs and policies to assist growing businesses with gap financing & financial needs	CEDC	CEDC, local banks, SWIPCO

Possible Strategies to Accomplish the Objectives

- Launch a program to support local employers staffing needs through career/job fairs, upskill training for existing workers, school-based training/job shadowing, and talent attraction campaigns (J1, J2)
- Develop a strongly promoted first stop for business related resources and business counseling in collaboration with state-wide partners, e.g. SBDC, ISU CIRAS, Iowa Family Business Center (J3, J4)
- Celebrate the accomplishments and tenacity of Clarinda's current and past business owners to reinforce/create a culture of entrepreneurship (J4)
- Research available financial packages, loan funds, and development policies in communities aggressively supporting business retention and attraction (J5)
- Identify and exhibit at community college, college, and university job fairs to promote available jobs and internship opportunities with local employers (J1, J2)
- Strengthen student and parents' awareness of, and experience with, jobs, careers, and opportunities available in Clarinda (J4)

Note: Endorsement and adoption presentations should be made to CEDC, CCC, City of Clarinda, IWCC, CCSD, and local banks