

FAYETTE COUNTY IOWA

INCLUDING THE CITIES OF: FAYETTE, OELWEIN AND WEST UNION

****WEST UNION SECTION****

Comprehensive Smart Plan



2012

Prepared by:
Upper Explorerland Regional Planning Commission
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Upper Explorerland Regional Planning Commission (UERPC)

UERPC was created to promote regional cooperation and meet the planning and economic development needs of local governments in the five Northeast Iowa counties of Allamakee, Clayton, Fayette, Howard and Winneshiek.

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INTRODUCTION

Background

The Fayette County Iowa Comprehensive Smart Plan 2012 is a full update to the Fayette County Iowa Comprehensive previously completed in 1986. An update is necessary as demographics and community goals and expectations change over time. The Fayette County Iowa Comprehensive Smart Plan 2012 provides extensive background for a set of goals, strategies and actions intended to assist local officials as they make future decisions regarding the growth and management of the County.

The Fayette County Iowa Comprehensive Smart Plan 2012 has been developed with a time horizon of 20 years and includes supplemental sections for the cities of Fayette, Oelwein and West Union. These jurisdictions are encouraged to review the plan for needed adjustments every five years. The planning area that was studied for background information, conditions and needs is the county boundary, with city specific information included as relevant.

The Fayette County Iowa Comprehensive Smart Plan 2012 was developed utilizing Smart Planning Principles as recommended by the Iowa Smart Planning Legislation of April, 2010. The intent of the principles is to “produce greater economic opportunity, enhance environmental integrity, improve public health outcomes and safeguard Iowa’s quality of life. The principles also address the need for fair and equitable decision-making processes” (Iowa Smart Planning Legislative Guide, 2010). The legislation identifies several elements that may be included in a plan, and this document is organized with each of the following elements as the basis for each section or chapter:

- Public Participation
- Community Overview (Issues and Opportunities)
- Community Character and Culture
- Housing
- Economic Development
- Transportation
- Community Facilities
- Public Infrastructure and Utilities
- Natural and Agricultural Resources
- Land Use
- Hazards
- Intergovernmental Collaboration
- Implementation

A list and description of Iowa's ten Smart Planning Principles and 13 planning elements are included as Appendix A of this document.

The Fayette County Iowa Comprehensive Smart Plan 2012 was developed by Upper Explorerland Regional Planning Commission with the assistance and input of Fayette County residents, the Comprehensive Plan Steering Committees, members of the County and City Planning Commissions, members of the County Board of Supervisors, City Councils, City Mayors and county and city administrations.

Many of the public improvements necessary to implement the plan may depend upon the development of other subsidiary plans such as public facility plans and/or a capital improvement plans. The Fayette County Iowa Comprehensive Smart Plan 2012 and these subsidiary plans may also need adopted implementation measures such as amendments to the county and cities Codes of Ordinances and Zoning and Subdivision Ordinances.

Ultimately, the implementation of projects will depend on the resolve of the leadership of the County and Cities. With proactive leadership from the County Board of Supervisors, City Mayors and City Councils, the County and City Planning Commissions, other boards and organizations and government administrations, Fayette County and its communities can become a stronger, more vibrant area that provides its residents with a high quality of life.

PUBLIC PARTICIPATION

Iowa Smart Planning Guidance: This section includes information relating to public participation during the creation of the comprehensive plan or land development regulations, including documentation of the public participation process, a compilation of objectives, policies and goals identified in the public comment received, and identification of the groups or individuals comprising any work groups or committees that were created to assist the planning and zoning commission or other appropriate decision-making body of the municipality.

Public participation is an important part of the comprehensive planning process. For successful implementation of the plan, county residents must support the goals, strategies and actions within. To that end, county and city decision makers need to consider residents' ideas, thoughts and opinions throughout the process. Public input from citizens, steering committees, county and city staff and elected officials has been an integral part of the smart planning process for the county and participating cities. In addition, a survey was distributed through city and county websites, at the county fair and at various publicly accessible sites around the county.

A county-wide steering committee was initially formed to guide the work of updating the county's comprehensive plan. The committee was made up of individuals whose backgrounds, expertise or interest assisted in developing a well-rounded plan. Representatives included urban and rural residents, business owners, city and county officials, school administrators, real estate agents, health care advocates and conservation, agricultural and historic preservation experts. In addition, the cities of Fayette, Oelwein and West Union each convened committees to review goals, strategies and actions specific to their communities.

To engage the public in the planning process for the Fayette County Iowa Comprehensive Smart Plan 2012, Upper Explorerland Regional Planning Commission and the county and cities invited the public to attend several public input sessions around the county. The county and cities together hosted 17 different occasions at which the public could participate in the process. Each session provided participants with relevant community data and allowed opportunity for discussion and input into the future goals, strategies and actions for both the county and city plans. Notes from the input sessions are on file with each jurisdiction.



Photograph 1: Fayette County Steering Committee



Photograph 2: Community Input, City of Fayette



Photograph 3: Community Input, City of West Union



Photograph 4: Community Input, City of Oelwein

CITY OF WEST UNION



Photograph 5: Downtown West Union, Elm and Vine

Community Overview

Location

West Union is a progressive community of 2,486 persons located in the north-central section of Fayette County about midway between Decorah and Oelwein. It is in an area marked by some of Iowa's most beautiful natural scenery. The city is the Fayette County seat and is the second largest city in the county. Three highways, including U.S. Highway 18, Iowa Highway 150 and Iowa Highway 56 serve West Union. The city is both a residential and industrial community as well an employment center for many area residents.

History

West Union was permanently settled nine years after the first white settlers cabin was built near Fayette in 1840. Originally known as Knob Prairie, it was the first town in the county, laid out in 1849. The first actual

settler within the West Union Township was Lorenzo Dutton, who along with the Jones brothers, arrived in 1848.

In April of 1849, William Wells arrived and purchased a cabin from a David Smith. Jacob LyBrand and J.W. Rogers arrived in July of 1849 and became partners with William Wells in the purchase of 60 acres of land which eventually became the plat of West Union. The plat was surveyed in September 1849, and resurveyed in 1850. The town was laid out as four blocks north and south, by three blocks east and west. The center of the original area was reserved by William Wells as a public square and donated to the county on the condition that West Union be the county seat. William Wells also selected the name of West Union, named after a town in his home state of Ohio. Several settlers built cabins near West Union in the spring of 1849. Henry F. Smith, the first Justice of the Peace settled in West Union in May of that year. The first religious services were held in his home in September 1849. The first house in the newly platted part of the community was built by J.W. Rogers, who became the first County Judge. The Post Office was established in 1850 and was the first one in the county. The City of West Union was officially incorporated in 1866, long after the community had been developed and was a thriving town.



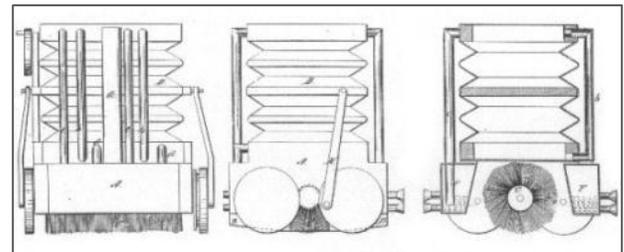
Photograph 6: Courthouse Fire, 1922

West Union was the first Fayette County seat, though not without a struggle, and the first Court House was built in 1857 on the public square. Over time, West Union has had to fight twice to keep the county seat in the community. Both occasions came after fires that destroyed the Court House in 1872 and 1922.

West Union was also home to Daniel Hess, the first to patent a vacuum cleaner. He called his invention the carpet sweeper and received his patent in 1860.

Sources: (Fitch, 1910); (History of West Union, Iowa 1849-1974, 1974); (The Western Historical Company, 1878) ; (State Library of Iowa, 2012)

Figure 1: Hess Carpet Sweeper, Patent Drawing



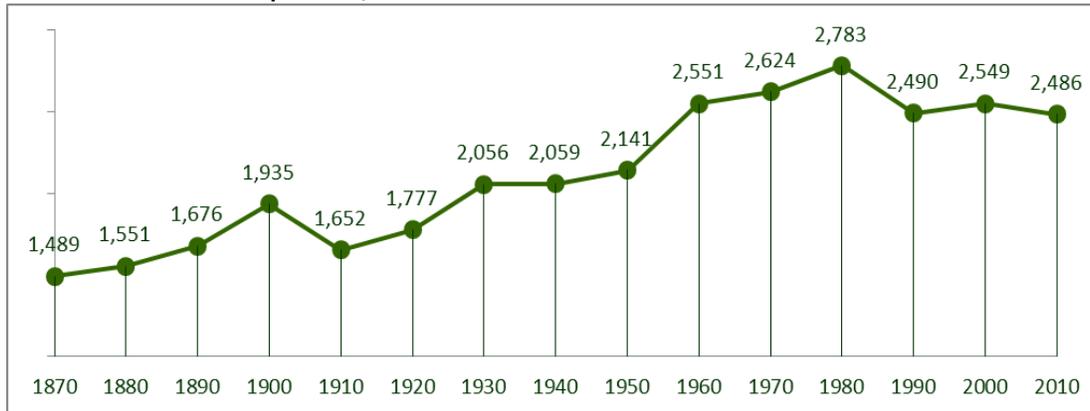
Photograph 7: Historic Panoramic View, Downtown West Union, 1908

Population Characteristics

Population Trends

The 2010 Census count for the population of West Union is 2,486. The Census has been tracking population data for the community since 1870. Chart 52 illustrates the trends over that time period. The city’s highest population count was in 1980 at 2,783 and the lowest point occurred in 1870 with 1,489 people. The population has seen an overall decline of 11% since 1980. After a slight increase from 1990 to 2000, the community experienced an annual average growth rate of negative .25% over the last decade.

Chart 1: West Union Population, 1870-2010



Source: (State Data Center of Iowa, n.d.); (U.S. Census Bureau, 2012)

Table 66 shows, by decade, historical trends of the population in West Union as compared to Fayette County. The City of West Union has only noted population decreases in three of the last 12 decades, but two have been in the last three decades. While the county has seen an overall decline in population since 1900 of 30%, the city has enjoyed an overall increase of 28% during that same time period.

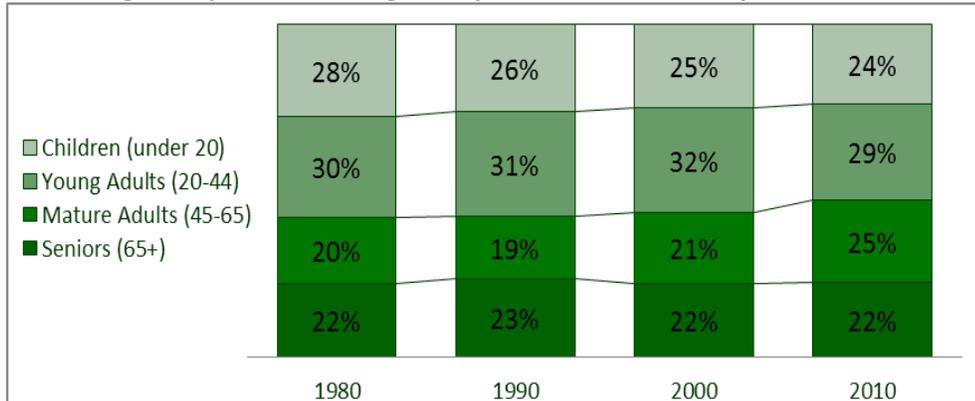
Table 1: Historical Population Trends for West Union and Fayette County

Year	West Union		Fayette County	
	Number	Percent Change	Number	Percent Change
1900	1,935	15.5%	29,845	29.0%
1910	1,652	-14.6%	27,919	-6.5%
1920	1,777	7.6%	29,251	4.8%
1930	2,056	15.7%	29,145	-0.4%
1940	2,059	0.1%	29,151	0.0%
1950	2,141	4.0%	28,294	-2.9%
1960	2,551	19.1%	28,581	1.0%
1970	2,624	2.9%	26,898	-5.9%
1980	2,783	6.1%	25,488	-5.2%
1990	2,490	-10.5%	21,843	-14.3%
2000	2,549	2.4%	22,008	0.8%
2010	2,486	-2.5%	20,880	-5.1%

Source: (State Data Center of Iowa, n.d.); (U.S. Census Bureau, 2012)

Chart 53 demonstrates the change in West Union’s population distribution from 1980 to 2010 in four age groupings. The city has experienced a decline in “children (under 20)” since 1980, but an increase in “mature adults (45-65)” category. Understanding this distribution can help West Union plan for a community that caters to lifestyles of these growing age groups, or develop ways to encourage a well-distributed population in the community.

Chart 2: Age Groups as a Percentage of Population, 1980-2010, City of West Union



Source: (State Data Center of Iowa, n.d.), (U.S. Census Bureau, 2012)

Chart 54 demonstrates which age groups are growing due to a net migration. In other words, when compared to expected population numbers from the previous census, one can see the age groups in which West Union is losing population and which age groups it has gained population due to a migration in or out of the community. In essence, Chart 39 captures the age ranges of the community’s newcomers. For the community of West Union, a positive gain of newcomers is noted in the 30 to 34 year age range and the 10-14 age range, a positive sign for the community. Perhaps this is indicative of new families moving to the community. Another net gain is noted in the 65 to 69 year age group. All other age groups experienced a net loss of population, with the largest migration out of the community occurring in the 20 to 24, 35 to 39 and 45 to 49 age groups.

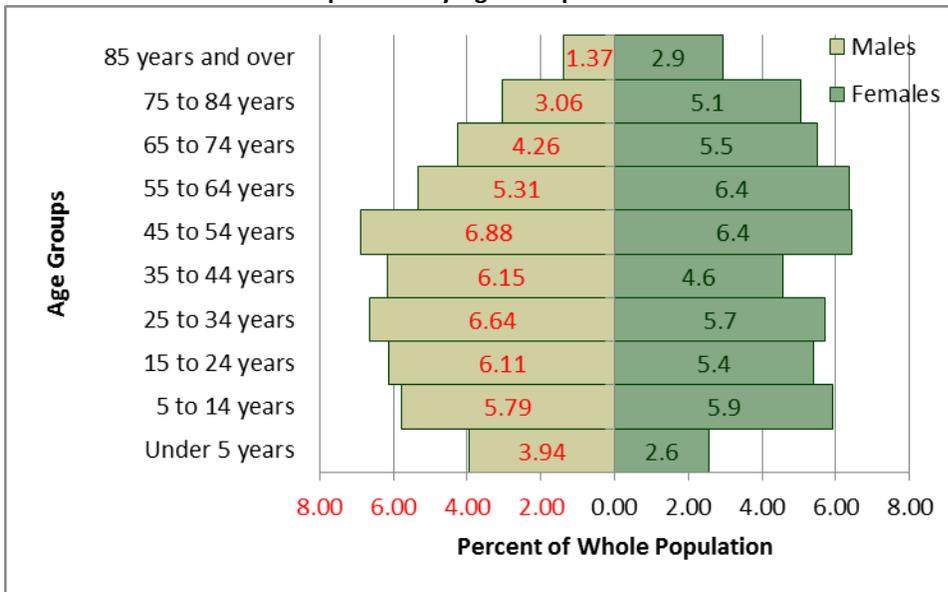
Another way to look at the population distribution within a community is to place data into a population pyramid. A community should be aware of its gender balance as it may provide insight into a healthy community balance and useful information to potential employers and businesses looking to locate in the community. As noted in Chart 55, West Union’s population gender balance varies by age group and in older age groups is skewed to more females. Communities will benefit from being aware of its gender balance and age distribution as they may provide insight into a healthy community balance and useful information to potential employers and businesses looking to locate in the community.

Chart 3: Net Migration In or Out by Age Group, 2000-2010, City of West Union



Source: (State Data Center of Iowa, n.d.); (U.S. Census Bureau, 2012)

Chart 4: 2010 West Union Population by Age Group and Sex



Source: (U.S. Census Bureau, 2012)

Population Projections

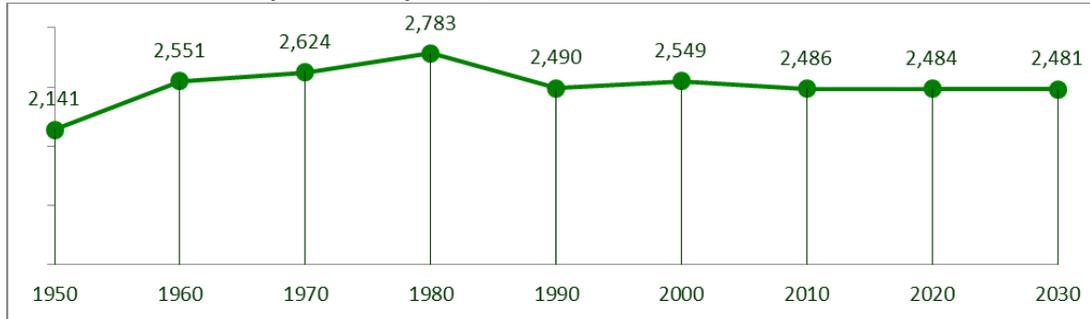
Table 67 projects the population of West Union out to the year 2030. The numbers were calculated based on the city's 20 year annualized growth rate of -.01%. These projections were made using conservative historical population trends as their basis and do not express an exact population figure. If the city continues to see an annual decrease in growth of .01% West Union could reach a population of 2,481 by the year 2030. Chart 56 illustrates what this projection looks like as a continuation over the decades from 1950.

Table 2: West Union Projected Population (2011-2030)

Year	Projection	Year	Projection
2011	2,486	2021	2,483
2012	2,486	2022	2,483
2013	2,485	2023	2,483
2014	2,485	2024	2,483
2015	2,485	2025	2,482
2016	2,485	2026	2,482
2017	2,484	2027	2,482
2018	2,484	2028	2,482
2019	2,484	2029	2,481
2020	2,484	2030	2,481

Source: (U.S. Census Bureau, 2012); (UERPC, 2012)

Chart 5: West Union Population Projection, 1950-2030



Source: (U.S. Census Bureau, 2012); (UERPC, 2012)

Population Summary

West Union is the second largest community in the county. It has experienced an overall growth rate since 1900 of 28%, but has been losing population since its highest recorded population in 1980. If trends continue, West Union will experience a very slight decline in population over the coming decades. The community noted a net increase of population in 30 to 34 year olds, with a probable corresponding increase in children ages 10-14. This is good news for the city as it signals newcomers to the area. The community is not very racially diverse with over 96% of the population self-identifying as white, 2% Hispanic and 1% black or African American on the 2010 Census. Ethnically, 47% of the population is of German ancestry, with Norwegian, Irish and English ancestries adding up to another 48% of the population (U.S. Census Bureau, 2012).

Community Character and Culture

The residents within the City of West Union have a strong sense of pride and have a tradition of community building. The community has supported a school in 1881, a hospital in 1919, and a library in 1929. Each of these has gone through many transformations and much growth with the ongoing support of the community to continue to play significant roles in what makes West Union a special place today. More recently, West Union has completed a beautiful new recreation area and aquatic center, providing outdoor space for physical activity and play. The community's commitment to youth is continually demonstrated through campus improvements such as the Performing Arts Center, and state-of-the-art athletic track. From park amenities to streetscapes, the community has taken a progressive attitude toward improving the quality of life for residents and visitors alike. The community has been named a "Green Pilot Community" by the Iowa Economic Development Authority, and is also a designated "Iowa Great Place." In 2008 as part of the Green Pilot Community process, the community participated in a visioning process and as a result, identified eight "First Principles" to achieve their sustainable vision:

1. Collaborative Process
 - Work together to create great public and private space that serves the community.
 - Incorporate West Union's committed leadership and their local knowledge with an experienced team of professionals.
 - Realize West Union's green vision through an integrated planning, design, and implementation process.
2. Sustainable Community Investment
 - Maximize the economic value, ecological performance, and energy efficiency of every surface, element, resource, and material in West Union.
 - Deploy cost effective, multiple-benefit, multiple-purpose improvements with durable, lasting techniques and materials.
 - Invest in energy efficient structures and systems with a greater reliance on renewable energy sources.
 - Ensure resource-efficient implementation and operations/maintenance.
 - Secure a wide range of support and supplemental funding through a wholly integrated green approach.
3. Great Setting for Local Business
 - Develop the public realm in a way that is supportive of shops, restaurants, and other local businesses and commerce located in West Union.
 - Prioritize pedestrian safety, comfort and enjoyment.
 - Ensure each business and amenity is accessible to all.
 - Provide ample seating.
4. Healthy Natural Environment
 - Incorporate natural systems to enhance all public space.
 - Integrate healthy water, trees and ornamental plantings to all places.
 - Treat all water as a valuable resource; incorporate rainwater into the public realm in a visible way.

- Plan public spaces to be used for a variety of community activities.
5. Beauty Crafted into West Union
 - Make all infrastructure and amenities both functional and beautiful expressions of West Union so that it endures.
 - Nurture a guild of local artists and craftsmen to craft beautiful, durable infrastructure to serve the community.
 - Develop “complete streets” that provide transportation options and full accessibility for all uses and citizens in a beautiful way.
 6. Vibrant Economy for Northeast Iowa
 - Cultivate local enterprise, art, and craftsmanship to support and enhance the economy of Northeast Iowa.
 - Create an economically diverse, sustainable commercial district where goods and services are available in the community, with an emphasis on locally grown and produced products.
 7. West Union’s Unique Context
 - Enhance awareness and appreciation for West Union’s unique natural and cultural history.
 - Integrate public art, water, landscape, buildings and infrastructure with cultural references in a way that helps preserve and interpret the community’s rich heritage.
 - Reinforce West Union’s character and sense of place.
 - Connect with Northeast Iowa’s regional trail infrastructure.
 8. Inspiration through Education
 - Educate about sustainable community living through practical demonstration.
 - Inspire all residents- individuals, families, youth, and seniors- and enfranchise them in West Union through the renewal of the community.

The community understands that these principles will help guide it forward in developing a community where the long-term health and attractiveness sustain its character and culture for generations to come. These principles are inherent in not only the community’s character and culture, but also in other elements of community development such as economic development and community infrastructure and facilities.

Civic Clubs and Cultural Organizations

West Union’s citizens are brought together through many civic clubs and organizations. Community civic clubs and organizations include:

- | | | |
|-----------------------------------|---|----------------------------------|
| • American Legion | • Knights of Columbus | • VFW |
| • American Legion Auxiliary | • Knob Prairie Group | • West Union Ambassadors |
| • Boy/Cub/Girl Scout programs | • Lion’s Club | • West Union Betterment |
| • C.I.V.I.C. Club | • Masons | • West Union Cares |
| • 4-H Clubs | • Main Street West Union | • West Union Chamber of Commerce |
| • Future Farmers of America (FFA) | • Palmer Lutheran Health Center Auxiliary | |
| | • Rotary Club | |

Many of these groups meet in their own buildings, others at the local fire station, a bank meeting room or a local restaurant. The West Union Ambassadors group, along with the Chamber of Commerce, is responsible for welcoming new businesses to town and celebrating business expansions. West Union's civic groups and organizations work together to tackle community issues, provide community support, offer opportunities for social interaction and develop community projects.

Events and Activities

West Union offers residents and visitors a wide range of events and activities throughout the year. Many of the previously mentioned civic groups and organizations work together to provide community members with opportunities for cultural engagement. The Main Street West Union program hosts an annual summer event, a summer weekly music series and several other happenings throughout the year. The West Union Chamber of Commerce hosts an annual fireworks display on the 4th of July, a Community/Volunteer Awards Banquet in January, business open houses and other events throughout the year. The C.I.V.I.C. club sponsors an annual Easter basket hunt and the West Union Recreation Center is home to the Festival of Lights each December. The school district's high school sporting events and tournaments occur regularly throughout the year, with a Homecoming Celebration in the fall. The school's Performing Arts Center offers plays and concerts several times a year. The West Union Park and Recreation Department hosts an annual Triathlon, a children's theater camp, athletic contests and many other activities for youth and adults. Many other local organizations host events and dinners as fundraisers, including the hospital, churches, nursing home, childcare center and library. The fire department's pancake supper, the Knob Prairie Golf Tournament and the Boy Scout soup supper are popular fundraisers. In addition, the Fayette County Fair is held in West Union each summer, along with the Ducks Unlimited, Pheasants Forever and Thundering Toms Turkey Federation banquets. The community offers social events and activities for all age groups and interests.

Recreation and Natural Resources

The city offers many recreational opportunities for its residents. West Union is home to four city parks: Lions Park, Rotary Park, Clark Park and Sunset Park, each with its own amenities and playground equipment. The city also operates an Aquatic Center featuring a 7,775 square foot pool, body waterslide, eight competitive swim lanes, concession area and interactive water elements. In addition, the privately operated West Union Recreation Complex offers 40 acres of scenic green space, with playground equipment, over two miles of paved walking and biking paths, gazebos and shelter house, softball and baseball diamonds, tennis courts/basketball courts, a youth football field, T-ball field and two grass volleyball courts, one soccer field and several ponds for "catch and release" fishing. The community also boasts two cold water trout streams, Otter Creek and Glovers Creek. The Echo Valley State Park and connecting Echo Valley Environmental Nature Trail (EVENT) and Dutton's Cave Park are all within three miles from the community. The West Union Country Club offers



Photograph 8: West Union Aquatic Center

18 holes of golf and is open to the public. Lilac Lanes provides bowling opportunities for residents of all ages. Participation on a bowling league is a very popular activity for many in the area.

Arts and Culture

North Fayette Performing Arts Center

The North Fayette Performing Arts Center adjoins the North Fayette High School in West Union. The PAC is home to student concerts, plays, musicals and lectures. Community performances, such as an annual “Messiah” production are also held in the PAC. On occasion, the PAC hosts commercial performances and concerts.

Fayette County Historical Center and Museum

Located in West Union, The Fayette County Historical Center houses a historic collection of county artifacts and also assists many people through their genealogical journeys.

The Green Pilot Project

The City of West Union is one of two green pilot communities in the state of Iowa. The project includes the revitalization of the downtown streets and a Court House Plaza that encourages residents to gather in that green space much like city residents did in the early 1900s. The plaza area will encourage greater social interaction through festivals and special events held there. Special features of the streetscape support pedestrian-friendly areas and environmental quality. Elements included in the project include bump-outs at all intersections to improve the walkability of the downtown shopping area, porous pavers, trees and shading, rain gardens and bioswales, clearly delineated crosswalks, a shared geo-thermal loop, public art and new, energy efficient lighting. As an educational pilot project, all features are labeled with informational signage at various locations throughout the project area.

Historic Renovation

West Union takes pride in its historic presentation. The community has four downtown listings on the National Register of Historic Places encompassing six buildings, one of which is the courthouse. The Vine Street Bridge is also on the register. West Union also has several large homes that feature wide varieties of architectural design and time periods, all of which add to the charm and visual appeal of the community.

Community Character and Culture Summary and Priorities

As a Green Pilot Community and an Iowa Great Place, the community is well-positioned to capitalize on its unique character and cultural aspects. The promotion of West Union’s designations, amenities and aesthetics through an oft-updated website is one way the community plans to do this. Maintaining a visually pleasing environment and offering an active social lifestyle is a priority for community members who want to ensure a strong future for the city by providing residents with the amenities they desire in a place to call home. Public input identified the many natural resource and recreational assets and community events as points of pride for the community and expressed a need for them to be maintained and continued. Concerns of a shrinking volunteer base needed to support the community’s resources and

events were expressed. The community will need to look for ways to encourage more involvement from community members. The community is also very supportive of school district activities but would like to see more utilization of the PAC center beyond student activities.

The new streetscape project is expected to draw visitors and new retail business to the community and a need to address the appearance of the city's entrance corridors was noted through citizen comments. Along these lines, the development of design standards was encouraged as a way to maintain and cultivate a desired "look" throughout the town. Citizens are happy with the safe and inviting nature of the community as a whole, but believe that there are some areas that could use a face lift. Finally, the community sees opportunities in connecting its recreational assets by trail to nearby parks and trails and in developing a stronger relationship with Upper Iowa University in order to engage students and faculty within West Union.

Community Character and Culture Goals, Strategies and Actions

Goal 1: Property values will be protected.

Strategy 1.1: Improve and/or maintain the appearance of private and public properties.

Action: Enforce and update nuisance laws consistently.

Action: Address appearance of highway corridors through town.

Action: Create a list of standard furnishings for use within the community (for memorials, donations, etc.).

Strategy 1.2: Protect view sheds.

Action: Include landscaping, signage and other aesthetic standards in the commercial and industrial site plan review process.

Goal 2: The community's culture and heritage are valued and apparent in its visual character.

Strategy 2.1: Define and protect that which makes the community special.

Action: Designate historic districts, properties.

Action: Develop design standards that reflect the community character

Strategy 2.2: Maintain and support existing cultural assets.

Action: Continue to host or sponsor community events.

Action: Use Performing Arts Center, recreation complex and community plaza to their fullest potential.

Action: Consider ways to actively engage local artists within the community

Strategy 2.3: Actively promote the existing cultural and natural amenities.

Action: Maintain updated information on website.

Goal 3: Community volunteers will be plentiful and diverse in age and interests.

Strategy 3.1: Prevent volunteer "burn-out."

Action: Welcome new residents and invite them to participate in community events.

Action: Develop a structured volunteer program.

Action: Recognize volunteer efforts.

Strategy 3.2: Allow local groups and committees to engage the community in special events and activities.

Action: Capitalize on strong church and civic groups.

Action: Work with school groups to coordinate community activities and events.

Goal 4: The community is safe for all residents and visitors.

Strategy 4.1: Promote family events to encourage and build social capital.

Action: Promote community meals.

Goal 5: Investors support community activities and cultural assets.

Strategy 5.1: Build relationships with potential community supporters.

Action: Strengthen communication and partnerships with UIU.

Housing

Having sufficient housing in the condition and styles currently sought by residents and potential newcomers is a challenge for West Union. There were 1,240 existing housing units in West Union as of the 2010 Census. Anecdotes from community leaders and stakeholders indicated a need for newer housing in a moderate price range from \$150,000 to \$200,000, with attached garage space for 2 to 3 vehicles. The data in this section will help the community develop a better picture of the housing situation in the city.

Occupancy Characteristics

General housing information for the City of West Union is shown in Table 68. The total number housing units has increased over 1990 numbers by about 11%. At the same time the number of vacant units more than doubled. The percentage of renter-occupied housing units has increased slightly since 2010 and as previously noted in this plan, the city's rental rates have increased as well to a median rent of \$412. The total number of families has declined since 1990 by 6% to 626.

Table 3: General Housing Statistics, City of West Union

Statistic	1990	2000	2010
Total Persons	2,490	2,549	2,486
Total Housing Units	1,119	1,198	1,240
Occupied	1,053	1,107	1,106
Owner-Occupied (%)	73%	71%	69%
Renter-Occupied (%)	27%	29%	31%
Median Rent	\$252	\$355	\$412
Vacant	66	91	134
Vacancy Rate	5.90%	7.60%	10.81%
Persons Per Occupied Housing Unit	2.36	2.30	2.24
Number of Families	665	661	626
Average Family Size	2.98	2.87	2.8
Number of Households	1,053	1,107	1,106
Average Household Size	2.29	2.18	2.12

Source: (U.S. Census Bureau, 2012); (State Data Center of Iowa, n.d.); 2006-2010 ACS

Housing Permits Issued

Table 69 provides a breakdown of building permits issued within the City of West Union since 2000. Building permits are issued for the buildings themselves; total units are the number of living quarters within those buildings. The construction of assisted living units is reflected in 2006, with an additional 42 units permitted in that one year. The community has remained stable in permits since 2000, even throughout the economic downturns in 2008 the 2009.

Table 4: Building Permits

Type of Housing	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Single Family	3	6	6	2	7	3	2	1	4	3	1	1
Two Family	1	0	0	1	0	0	0	0	0	0	0	0
3 - 4 Family	0	0	0	0	0	0	0	0	0	0	0	0
5 + family	1	0	0	0	0	0	1	0	0	0	0	1
Total units	5	6	6	3	7	3	42	1	4	3	1	12

Source: (U.S. Department of Commerce, 2011)

Housing Values

A breakdown of the 1990, 2000 and 2010 housing unit values for the city are shown in Table 70. Property values in the community have increased over time. Most likely a factor of inflation, the number of properties valued at less than \$50,000 has decreased from 72% of the housing to just 7% of the housing. As suggested through public input, there is just a small percentage (8%) of the housing stock in the \$150,000 to \$199,999 range. It should be noted that the median value of West Union’s housing is the highest in the county.

Table 5: Value of Owner-Occupied Single Family Dwelling Units in West Union

Value:	1990		2000		2010	
	Number	Percent	Number	Percent	Number	Percent
Less than \$50,000	509	72.2%	198	28.5%	55	6.9%
50,000-99,999	196	27.8%	401	57.8%	437	55.0%
100,000-149,999	0	0	65	9.4%	164	20.6%
150,000-199,999	0	0	20	2.9%	63	7.9%
200,000-299,999	0	0	10	1.4%	44	5.5%
300,000-499,999	0	0	0	0	25	3.1%
500,000 or more	0	0	0	0	7	.9%
Median Value	\$38,400		\$67,500		\$87,500	

Source: (State Data Center of Iowa, n.d.); (U.S. Census Bureau, 2012), 2006-2010 ACS

Age Characteristics

Another factor that provides insight into a community’s housing stock is the age of the existing units. Table 71 compares the age of the existing housing units in West Union, Fayette County, and the State of Iowa. West Union has a slightly smaller percentage of houses built before 1940 than the county at 40%. The chart notes a significant growth in housing construction in the 50s and 60s. Nearly 83% of the housing was built prior to 1980. According to HUD, these housing units contain the highest potential for lead paint hazards. The high percentage of older housing represents probable maintenance issues inherent in older homes: plumbing, electrical, roofing, energy efficiency and, for many, handicap accessibility. These are all challenges to low income families and elderly residents, both as homeowners and renters.

Table 6: Age of Housing Stock

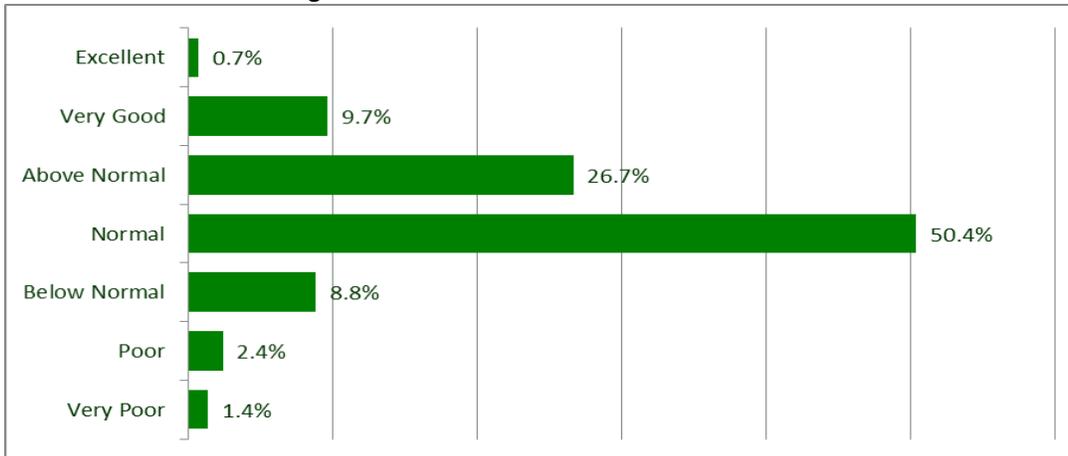
Year Unit was Built	West Union		Fayette County		State of Iowa	
	Number	Percent	Number	Percent	Number	Percent
2000 or later	67	5.2%	478	5.0%	134,482	10.1%
1990-1999	54	4.2%	743	7.8%	144,146	10.9%
1980-1989	99	7.7%	487	5.1%	99,616	7.5%
1970-1979	108	8.4%	1,100	11.5%	202,464	15.3%
1960-1969	156	12.2%	796	8.3%	140,595	10.6%
1950-1959	267	20.8%	970	10.1%	148,346	11.2%
1940-1949	14	1.1%	417	4.4%	82,686	6.2%
1939 or Earlier	519	40.4%	4,588	47.9%	374,967	28.3%
Total	1,284	100%	9,579	100%	1,327,302	100%

Source: (U.S. Census Bureau, 2012), 2006-2010 ACS

Structural Characteristics

Chart 57 illustrates the condition of residential housing in West Union as determined by the Fayette County Auditor. While most residences are in normal condition or better, nearly 13% of the properties do not meet the minimum standards for normal condition of a residential structure. During the public input sessions, residents noted the poor condition of some rental properties, which may have some bearing on these ratings.

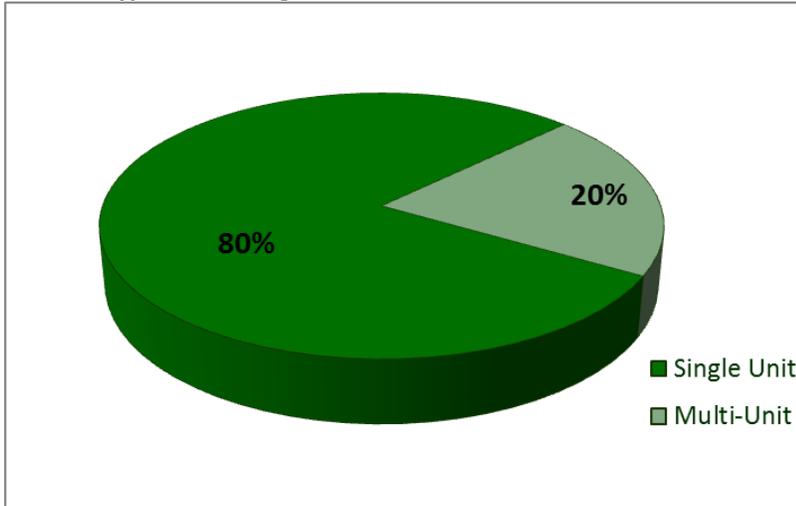
Chart 6: Residential Housing Stock Condition



Source: (Flores, 2012)

Single unit structures make up 80% of the city’s housing stock. Multi-unit structures make up the remaining 20%. The multi-units are distributed as 28% in duplexes, 25% in three to four unit buildings, 23% in five to nine unit buildings, 22% in 10 to 19 unit buildings and 2% in buildings with 20 or more units. Chart 58 illustrates the breakdown of single unit to multi-unit structures within the community.

Chart 7: Types of Housing Units in West Union



Source: (U.S. Census Bureau, 2012), 2006-2010 ACS

Housing Projections

Table 72 indicates the number of housing units that would be necessary to accommodate the previously calculated population projections for the city. The figures in Table 56 were calculated by dividing the population projections by the current average household size of 2.12. This calculation assumes that the current average household size will not change over time, no vacancy rate exists and that all of the units existing in 2010 are safe, habitable structures. Given these housing and population projections, West Union may want to consider ways to utilize, refurbish or replace the ample existing housing to avoid large vacancy rates in the future.

Table 7: Housing Unit Projections for West Union

Year	Population Projection	Housing Projection
2010	2,486 (actual)	1,240 (actual)
2020	2,484	1,172
2030	2,481	1,170
2040	2,479	1,169

Source: (U.S. Census Bureau, 2012); (UERPC, 2012)

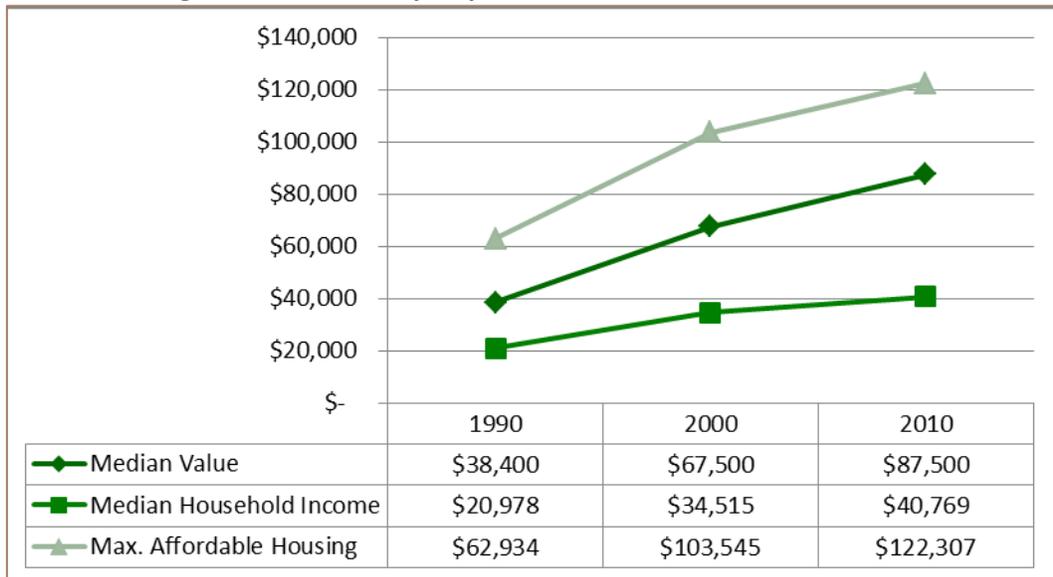
Housing Programs

West Union has utilized various housing programs to encourage new or improved housing in the community. A housing TIF was used to develop a new neighborhood near the high school and the LMI funds from that project have been used throughout the community on housing rehabilitation. The community supports the Fayette County Housing Trust Fund with some of these funds as well. Currently, the community has received a CDBG grant for second story housing rehabilitation in several downtown buildings. The community will continue to seek ways to improve the housing situation in the community as opportunities arise.

Housing Affordability

Residents noted that the community does have affordable housing options available with a good mix of choices. As previously mentioned, one area of concern was that the community is lacking lots available for moderate income families as well as upper middle class housing in the \$150,000 to \$200,000 range to attract working professionals. This can also be a selling point and a competitive advantage for area employers. Chart 59 indicates the median home value and median household income for West Union over time. Comparing home values to median household income are one way of monitoring affordability. To be considered “affordable,” the purchase price of housing should be no more than three times a household’s annual median income. In place of a purchase price, one can compare median housing values to median income. Using this comparison, the median value of a home in West Union is 2.15 times the median household income for 2010. This places the local housing market within the affordable range for West Union residents.

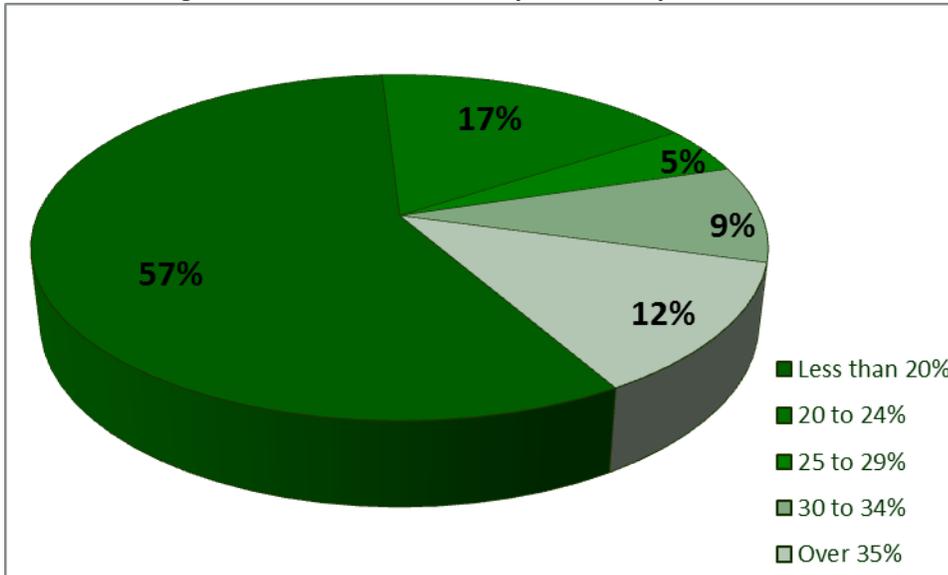
Chart 8: Housing Market Affordability, City of West Union



Source: (State Data Center of Iowa, n.d.); (U.S. Census Bureau, 2012), 2006-2010 ACS

As with all communities, some families find ongoing housing expenses such as utilities, rent or mortgage payments to be a challenge. Chart 60 indicates that 21% of the households in the community spend more than 30% of their income on housing costs. As previously noted, HUD considers families who pay more than 30% of their income for housing to be cost burdened, meaning they may have difficulty affording necessities such as food, clothing, transportation and medical care. The percentage of households in this category can indicate a portion of the population that could benefit from the LMI housing programs within the community.

Chart 9: Housing Costs as a Percent of Monthly Income, City of West Union



Source: (U.S. Census Bureau, 2012), 2006-2010 ACS

Housing Summary and Priorities

West Union’s housing stock is more than just places for residents to live, housing adds to the character and history of the community. As mentioned earlier, over 40% of West Union’s housing stock was built in 1939 or earlier. These homes may offer many unique architectural designs that should be preserved if possible. Unfortunately, older homes are also more likely to require both structural repairs for safe habitation and cosmetic improvements to preserve the historic appearance of the community, as well as maintain neighborhood property values. Residents identified opportunities in establishing and promoting programs and incentives that encourage housing rehabilitation, preservation and maintenance. In addition, the community seeks ways to support the strong sense of community pride in maintaining properties by updating and enforcing housing codes and nuisance ordinances.

West Union would like to develop housing options that appeal to busy working families and professionals. This includes moderately priced homes in move-in condition with the garage space needed by today’s families. The community sees a future demand for a mixture of housing choices, locations, price ranges and amenities. With an aging population, the community is fortunate to have a number of senior housing options with a wide range of care levels. Some public comment indicated the potential to attract older adults who may wish to move to the community to be closer to elderly parents in the senior care facilities. As West Union looks to expand housing development with an emphasis on a variety of housing types, it will consider conducting a housing needs survey to understand the population’s current and future requirements.

Housing Goals, Strategies and Actions

Goal 1: Housing reflects the diverse needs of local residents.

Strategy 1.1: In the siting of new housing, consider the proximity to hazards, employment, access to transportation and services for residents.

Action: Refine future land use plans to identify areas best suited for housing development.

Action: Create a plan for expanding water/sewer and other community infrastructure into potential growth areas.

Strategy 1.2: Encourage public and private sectors to develop and maintain an adequate supply of housing for all segments of the population.

Action: Complete a housing needs assessment (conditions, costs, availability, dwelling types...).

Action: Consider housing enterprise zones and TIF programs to incent builders to address areas of need.

Action: Develop or support incentives for the development of affordable housing for seniors and low-income families.

Action: Identify gaps in the range of senior housing needs.

Action: Explore private-public partnerships or community investment groups to build financial resources for housing.

Action: Work with Upper Iowa to encourage staff housing in the community.

Action: Develop or support incentives for the development of housing (multi-family, single family, mid-range).

Action: Market the potential for housing opportunities outside of the community and to developers.

Strategy 1.3: Encourage community revitalization through the use of infill for future housing.

Action: Develop, amend or support codes and ordinances that support downtown housing on the second story.

Action: Consider alternative ways to enable full utilization of vacant lots.

Strategy 1.4: Consider and plan for placement of future housing development.

Action: Identify feasible areas for utility and infrastructure extensions.

Strategy 1.5: Encourage housing that is safe, sanitary and accessible.

Action: Develop, amend or support codes and ordinances that allow for a continuum of care and housing opportunities for special needs populations.

Action: Consider collaborating with other communities and county to institute a building inspection process.

Action: Explore new options for fee structures in the permitting process.

Action: Maintain stock of decent properties by enforcing nuisance and other relevant codes and regulations.

Goal 2: The existing housing stock is preserved and/or rehabilitated.

Strategy 2.1: Encourage community revitalization by improving deteriorating older neighborhoods.

Action: Support programs that address housing from a variety of interests such as structural, demographics, preservation, rehabilitation, environmental, economics, etc.

Action: Create a list of the existing housing programs and market within the community.

Action: Consider identifying through community coding historic and/or cultural districts.

Action: Examine housing issues in downtown business district and update codes to mitigate future conflicting uses.

Action: Provide sponsorship for agencies and nonprofit organizations applying for state or federal housing funds.

Strategy 2.2: Encourage rehabilitation that provides safe, sanitary and accessible housing.

Action: Consider collaborating with other communities and county to institute a building inspection process.

Strategy 2.3: Develop a housing rehabilitation and demolition program.

Action: Develop funding sources to address derelict and blighted properties.

Goal 3: Safeguard Quality of Life.

Strategy 3.1: Promote neighborhood settings and environments.

Action: Market the importance of housing to a community's vitality and future development.

Action: Consider alternative ways to enable full utilization of vacant lots.

Action: Update zoning to reflect the goals of the long term plan.

Action: Ensure residents have 24-hour access to ordinances by posting online.

Strategy 3.2: Ensure the city services are adequate to meet the needs of community residents.

Goal 4: Community stakeholders work together to ensure residents housing needs are met.

Strategy 4.1: Engage a wide variety of partners to improve housing such as employers, developers, realtors, local housing committees, local and county governments and human service agencies, etc.

Action: Create a consortium that meets regularly to discuss housing needs and issues.

Economic Development

The City of West Union places great emphasis on economic development. Several entities within the community actively work to promote the development of the city. The city's established industrial park lots are steadily being filled and few empty buildings remain after a slow economy impacted some of the manufacturing businesses in the community. West Union puts significant effort into supporting retail and commercial businesses, such as health care providers, and is well-positioned for future growth. The community has a diverse economic base and a strong workforce. This section will review the city's workforce and employment situation from both resident and business perspectives.

Educational Attainment

As noted previously in this plan, income and employment are impacted by education levels. Table 73 compares the levels of education for West Union residents to Fayette County residents as a whole. The majority of residents, nearly 90% in West Union, graduated from high school. Over half of West Union residents have gone on after high school to achieve at least some college experience, higher than the county population as a whole. 23% of the population has a Bachelor's degree or higher, compared to only 16.5% of the county population.

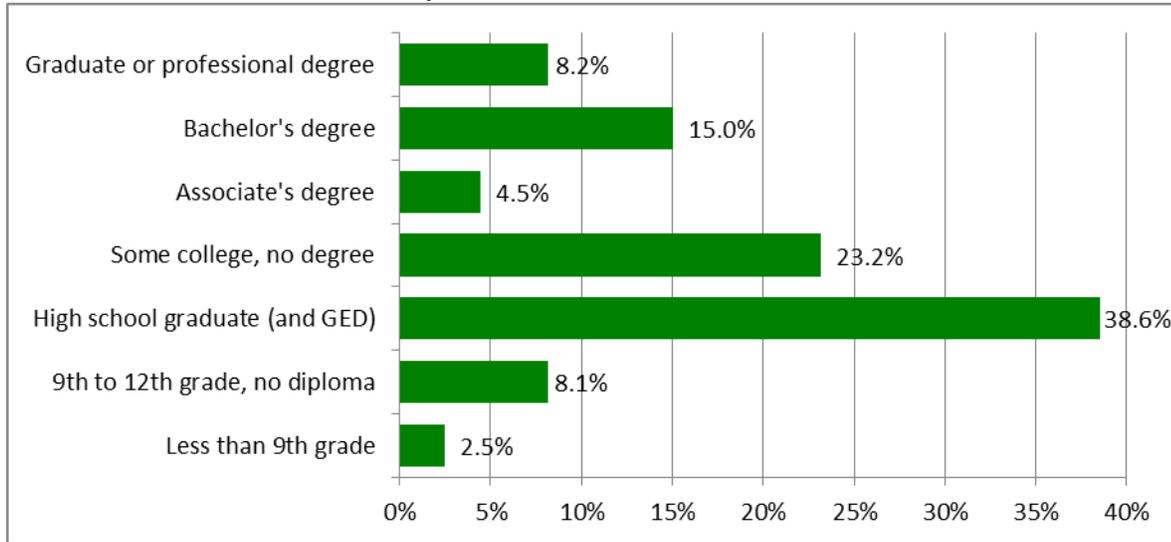
Table 8: Educational Attainment for Persons 25 Years of Age and Older in 2010

Category	West Union		Fayette County	
	Number	Percent	Number	Percent
Less than 9th grade	44	2.5%	677	4.8%
9th to 12th grade, no diploma	146	8.1%	1,005	7.1%
High school graduate, includes GED	692	38.6%	6,099	42.8%
Some college, no degree	416	23.2%	2,742	19.3%
Associate's degree	80	4.5%	1,372	9.6%
Bachelor's degree	270	15.0%	1,632	11.5%
Graduate or professional degree	147	8.2%	716	5.0%
Total population over 25	1795	100.0%	14,243	100.0

Source: (U.S. Census Bureau, 2012), 2006-2010 ACS

Chart 61 illustrates the educational attainment of West Union's population alone. It is a good snapshot of the balance of educational levels throughout the community. High school graduates and graduates with some college clearly stand out as the majority, with a strong showing in bachelor's degrees.

Chart 10: Educational Attainment, City of West Union



Source: (U.S. Census Bureau, 2012), 2006-2010 ACS

Labor Force

Not all residents are considered to be in the labor force for a variety of reasons from age to school or military preoccupations. Table 74 compares the labor force characteristics for West Union to the county as a whole.

Table 9: Labor Force Characteristics

	City of West Union	Fayette County
Total population 16 years and over	2,149	16,876
Total in labor force	1,412	10,705
Percent in labor force	65.7%	63.4%
Employed labor force	1,355	10,161
Percent employed in labor force	63.1%	60.2%
Females 16 years and over	1,164	8,613
Females in labor force	724	5,025
Percent of females in labor force	62.2%	58.3%

Source: (U.S. Census Bureau, 2012), 2006-2010 ACS

Commuting

As with much of the county, many West Union residents commute to other locations for work. In contrast, some jobs in West Union are filled by commuters from other locations. Table 75 indicates where people who live in West Union are working, and where people who work in West Union live. It is interesting to note that only 32% of city residents work in West Union, and only 25% of the existing community jobs are filled with West Union residents. Chart 62 illustrates the commuting distances traveled by the city's

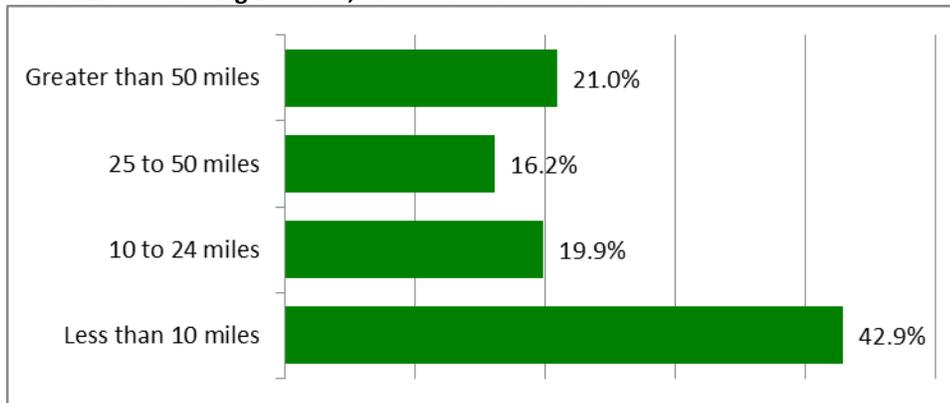
resident workforce. Some 21% reported commuting a distance further than 50 miles, with nearly 43% commuting less than 10 miles.

Table 10: Commuter Data, City of West Union

Top 10 Places West Union Residents Work	% of Residents	Top 10 Places West Union Workers Live	% of Workers
West Union	32.1%	West Union	25.5%
Postville	5.2%	Clermont	3.2%
Waterloo	3.9%	Elgin	3.1%
Cedar Rapids	3.4%	Oelwein	2.0%
Decorah	3.2%	Fayette	1.8%
Fayette	2.0%	Hawkeye	1.4%
Oelwein	2.0%	Decorah	1.3%
Cedar Falls	1.9%	Dubuque	1.1%
Dubuque	1.8%	Waukon	1.1%
Elkader	1.7%	Postville	0.8%
All other locations	42.8%	All other locations	58.7%

Source: (U.S. Census Bureau, Center for Economic Studies, 2010)

Chart 11: Commuting Distance, West Union Residents



Source: (U.S. Census Bureau, Center for Economic Studies, 2010)

Employment by Industry

According to census figures shown in Table 76, West Union’s leading industries are very similar to the leading industries in Fayette County. The top leading industries for both West Union and Fayette County are as follows: Educational services, health care and social assistance, Manufacturing and Retail Trade. About 27% of West Union’s population is employed in the educational services, health care and social assistance, likely due to the presence of the hospital and clinic, nursing home and assisted living facilities, as well as the main school district campus. The three largest employers in the community are Palmer Lutheran Hospital, North Fayette Community Schools and the Good Samaritan Nursing Home. (LocationOne Information System, 2011). As a factor in the county workforce, West Union residents constitute just over 13% of the county’s workers. West Union workers fulfill over 18% of the workforce in

each of the following industries: Arts, entertainment, recreation, accommodation and food, Information and Construction.

Table 11: Economic Base of the City of West Union and Fayette County in 2010

Industry Category	City of West Union		Fayette County		West Union as a % of Total Employed
	Number	Percent	Number	Percent	
Agriculture, forestry, fishing, mining	0	0.0%	810	8.0%	0.0%
Construction	117	8.6%	647	6.4%	18.1%
Manufacturing	224	16.5%	1,438	14.2%	15.6%
Wholesale trade	77	5.7%	375	3.7%	20.5%
Retail trade	166	12.3%	1,286	12.7%	12.9%
Transportation, warehousing and utilities	15	1.1%	664	6.5%	2.3%
Information	31	2.3%	169	1.7%	18.3%
Finance and insurance, real estate, rental and leasing	49	3.6%	399	3.9%	12.3%
Professional, scientific, management, admin and waste services	121	8.9%	549	5.4%	22.0%
Educational services, health care and social assistance	371	27.4%	2,441	24.0%	15.2%
Arts, entertainment, recreation, accommodation and food	116	8.6%	621	6.1%	18.7%
Other services, except public administration	26	1.9%	402	4.0%	6.5%
Public administration	42	3.1%	360	3.5%	11.7%
Total Employed Persons	1355	100.0%	10,161	100.0	13.3%

Source: (U.S. Census Bureau, 2012), 2006-2010 ACS

Table 77 classifies employees into categories by occupation. Occupations describe the type of work in which an employee is engaged. Occupations correlate strongly with industries and educational level. West Union’s largest classifications were management, business, science, arts and sales and office occupations which make up nearly 52% of the workforce. West Union has a lower percentage than the county as a whole in the production, transportation and material moving occupations.

Table 12: Occupation Classification of Persons Employed in 2010

Occupation Description	City of West Union		Fayette County	
	Number	Percent	Number	Percent
Management, business, science, arts	388	28.6%	2,941	28.9%
Service	243	17.9%	1,531	15.1%
Sales and office	311	23.0%	2,272	22.4%
Natural resources, construction, maintenance	190	14.0%	1,283	12.6%
Production, transportation, material moving	223	16.5%	2,134	21.0%
Total Employed Persons	1355	100.0%	10,161	100%

Source: (U.S. Census Bureau, 2012), 2006-2010

Business Retention and Growth

Public input identified a desire for more quality jobs and businesses in the community that match the community's workforce skills. Supporting the existing businesses and encouraging growth locally is a priority for the community. Larger local employers, such as Palmer Lutheran Hospital, Good Samaritan Nursing Home, Rupp Air and Moore's offer a wide range of working opportunities for a variety of skill levels.

Retail

West Union residents expressed a need for more unique retail experiences to help attract and support new residents and businesses. Some concern was raised about the lack of downtown space for additional shops. The community has undergone a retail analysis in the past and seeks to fill the identified gaps in shopping services. The data in Table 78 originated from a 2010 Retail Marketplace Potential report compiled by Esri. The table provides a snapshot of the retail industries in 2010 and whether they were meeting the needs of West Union consumers. "Retail Sales" estimates the sales to consumers by establishment excluding sales to businesses. "Retail Potential" estimates the expected amount spent by consumers at retail establishments. "Surplus/Leakage" presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents a leakage of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area. Note this is just an analysis and the leakage reported does not indicate a retail business would be sustainable in the community. At the time of this report, West Union noted a draw from outside the community in beer, wine and liquor stores, gas stations, non-store retailers and furniture and furniture and home furnishings store. When using a retail leakage/surplus analysis to identify gaps, the community needs to be thoughtful about the retail opportunities available in nearby towns, and in the communities that West Union residents commute to for employment. Retail analysis reports can quickly become outdated as the retail environment changes.

Table 13: 2010 Retail Leakage/Surplus Analysis

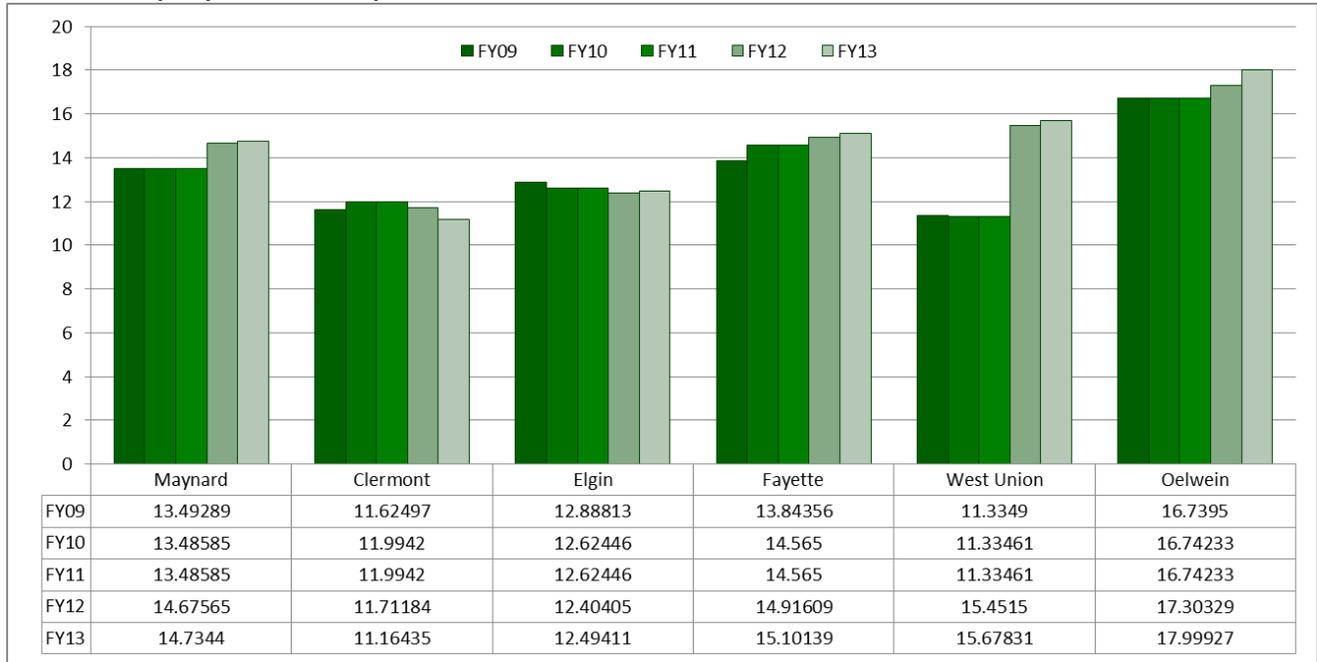
Retail Industry Group:	Retail Potential	Retail Sales	Retail Gap	Leakage /Surplus Factor	Number of Businesses
Motor Vehicle & Parts Dealers	\$4,458,959	\$1,212,940	\$3,246,019	57.20	3
Furniture & Home Furnishings Stores	\$544,368	\$1,063,934	(\$519,566)	-32.30	3
Electronics & Appliance Stores	\$493,476	\$215,763	\$277,713	39.20	1
Bldg. Materials, Garden Equip. & Supply Stores	\$789,218	\$549,642	\$239,576	17.90	3
Grocery Stores	\$4,000,245	\$360,291	\$3,639,954	83.50	1
Specialty Food Stores	\$47,238	\$52,090	(\$4,852)	-4.90	1
Beer, Wine and Liquor Stores	\$20,161	\$73,128	(\$52,967)	-56.80	1
Health & Personal Care Stores	\$884,837	\$455,282	\$429,555	32.10	1
Gasoline Stations	\$3,868,594	\$8,962,763	(\$5,094,169)	-39.70	2
Clothing & Clothing Accessories Stores	\$442,847	\$122,638	\$320,209	56.60	2
Sporting Goods, Hobby, Book & Music Stores	\$52,846	\$0	\$52,846	100.00	0
General Merchandise Stores	\$2,556,232	\$3,548,236	(\$992,004)	-16.30	1
Florists	\$18,100	\$24,190	(\$6,090)	-14.40	1
Office Supplies, Stationery and Gift Stores	\$127,911	\$162,229	(\$34,318)	-11.80	2
Used Merchandise Stores	\$26,868	\$0	\$26,868	100.00	0
Other Miscellaneous Store Retailers	\$188,589	\$0	\$188,589	100.00	0
Non-store Retailers	\$545,587	\$1,096,384	(\$550,797)	-33.50	1
Food Services & Drinking Places	\$2,926,600	\$3,756,921	(\$830,321)	-12.40	10
Totals:	\$21,992,676	\$21,656,431	\$336,245	0.80	33

Source: (Esri, 2010)

City Financials

A study of the financial condition of a community is an important part of the planning process. Understanding where revenue comes from and where expenditures are going will assist a community in determining potential resources for future projects. Chart 63 provides a comparison of the city's portion of property tax rates for West Union and the five other largest communities in the county. West Union's tax rates were unusually low for a community of its size until FY12, when rates were raised to reflect its rank as second highest population center in the county. Even with the increase, rates remain comparatively reasonable for city residents.

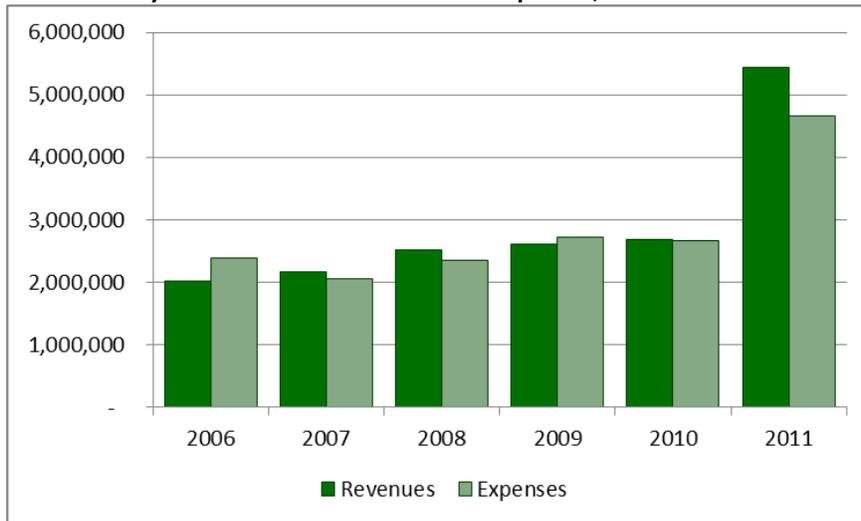
Chart 12: Property Tax Rate Comparison, 2009-2013



Source: (Iowa Department of Management, 2012)

Chart 64 shows the city’s revenue and expenses over the last six years. West Union saw an increase in revenues and expenses in fiscal year 2011, likely due to grants received and city bonding for the large city improvement project downtown.

Chart 13: City of West Union Revenues and Expenses, 2006-2011

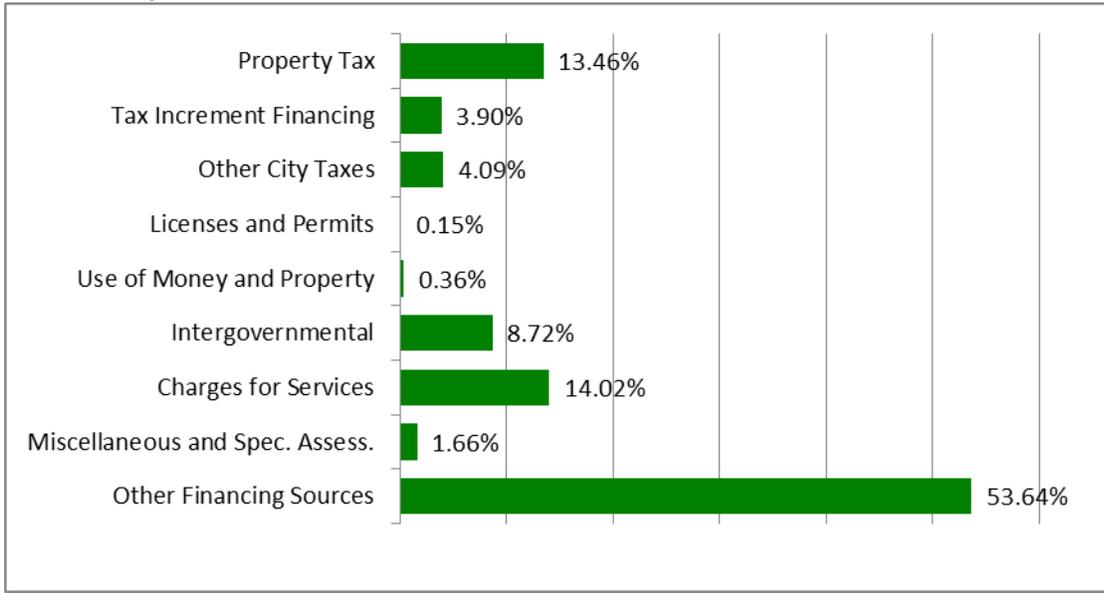


Source: (Iowa Department of Management, 2012)

As West Union plans for its future, an overview of how the city receives revenue and where it spends that revenue can identify areas with extra resources or potential savings. Charts 65 and 66 illustrate city’s revenue sources and expenses for the 2011 fiscal year. The impact of the streetscape project is noted in the figures. The majority of the community’s revenues came from other financing sources - bonding

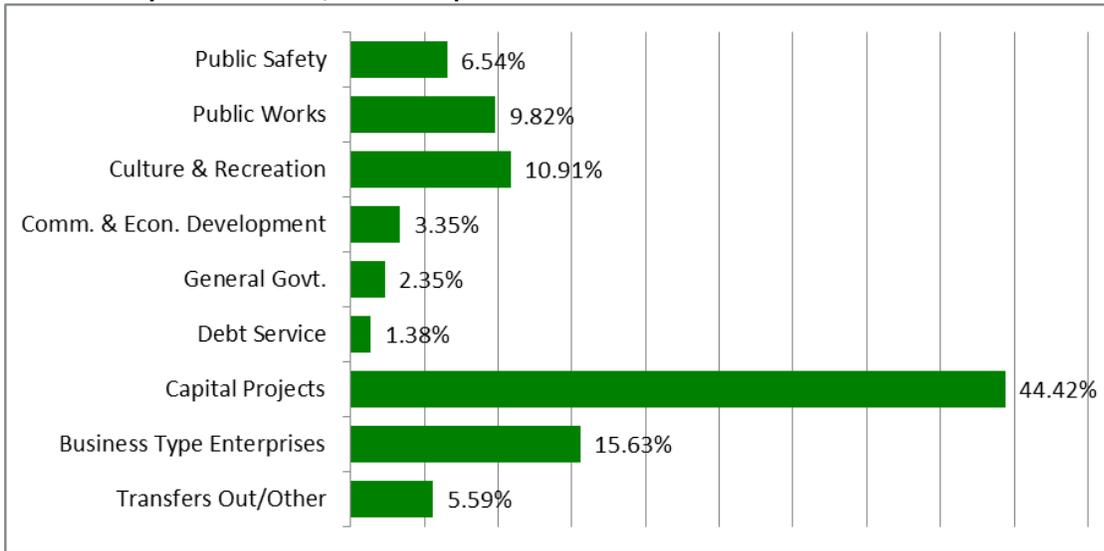
generally. Charges for services, such as water and sewer accounted for the next highest source of revenue. Property tax revenue was the third highest source of revenue. The majority of the expenses paid for capital projects, most likely the street project. Business type enterprises were the second highest expense accounts. As is clear from these charts, revenue and expense categories can fluctuate from year to year as larger community projects are undertaken.

Chart 14: City of West Union, FY 2011 Revenue Sources



Source: (Iowa Department of Management, 2012)

Chart 15: City of West Union, FY 2011 Expenses



Source: (Iowa Department of Management, 2012)

Debt

West Union carries debt in General Obligation (GO) bonds, Revenue bonds and Tax Increment Financing (TIF) projects. GO debt is typically incurred for essential corporate purpose or general corporate purpose

projects and are governed by Iowa Code, Chapter 384. Essential corporate purpose projects include most public works projects, and municipalities are not required to hold a referendum for the issuance of this type of bond debt. Approval of essential corporate purpose bonds are the responsibility of the City Council. General corporate purpose projects may include projects such as a new library or downtown renovations and require (with some exemptions) a referendum of residents for issuance of bonds or indebtedness (The Iowa Legislature, 2012). Revenue bonds are paid through increased income generated from the use of the debt project, often from a utility improvement. TIF debt is paid from the receipts generated by increased property values in the designated TIF district. As of June 30, 2012, the City of West Union reports \$3,131,658 in outstanding debt.

In Iowa, a municipality may not exceed five (5) percent of its actual valuation in the principal portion of all General Obligation and/or TIF projects combined. Revenue bonds do not count against the city’s bonding capacity. Table 79 calculates the city’s remaining bonding capacity.

Table 14: City of West Union Bond Debt Analysis

Actual Assessed Valuation, Including Agricultural Land (January 2011)	\$112,088,583
Bonding Capacity (5% of Actual Assessed Valuation)	\$5,604,429
Outstanding Debt (General Obligation and TIF Debt)	\$2,736,658
Unused Bonding Capacity	\$2,867,771
Percent Bonding Capacity Used	49%
Percent Bonding Capacity Unused	51%

Source: (Iowa Department of Management, 2012); (UERPC, 2012); (Vagts, 2012)

Economic Development Programs

The City of West Union maintains its support of the county economic development organization and has three local organizations to support existing businesses and economic growth. The West Union Chamber of Commerce works with existing businesses to provide marketing support and technical assistance. The Main Street West Union organization follows the four-point approach of economic development through historic renovation. While its main focus is the downtown district, the group offers promotions and technical assistance to businesses throughout the community. West Union Community Development works closely with the county development group to support business expansion and attraction for the community. They own the remaining unsold industrial park lots. These groups offer financial capital on a case by case basis and through programs such the Main Street’s Façade Renovation grant. Regional, state and federal programs as mentioned elsewhere in this plan are also available for economic development projects within the community. The city has used TIF and tax abatement for various projects in the community.

Economic Development Summary and Priorities

West Union has a well-educated workforce with a good mix of industries and occupations. While only a third of city residents work in West Union, the mean commute time for workers is just 17 minutes (U.S. Census Bureau, 2012, 2006-2010 ACS). A past retail analysis indicates that for the most part, the retail mix in the community is meeting resident needs. Significant leakage was noted in motor vehicle and parts dealers and grocery stores. The city levies reasonable property taxes and has healthy financials. As a result

of the large downtown streetscape project, the city has used nearly half of its bonding capacity. Another strength for community and economic development is the three dedicated organizations that work to improve the community's amenities, strengthen existing businesses and attract new complementary (to existing businesses and workforce) businesses.

West Union's residents see an improved quality of life as key to successful economic development. Ensuring that the community has the amenities and shopping opportunities desired and needed by a discriminating population will keep the existing workforce intact and attract new people to the community. A high quality workforce, coupled with a progressive community attitude and a willingness to support businesses will encourage more business growth in the community, through both the expansion of existing businesses and new businesses. By marketing the community effectively, West Union hopes to attract and retain families and young professionals.

Economic Development Goals, Strategies and Actions

Goal 1: Existing businesses will be retained and/or expanded.

Strategy 1.1: Support business expansion and job retention programs.

Action: Utilize Synchronist (or some other BRE program or questionnaire) to maintain relationships with existing local businesses.

Action: Provide networking, training and business education opportunities for existing business owners/managers.

Action: Work with job skills agencies to provide incentive for business expansion.

Strategy 1.2: Use public investments in infrastructure to stimulate and generate private investments for economic and redevelopment activities.

Action: Consider TIF as a tool to reimburse private development investment in infrastructure.

Action: Consider development of SSMID "districts" to reinforce development approval decisions.

Action: Conduct cost-benefit analysis to ensure public investment is recovered through increased tax revenues in a reasonable amount of time.

Strategy 1.3: Expand and strengthen Chamber of Commerce/Main Street organizational support of retail businesses.

Action: Continue to support the collaboration of economic development agencies within the city.

Strategy 1.4: Support the development goals and recognize the economic impact of area institutions and businesses.

Action: Maintain and strengthen the relationship with Upper Iowa University.

Goal 2: Economic growth occurs while maintaining environmental quality.

Strategy 2.1: Consider environmental impact of any economic growth/development within the city limits.

Action: Monitor and understand state regulations so that we are a resource to business and industry.

Action: Identify targeted industries that fit with community's economic/environmental goals.

Goal 3: The community can support economic growth from new business and industry.

Strategy 3.1: Encourage public and private efforts to develop commercial and industrial sites.

Action: Planning and zoning will clearly delineate current and future commercial and industrial sites.

Action: Identify and create a plan for long term infrastructure needs to meet "shovel ready" specs.

Strategy 3.2: Encourage commercial and industrial development to locate in concentrations that promote the most efficient use of land, utilities and transportation infrastructure.

Action: Planning and zoning will clearly delineate current and future commercial and industrial "concentrated" sites.

Action: Consider incentive "districts" (TIF, urban renewal, historic, main street, SMID, etc.) to encourage development in efficient land-use areas.

Strategy 3.3: Designated industrial and commercial development sites will have the ability to provide required utilities and other services in a cost-effective way and with the necessary capacity for new business.

Action: Identify and create a plan for long term infrastructure needs to meet "shovel ready" specs.

Goal 4: The Downtown is a thriving retail area

Strategy 4.1: Attract unique shops to the downtown.

Action: Identify the community's niche.

Action: Encourage more storefront retail space.

Action: Develop plan for adequate parking to support customers and educate downtown employees.

Strategy 4.2: Engage in efforts for downtown beautification.

Action: Create a list of standard streetscape furnishing for use within the downtown.

Action: Enforce or strengthen existing zoning in the downtown area.

Action: Develop downtown design standards.

Strategy 4.3: Capitalize on the existing consumer base.

Action: Develop creative ways to divert/attract highway traffic into the downtown area.

Action: Work with Upper Iowa University to identify student/staff retail and service needs.

Goal 5: A flourishing tourism and recreation-based economy.

Strategy 5.1: Support the development of programs, activities and facilities that increase tourism and recreation opportunities.

Action: Explore and promote the opportunity for camping facilities in the community.

Action: Continue to support the Park & Recreation department.

Action: Broaden educational tourism opportunities by promoting environmental benefits of downtown streetscape.

Strategy 5.2: Conserve and expand recreational facilities and public access for parks and other recreation uses.

Action: Ensure adequate maintenance plan exists for acquisitions.

Action: Work with local conservation groups to promote and protect trout streams and woodlands.

Action: Before accepting or purchasing property for expansion of recreational facilities and parks, consider costs and public benefit.

Strategy 5.3: Enhance physical connectivity to area amenities.

Action: Work together to support trail connectivity throughout neighboring jurisdictions.

Goal 6: Start-up businesses and entrepreneurs are welcomed and supported.

Strategy 6.1: Support start-up and entrepreneurial businesses through technical and financial assistance programs.

Action: Maintain list of resource contacts for financial and technical assistance.

Action: Utilize Main Street resources to assist start-up businesses.

Action: Provide opportunities for networking and business education to small businesses.

Strategy 6.2: Support home-based businesses within appropriate zoning districts.

Action: Encourage participation in local business organizations.

Goal 7: Residents will have adequate and diverse employment opportunities. Jobs will be plentiful and high-quality.

Strategy 7.1: Use incentives to attract job-creating businesses.

Action: Create a menu of options for incenting business location which include revolving loan funds, tax abatement, grants and other incentive tools.

Strategy 7.2: Continue to work with local, regional and state organizations to establish methods to promote economic development.

Action: Continue to support the county economic development position.

Action: Consider ways to engage and collaborate with stakeholders at all levels.

Strategy 7.3: Research business opportunities that complement the area's existing businesses and workforce.

Action: Promote ag-related businesses.

Action: Explore opportunities to attract mid-range office/professional jobs.

Action: Survey newcomers for trailing spouse needs.

Action: Explore opportunities to attract businesses that support recreation activities.

Goal 8: Land use policies and economic development are compatible and support each other.

Strategy 8.1: Educate and enforce existing zoning codes or regulations.

Action: Ensure consistent information distribution and enforcement of codes by developing a plan of action for city employees.

Strategy 8.2: Consider potential hazards when allowing for new development.

Action: Make flood plain maps readily available to potential developers.

Action: Create a checklist of potential hazards to be considered when approving development projects.

Goal 9: Transportation and public utility systems will support and enhance economic growth.

Strategy 9.1: Use federal, state and local programs to improve transportation and utility systems.

Action: Engage the DOT and promote DOT board representation.

Action: Establish transportation and utility needs.

Action: Collaborate with regional planning agency to pursue funding and technical assistance.

Action: Maintain representation on Hwy 150 Corridor Coalition.

Action: Upgrade and maintain local airport.

Strategy 9.2: Ensure adequate technology infrastructure for all business types.

Action: Maintain and improve existing technology infrastructure.

Action: Explore fiber optics and extensive wireless coverage.

Action: Explore partnerships with other agencies to fulfill technology needs.

Goal 10: The workforce is sufficiently skilled and trained to meet the needs of employers.

Strategy 10.1: Expand job training and educational opportunities for existing workforce to support economic development.

Action: Collaborate with area education centers and workforce agencies to provide programming that supports local business needs.

Strategy 10.2: Link employment and training activities with economic development programs.

Action: Incorporate business skill requirements into BRE questionnaire.

Strategy 10.3: Participate in cooperative efforts to improve the education system.

Action: Help sponsor and coordinate career fairs.

Action: Act as liaison between business and education.

Action: Support, as possible, the construction and maintenance of educational facilities.

Goal 11: Retain and attract young residents.

Strategy 11.1: Ensure adequate and affordable housing for young singles and families.

Action: Work with realtors and landlords for more effective marketing of available housing, lots and rentals.

Action: Effectively enforce existing housing codes to prevent blighted and nuisance properties.

Strategy 11.2: Encourage amenities and culture that satisfy young families.

Action: Consider a community theater.

Action: Connect city trail system to recreation facilities.

Goal 12: The population is on an upward trend.

Strategy 12.1: Community facilities and amenities will help attract and support a growing population.

Action: Explore options for a wellness/recreation/community/child care center/storm shelter.

Action: Encourage broader use of PAC Center for fine arts opportunities.

Action: Explore opportunities for a community theater.

Action: Build on existing strengths in obtaining public support for community facilities and amenities.

Action: Monitor and understand the existing medical/emergency needs of the community to ensure adequate service are available to residents.

Strategy 12.2: Increased marketing of the community.

Action: Ensure an up-to-date and dynamic website.

Action: Coordinate information distribution.

Action: Highlight small town lifestyle and slow-paced environment.

Action: Maintain and promote safe and secure community.

Action: Survey new residents (re: what brought you to our community?).

Action: Highlight strong school system, great recreational opportunities and daycare center in community marketing materials.

Strategy 12.3: Increase the social capital within the community.

Action: Encourage the bridging of social groups to work toward greater community goals.

Action: Build the capacity of visionary forward-thinking local citizens.

Action: Provide residents and visitors with opportunities to engage in events and festivals.

Strategy 12.4: Housing will meet the needs of the population.

Action: Consider ways to develop newer housing with less maintenance.

Action: Support programs and codes that improve the condition of existing housing.

Action: Reconsider lot size requirements to enable full utilization of vacant lots.

Goal 13: Retail and services meet the needs of the local population.

Strategy 13.1: Improve the diversity of products and services available to area consumers.

Action: Encourage businesses to keep hours that accommodate working families.

Action: Attract new businesses or work with existing business to provide needed products and services.

Action: Attract new "anchor" retailers.

Action: Promote the expansion and collaboration of UIU Business Development Grant beyond boundaries of Fayette.

Strategy 13.2: Capitalize on the existing consumer base.

Action: Work with Upper Iowa University to identify student/staff retail and service needs.

Goal 14: Businesses are energy efficient and environmentally friendly.

Strategy 14.1: Increase sustainability practices of local businesses and community.

Action: When replacing street sections, consider new technologies in appropriate locations to reduce stormwater runoff.

Action: Consider the Installation of high-efficiency lighting sources in all community lighting fixtures.

Action: Provide educational opportunities to inform businesses about energy efficiency measures.

Action: Develop codes and ordinances to allow for the appropriate use of new energy technologies.

Transportation

Inventory of Existing Transportation Facilities

Streets and Sidewalks

Vehicular and pedestrian transportation options in the City of West Union range from city roads to state highways, trails and sidewalks. Residents of West Union primarily choose personal vehicles or walking as a main mode of travel throughout the community. West Union offers recreational trails and a sidewalk system that provide pedestrians with access throughout most of the community. One area of concern for the community is pedestrian safety across both Highways 18 and 150 through town, especially at the intersection of these two busy roads.

The City of West Union has approximately 28 miles of streets of which 93% are surfaced either with Portland Cement Concrete, Hot Mix Asphalt, Sealcoat, or pavers (Table 80). The remaining 7% are crushed stone or undeveloped streets. Much of the hard surfaced streets have curb and gutter. Some streets have been resurfaced several times reducing the runoff capacity for the gutters in those areas.

The pavement width of the streets in West Union varies from 19 feet in residential areas to 70 feet in the downtown business district. West Union's street system is a grid pattern, and this has influenced the size and shape of lots, location of structures and general location of all uses. Significant characteristics of a grid pattern include the lack of variations in lot sizes and design, sometimes inefficient development of land and higher than desired traffic volumes in certain residential areas.

Table 15: Street Surfacing, City of West Union

Surfacing	Miles	Percent
Portland Cement Concrete	7.8	28.3%
Hot Mix Asphalt Over Stone Base	2.5	9.1%
Portland Cement Concrete with Hot Mix Asphalt Overlay	0.4	1.4%
Oil and Chips over PCC, HMA, or Stone Base	10.2	36.9%
Permeable Paver	0.6	2.2%
Brick with Hot Mix Asphalt Overlay	0.6	2.2%
Crushed Rock	0.5	1.8%
Platted, Not Open to Traffic (Undeveloped)	1.4	5.1%
State / U.S. Highways	3.6	13.0%
TOTAL	27.6	100.00%

Source: (Vagts, 2012)

Many of the residential neighborhoods have large deciduous hardwood trees adjacent to the rights-of-way which enhance the aesthetic quality of the community. Developing a well-designed planting scheme and replacement program will contribute to the continued beauty of the community and streets while providing shade and a noise barrier. Street lighting systems include lamps on corners and in the middle of blocks in some residential areas. Efforts have been made to upgrade city lighting to utilize energy efficient lamps and maximize public safety while minimizing light pollution and glare.

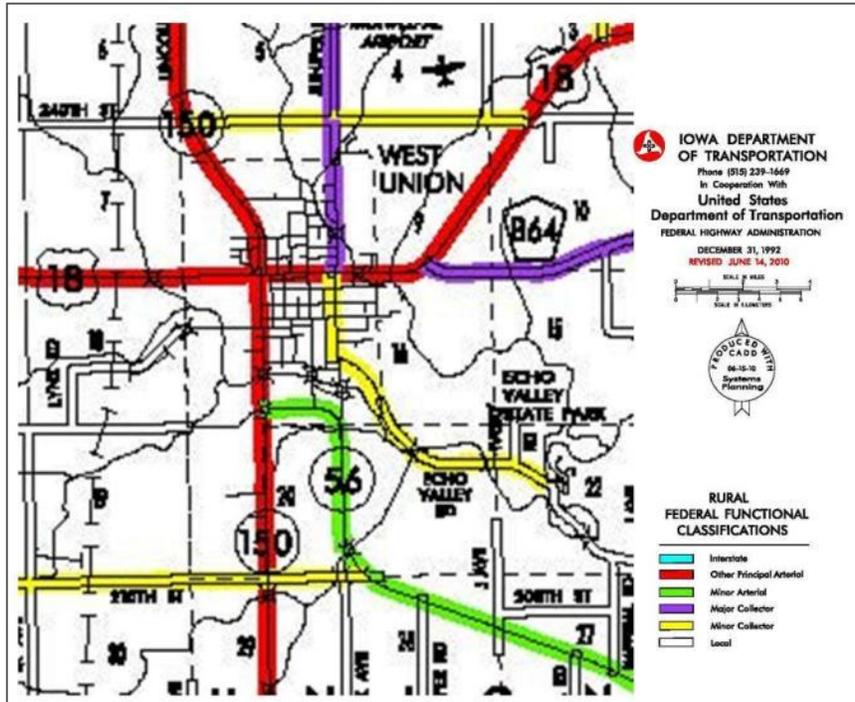
Street signage is currently under review and being inventoried to meet new federal signage mandates. In addition, new wayfinding signage has been installed on highly traveled roadways to direct visitors to popular destinations within the community.

Street maintenance is the responsibility of the Public Works Department, and the city utilizes Road Use Tax funds from the State of Iowa and local funds for street maintenance. In addition to maintaining the streets and bridges, the Public Works Department is responsible for snow removal, grading of gravel roads, seal coating, ditch maintenance, street signage, alley maintenance, painting, sweeping, and parking lot maintenance within the community. The city is not responsible for the maintenance of Highways 150 or 18.

Figure 34 shows a street diagram, with Federal Functional Classifications highlighted for the city. There are two principal arterials through the community: State Highway 18 (also known as Bradford Street) and Highway 150 (also known as Lincoln Road). Highway 56 (also known as Franklin Street) is a minor arterial. There is one major collector within the city limits, W42 (also known N Pine Street), and one minor collector, South Pine onto Echo Valley Road.

All other roads in the West Union planning area are classified as local roads. Figure 35 illustrates traffic counts for various points in the community. The city’s highest traffic counts occur on Highway 150 south of the intersection of Highways 150 and 18, at 5,800 vehicles per day (VPD). The next highest counts are noted on Highway 18, east of the 150/18 intersection with 5,500 VPD. The third highest counts occur on Vine Street in the downtown area, with 4,030 VPD.

Figure 2: FFC Classifications through the City of West Union



Source: (Iowa Department of Transportation, 2011)

Air Transportation

The George L Scott Municipal Airport is located one mile northeast of West Union and was built in 1975. Airport operations are governed by the city's five-member Airport Board. The day-to-day operations are handled by an on-call manager. The airport has a concrete operational runway in fair condition, 4,248 feet long by 50 feet wide. The runway is lighted with low intensity runway lights (LIRL). The concrete strength is 21,000 pounds single and double wheel loading.

Public Transportation

Transit service is provided by Northeast Iowa Community Action-Transit as an alternative to privately owned vehicles. In addition to the regular demand response service available to residents at any time, NEICAC-Transit offers regular "In-town Services" in West Union from late morning to early afternoon, Monday through Friday. In-town services are economical and very easy to access and are used regularly by West Union residents wishing to travel in town during those hours. NEICAC-Transit also runs a "scheduled county trip" from West Union to Decorah with stops in between twice a month.

Railroads

No working rail exists in West Union at this time; however, rail beds from former rail service still exist and have potential for development into trails or some other pedestrian use.

Bike and Pedestrian Trails

Residents can enjoy biking and walking on the paved trails in the West Union Recreation Complex. Future plans include connecting the community to the Echo Valley Environmental Nature Trail southeast of town. The North Fayette campus also has a walking trail through a recently developed natural prairie and wetland area.

Transportation Summary and Priorities

Transportation infrastructure in the community is meeting the current needs of the community, with most streets in generally good condition, sidewalks throughout most of the community, a public airport and opportunities for public transportation. Recent improvements to the downtown streets have completely rebuilt Vine Street, the most heavily traveled local road in West Union. The project incorporates many environmentally-friendly and safety features including porous pavers and rain gardens to reduce and cleanse stormwater runoff, and bump-outs at intersections to shorten the crossing distance for pedestrians. The community may wish to consider adopting a complete streets policy going forward to maintain a well-rounded perspective on upcoming street projects.

Public input indicated a need to become a more connected community. Residents noted that not all neighborhoods have sidewalks and crossings at the highways need improved safety measures and traffic control. The community would like to see better connectivity between the Recreation Complex and the school campus to the rest of the community. In addition, citizens recommended that the community pursue trail connections to area trails and recreational assets just outside the community. Finally, a top priority is the improvement of the Highway 150/18 intersection so that pedestrian traffic is more visibly and safely integrated into the traffic flow. Residents have no well-marked crossings to traverse this area safely.

This is an area where significant retail is separated from a large portion of the residential areas in the community, and while this retail should be accessible easily by walking, vehicle traffic flows do not allow for safe crossing.

Transportation Goals, Strategies and Actions

Goal 1: The transportation system has the capacity necessary to support all users.

Strategy 1.1: Develop a comprehensive system that supports transportation connectivity for all modes of travel.

Action: Assess existing systems to identify gaps.

Action: Create a plan to connect the city's "districts" by multiple modes of travel.

Strategy 1.2: Strengthen the existing infrastructure for safety and ease of access.

Action: Promote highway widening where appropriate.

Action: Explore opportunities for a city parking lot downtown.

Action: Plan for improvements and expansion of Highways 18 and 150 through town.

Goal 2: Alternate transportation modes are welcomed and encouraged.

Strategy 2.1: Support diverse transportation options.

Action: Promote and encourage the development of trails.

Action: Seek out new or alternative funding sources to develop trails.

Action: Install bicycle racks to accommodate bikers.

Action: Promote the use of public transit.

Strategy 2.2: Use active transportation to promote community health.

Action: Encourage participation in national bike/walk days and weeks and Safe Routes to School activities.

Action: Complete sidewalk mapping to identify gaps.

Goal 3: The transportation system is in good condition and is well-maintained.

Strategy 3.1: Road repairs are timely and cost effective.

Action: Campaign legislature for sufficient budgets to address repairs.

Action: Explore the opportunities for a RISE grant or other DOT programs to improve city transportation.

Strategy 3.2: Make safety a top priority.

Action: Upgrade sidewalk curb ramps.

Action: Ensure crosswalks and intersections are well-marked and easily visible.

Action: Encourage the reconfiguration of the Highway 18/150 intersection.

Action: Consider sidewalk ordinance for new development.

Action: Enforce existing sidewalk ordinances to ensure safe and accessible walkways.

Action: Develop driver awareness of pedestrian areas through paint, signage, etc.

Action: Create a safe and accessible route from the school campus to the downtown.

Action: Work with school to manage traffic congestion and vehicle speed during pick-up and drop-off times.

Action: Encourage active transportation to school when possible to lessen vehicle congestion.

Goal 4: Community neighborhoods will be connected and accessible.

Strategy 4.1: Develop comprehensive sidewalk/trail system within the community.

Action: Complete sidewalk mapping to identify gaps.

Action: Consider sidewalk ordinance for new development.

Strategy 4.2: Maintain road, crosswalk and sidewalk infrastructure to ensure easy pedestrian access and safety.

Action: Ensure crosswalks and intersections are well-marked and easily visible.

Action: Continue to support sidewalk replacement program.

Public Facilities and Services

City Hall

The operations of city government are directed from City Hall, which is located at 612 Highway 150 South. Several services are provided to the community from City Hall such as: city administration, including the Mayor's office and City Council chambers; utility billing, Parks and Recreation, Police Department and various other commissions, boards and meetings.

Police, Fire and Rescue, Ambulance and Medical Services

Police

The police department is located on the lower level of City Hall and has five police officers on staff: three full time patrol officers, a part time officer and a Chief of Police. The department provides a number of services to the residents of West Union. In addition to providing protection and emergency response to the citizens of West Union, officers make safety presentations at the school, assist with community festivals and perform many other safety-related activities for businesses and residents. The West Union Police Department participates in Iowa's statewide sTEP (special Traffic Enforcement Program). The program is a cooperative, week-long enforcement effort coordinated around a holiday, and in conjunction with a national campaign.

Fire and Rescue

Fire protection in the community is provided by the West Union Volunteer Fire Department out of its station located on South Vine. Beyond the city limits, the fire department provides service to all of Union Township, some of Dover Township, including Eldorado, some of Auburn Township, including Douglas and some of Windsor Township, with mutual aid agreements to assist surrounding fire departments as requested. The department maintains 25 fully trained volunteer members for fire response, ten volunteers are fully trained as first responders. The city has 204 fire hydrant and 4 dry hydrants.

Ambulance Service

Ambulance service is provided by Tri-State Ambulance, a regional provider headquartered in Wisconsin and affiliated with the Gundersen Lutheran healthcare system. The local ambulance service has two full time ambulances staffed at paramedic levels on duty at all times.

Medical Services

Palmer Lutheran Health Center, one of the two hospitals in the county is located in West Union. The hospital is affiliated with Gundersen Lutheran Medical Center in La Crosse, WI and governed by a local board of directors. The hospital operates Palmer Homecare Services in three off-site locations: West Union, Oelwein and Sumner. Palmer Homecare Services offers home health, home medical supply and hospice services. In addition, Palmer Homecare Services is the community health provider, having merged with Fayette County Public Health in 1996. The facility has undergone several renovations since it was first built in 1949. Major additions occurred in 1963, 1981, 1993 and 2008. The latest addition included

remodeling all patient rooms into private rooms, a new emergency room, surgery, rehab, X-ray, and cardiac and pulmonology departments. This addition brought the hospital up to 90,000 square feet.

Adjoining the hospital, the Gundersen Lutheran clinic provides family healthcare services to local residents. The Gundersen Lutheran clinic and hospital share some professional staff, ensuring that the community is fully served in its healthcare needs.

Additional services are provided in the community including in-center hemodialysis at DaVita West Union Dialysis, vision care at the West Union Eye Clinic, full service dental care, mental health services through the Abbe Center and two chiropractors.

Care Providers

Skilled Senior Care

The Good Samaritan Society – West Union provides skilled nursing home care for residents who need the assistance of rehabilitative and/or licensed nursing staff. The center includes a 24-hour secured memory care unit for individuals diagnosed with Alzheimer’s disease and related dementia. In addition, the Good Samaritan Society operates the Cedar Court Senior Apartments, 12 senior housing with services apartments.

Assisted Living

West Union has two assisted living options, Traditions of West Union and Stoney Brook Village. Traditions was built in 2007 and located along Highway 150 on the north end of West Union. The facility features one or two bedroom apartments, a memory care unit, 24-hour staffing, meals, housekeeping and laundry, on-call nursing, structured activities and transportation.

Stoney Brook Village opened in 2006 at the site of a vacated manufacturing plant. This creative reuse of a vacant property is now home to several active seniors. Stoney Brook is laid out in two buildings, the first of which is fully enclosed with 25 units and the second is a duplex with full apartments and garages. A recent addition to the main building has added more senior apartments. The facility features unique and spacious common areas, 24-hour staffing, medical staff, security, meals, medication reminders and administration, housekeeping and laundry, activities and wellness programs and transportation.

Child Care

There is one licensed child care center in West Union, one licensed preschool program at the West Union Elementary school, Hippity Hop, and a Head Start program that in total, provide slots for 126 children. There are two registered home providers that provide an additional 20 slots for area children. Kaleidoscope Kids Childcare Center is the only licensed center to offer full childcare hours in the community. The center is currently located in the basement of the West Union United Methodist Church, but a capital campaign has started to help raise funds to build a new center near the community’s recreation complex.

Parks and Recreation

The West Union Park and Recreation Department is responsible for the maintenance of the four city parks: Lion's Park, Rotary Park, Clark Park and Sunset Park. Lion's Park is located just north of Highway 18 on Slayton Street. The park receives maintenance help from the Lion's Club and features playground equipment, basketball courts, lighted shelters, sand volleyball courts, a ball field, drinking fountains and restrooms. Rotary Park is located on North Pine across from the High School. The park offers playground equipment, sand volleyball courts, a basketball court and a ball field. Amenities also include a lighted shelter with tables and grills and a drinking fountain. Clark Park is located on Fleet Street in the southeastern section of West Union. The park offers playground equipment, a lighted shelter, picnic tables, grills and a drinking fountain. Clark Park is undergoing renovations and improvements including new playground equipment, basketball court and shelter house floor. Sunset Park located in the gateway corridor of West Union off of Highway 150 just north of the 150/18 intersection. The park features a beautiful butterfly garden, a shelter and tables.



Photograph 9: Lion's Park



Photograph 10: Clark Park

The West Union Aquatic Center is operated by the Park and Recreation Department. The Aquatic Center opened in 2005 and features a nearly 8000 square foot pool, 132 foot water slide, two diving boards, eight competitive swim lanes, in-pool umbrella and full service concessions. The pool opens in late May and remains open through early September, weather and staffing permitting.

The West Union Recreation Complex is located north of the Aquatic Center and is operated by a private foundation. The recreation complex offers many amenities including playground equipment, lighted shelters with picnic tables, restrooms, water fountain, two ponds, butterfly gardens, paved walking paths, soccer fields, little league ball fields and tennis courts.

Religious Opportunities

West Union is home to 13 different churches of a variety of faiths and denominations. Churches provide social connection for community members and support to families in need. Community churches host various community events, dinners and fellowship opportunities throughout the year.

Schools

North Fayette Community School District

The West Union attendance center includes the school district administrative offices, the high school and an elementary school. Overall, the District provides an excellent education for its students. Table 81 shows the 2011-2012 enrollment figures, by facility, in the district.

Table 16: North Fayette Community School District Enrollment by Building, 2011-2012

Building	Grades	Enrollment
Hawkeye Elementary School	PK, 1 & 2	127
West Union Elementary School	PK, K, 3, 4, 5 & 6	329
Rainbow Land Preschool	PK	15
Elementary Total		471
North Fayette Middle School	7 & 8	116
North Fayette High School	9, 10, 11 & 12	250
Total		837

Source: (Iowa Department of Education, 2012)

School district enrollment projections for the entire school district were detailed earlier in this document. Enrollment projections for the school district indicate that the district will see a decline in the number of students with slight fluctuations through the 2016-2017 school year. Table 82 compares the enrollment projections for the district as a whole to the West Union Elementary grade enrollment projections and the high school grade enrollment projections. Overall district enrollments are expected to decline by 7.7% by the 2016-2017 school year, by comparison, grades K and 3-6 are only projecting a slight decline of less than 1% and the high school numbers are expected to shrink by nearly 10% in that same time frame. The North Fayette Community School District and the Valley Community School District are currently in discussions regarding a whole grade sharing partnership to help both districts adapt to shrinking high school enrollments in the next few years.

Table 17: North Fayette Enrollment Projections, West Union Campus and Totals

	Grades K & 3-6	Grades 9-12	Total Enrollment
2011-2012 (actual)	295	266	847
2012-2013	276	231	776
2013-2014	286	231	776
2014-2015	291	236	782
2015-2016	292	232	779
2016-2017	293	240	782
% Change	-5%	-9.6%	-7.7%

Source: (Iowa Department of Education, 2012)

The West Union facilities are in good condition, with continued renovations at the high school. The elementary building was first constructed in 1960 and the high school was first constructed in 1970, both with additions in 1999. The auditorium was added in 2007. These facilities should adequately serve the district throughout the life of this plan.

Library

The West Union Community Library is located in an 8,300 square foot building, built in 1999. The library is governed by the city's library board and managed by a full time library director. The Library is located at the corner of Highway 18 and Vine Street and features handicap accessibility and two meeting rooms available for public use. The conference room seats ten people and the ICN room seats 40. The library also offers a newspaper and magazine reading lounge, eight public computers with internet access, wireless internet, 900 video tapes and 600 audio books and over 26,000 volumes of books. The library also has one of the few Gates Computer Labs in the State of Iowa. The library organizes many activities for youth and adults including an adult book club, a summer reading program for kids, a teen program and various special activities and events throughout the year.

Public Facilities and Services Summary and Priorities

In general, residents feel that community facilities are meeting the needs of the residents and even go so far as to rate the existing facilities and services as "excellent." Priorities for the community include the development of a child care center and a possible community center. Additional public input identified a desire to relocate the city hall in the downtown area. Maintaining a strong hospital and clinic presence in the community is also important to residents, along with embracing the senior living options available within the community. Ample and effective public facilities and services are all part of building a higher quality of life for residents.

Public Facilities and Services Goal, Strategies and Actions

Goal 1: Community facilities are well-maintained and serve the purpose for which they were designed.

Strategy 1.1: Update or expand facilities as needed by the community.

Action: Act as resource to help nursing home facilities prepare for the technology needs of future residents.

Action: Maintain strong relationship with hospital board to look for creative ways to expand as needed.

Action: Airport expansion, conduct feasibility study and look for regional collaboration.

Strategy 1.2: Replace or construct facilities as needed by the community.

Action: Support the construction of a childcare facility.

Action: Promote West Union as a regional hub for combined services.

Strategy 1.3: Ensure that community facilities meet the long-term goals of the community.

Action: Work with the Fair Board to ensure that goals align.

Goal 2: Community facilities serve all residents.

Strategy 2.1: Ensure that residents have the services they need.

Action: Explore opportunities for new or rehabilitated senior center.

Action: Explore the feasibility of a wellness center that combines functions for increased funding opportunities.

Strategy 2.2: Ensure that community facilities are accessible to all residents.

Action: Consider ways to make recycling bins more convenient.

Action: Plan for the relocation of City Hall and Police Department to the downtown.

Action: Improve accessibility to public facilities where needed.

Public Infrastructure and Utilities

The City of West Union provides water, sewer, stormwater and recycling services to its residents. Other essential services such as electricity, natural gas, communications and solid waste collection are provided by private entities.

Water

The city provides water service through a series of four wells and two water towers. The city's two oldest operating wells were both established in 1932 and the newest well was established in 1984. Table 83 provides detailed information on the city's wells. The water towers hold a total of 650,000 elevated gallons of water. Table 84 provides detailed information regarding the towers.

Table 18: Water Source (Well) Information, City of West Union

Well Number	Year Established	Location	Depth	Pump Capacity
3	1932	East of County Maintenance garage	55	250
4	1932	East of County Maintenance garage	55	250
5	1983	Water Street	1,120	415
6	1984	Southwest corner of fairgrounds	1,094	430

Source: (City of West Union Water Department, 2012)

Table 19: Water Tower Information, City of West Union

Tower Number	Year Constructed	Location	Capacity
1	1934	Walnut and Elm Street	150,000 gallons
2	1975	West Linden Street	500,000 gallons

Source: (City of West Union Water Department, 2012)

The City's water system has 33.4 miles of water main, with 393 valves and 204 hydrants on the system. The daily water demand is 222,000 gallons per day, with the system capacity being 468,000 gallons a day. The current water system has adequate capacity for both residential and commercial/industrial growth. The city reports that roughly 8% of the water pumped was unaccounted for during the year. An excessive amount of unaccounted water (20% or more of water pumped) may indicate a leaky system or abnormally high use of unmetered water (hydrant flushing and other uses).

All water mains and appurtenances within the downtown business district are being replaced and upsized as part of the streetscape project. Other recent projects have included providing infrastructure to new residential subdivisions as they are developed, water main upgrades as part of street reconstruction projects and the replacement of non-operating valves.

Future work to the water system will consist of providing extensions to new residential and commercial/industrial developments as they occur and continued maintenance and replacement of system valves and hydrants. As street reconstruction projects take place, it is expected that older smaller diameter mains will be upgraded.

Sanitary Sewer

Sanitary sewer service is provided to West Union residents through 23.5 miles of collection lines, 433 manholes, 1 lift station and a treatment facility. The existing treatment facility is designed to handle 850,000 gallons at 700 lbs. of raw biological oxygen demand (BOD) a day. The average daily load is 640,000 gallons a day with 400 lbs. of BOD.

All sanitary sewer mains and manholes within the downtown business district are being replaced as part of the streetscape project. Other recent projects have included providing infrastructure to new residential subdivisions as they are developed, main and manhole upgrades as part of street reconstruction projects, repair and improvements of two sections of main that were damaged from floods and ongoing upkeep to the wastewater treatment plant.

Future work to the sanitary sewer system will consist of a significant upgrade to the wastewater treatment plant and the reduction of inflow and infiltration to the collection system through mains, manholes, and service lines. Extensions to new residential and commercial/industrial developments will be completed as they occur. As street reconstruction projects take place, it is expected that older smaller diameter mains will be upgraded.

The current collection and treatment system has capacity to allow for residential and commercial growth. New industrial users would need to be evaluated on a case by case basis as loading can vary widely per user. It is anticipated that upgrades to the wastewater treatment plant will provide additional treatment capacity.

Stormwater Management

The existing storm sewer consists of 6.7 miles of storm lines with 267 catch basins. The city does not have retention or detentions ponds, but there are eight private detention ponds within city limits. Storm drainage within the downtown business district is being significantly improved with the streetscape project. Recent storm drain projects have included improvements to a poorly drained street and maintenance of existing intakes and pipes. The storm sewer collection system is generally sized appropriately to meet current needs, but many portions of the system are beyond their design life expectancy and should be improved. Many intakes are in need of reconstruction as well as some sections of pipe.

The downtown streetscape project has storm water management as a major goal. All streets and sidewalks within the project area are being constructed with permeable pavers that infiltrate nearly all storm water into a stone base. This water is then slowly released after being cleansed and cooled. In addition, bio-retention areas are included to handle additional runoff.

The city adopted a storm water management ordinance approximately 10 years ago that requires new developments to manage storm water runoff to the five year undeveloped condition. This ordinance may need review and modification in the future to become more effective. A storm water utility for the

community has been discussed and may be implemented to assist with upgrading the storm water collection system and encouraging low impact development.

Residents and businesses are also doing their part to address stormwater runoff. One downtown building has installed a green roof on part of the building to reduce runoff and another has added a rain garden near the business parking lot. Several rain barrels have been purchased by residents to collect partial roof runoff.

Electricity, Natural Gas and Communications

Electrical services are provided by Alliant Energy and natural gas service by Black Hills Energy. Census data indicates that 79% of residents use utility gas as their principal heat source while 13% use electric heat (U.S. Census Bureau, 2012, 2006-2010 ACS). Residents can obtain telephone services through CenturyLink. High-speed internet service is offered through Mediacom, Alpine and CenturyLink. Cellular service is available from a number of carriers.

As part of the downtown project, West Union is currently installing a shared geothermal heating and cooling system using ground source energy, which uses shallow geothermal wells located in the courthouse square to tap the ground's stable temperatures. When complete, buildings in the downtown will be able to access the system for heating and cooling. The city will be the utility provider when the system is up and fully running. Long range plans include the expansion of the system to other parts of the community.

Solid Waste and Recycling

Solid waste collection in West Union is contracted individually by residents through one of two private entities, Waste Management or Bunn Services. All solid waste is hauled to the county waste site where it is transported to Buchanan County Landfill. Curbside recycling is currently not available in West Union; but residents are provided with several drop-off sites. As with all county residents, West Union residents may take their regular garbage directly to the landfill and dispose of it at no charge. The city offers yard waste pickup twice a year and operates a drop off site for leaves and grass clippings

Public Infrastructure and Utilities Summary and Priorities

The city has completed major water and sewer line replacements and upgrades as part of the downtown project and will continue to replace and upgrade as necessary throughout the community. Future upgrades to the water treatment facility are a priority for the community. In addition, the city will need to determine the best way to operate the shared geothermal system. The city will prepare for these issues and potential expansion needs by developing a capital improvement plan and budgeting accordingly. West Union's utility services are reliable and sufficient to meet the needs of residents. As a "green pilot" community, stormwater retention, cleansing and cooling is of great interest to residents and both businesses and individuals are doing their part to reduce runoff into the surrounding trout streams. Public input indicated interest in curbside recycling and improving the appearance of the community by working with utility providers to relocate lines underground, or bundle them for a cleaner look, especially in the alleyways

visible as travelers enter the downtown area. Finally, interest in a city-wide wireless service was expressed by residents.

Public Infrastructure and Utilities Goals, Strategies and Actions

Goal 1: Clean drinking water is assured for all residents.

Strategy 1.1: Quality of groundwater is protected for human consumption.

Action: Review Wellhead Protection Plan as needed.

Action: Create 10-year capital improvement plan for water main upgrades, budget accordingly.

Goal 2: Sanitary sewer preserves the environment and protects public health.

Strategy 2.1: Encourage compliance with minimum state standards.

Action: Work toward eliminating inflow and infiltration into the sanitary sewer collection systems.

Action: Develop capital improvement plan and budget for wastewater treatment plant upgrade.

Action: Conduct system assessments (via video tape) that indicate age and condition of infrastructure.

Goal 3: Waste management and recycling programs meet the needs of community residents.

Strategy 3.1: Encourage waste reduction and recycling programs.

Action: Consider curbside recycling.

Action: Encourage education programs regarding recycling.

Action: Continue to sponsor hazardous waste drop off days.

Strategy 3.2: Keep landfill transfer station effective and efficient.

Action: Monitor and analyze current landfill/transfer station process to ensure service efficiency.

Goal 4: Community infrastructure is well-maintained and meets the needs of residents and businesses.

Strategy 4.1: Ensure that infrastructure is monitored for adequacy.

Action: Conduct system assessments that indicate age and condition of infrastructure.

Action: Include all major infrastructure projects in capital improvement plan.

Strategy 4.2: Develop streetscape designs that attract residents and businesses.

Action: Work with utility providers to relocate overhead wires underground.

Strategy 4.3: Maintain roads and bridges.

Action: Develop repair and replacement schedule based on condition reports.

Action: Develop firm budgets that set aside funds for road and bridge projects as scheduled.

Goal 5: Stormwater runoff is managed, cleansed and cooled for least possible impact to the community and the environment.

Strategy 5.1: Incorporate infiltration-based systems for the management of storm water runoff.

Action: Educate citizens and local landscapers on the best practices for stormwater management.

Action: Encourage regional detention and retention ponds that support collaboration.

Action: Coordinate with developers to ensure appropriate detention and retention ponds for water run off storage.

Strategy 5.2: Ensure access to high speed internet throughout the community.

Action: Encourage multiple providers to spur free market competition.

Action: Explore opportunities to provide city-wide wireless.

Strategy 5.3: Ensure city utilities reach all current and future community boundaries.

Action: Identify gaps in service and layout plan for completion.

Action: Utilize TIF to assist developers with utility installation.

Action: Create a plan for expanding water/sewer and other community infrastructure into potential growth areas.

Action: Prior to approving new expansions, ensure that existing system has the capacity required.

Strategy 5.4: Explore opportunities for alternative energy use and development.

Action: Encourage energy efficiency and renewable energy.

Action: Conduct feasibility study for solar energy generation.

Action: Seek ways to collaborate with school district, university and other communities to support alternative energy projects.

Action: Consider additional electrical outlets for alternative vehicles.

Goal 6: Intergovernmental and intra-governmental coordination is encouraged and supported.

Strategy 6.1: Encourage efficiency through collaborations.

Action: Combine county and local services where practical and acceptable.

Action: Explore regional consolidations of services where economies of scale would result in lower costs and efficiencies.

Action: Coordinate infrastructure, construction and maintenance projects to increase efficiency.

Natural and Agricultural Resources

Topography

West Union occupies approximately 3 square miles in a region of Northeast Iowa where agriculture, agribusiness, and industries are some of the principal elements of the economy. The community elevation is one of the highest in the county, sitting mostly on the lowan Surface. Lands in and surrounding the community are characterized by 3 to 15 percent slopes, with most areas under cultivation. Tree-lined water courses, including Otter Creek at the south edge of West Union, dot the landscape.

Watershed and Surface Waters

West Union is located in the Turkey Watershed and is bordered by Glover Creek on the north and Otter Creek to the south. Otter Creek is of particular importance to the community and the downtown stormwater retention efforts are designed to protect Otter Creek from harmful urban runoff. Otter Creek is classified as a high quality, cold-water stream. This means that it is a stream appropriate for recreation and in which other habitat characteristics are suitable for the maintenance of a wide variety of cold-water species, including non-reproductive populations of trout and associated aquatic communities. The Iowa Department of Natural Resources stocks trout in Otter Creek weekly, except in July and August when stream temperatures are above 75 degrees.

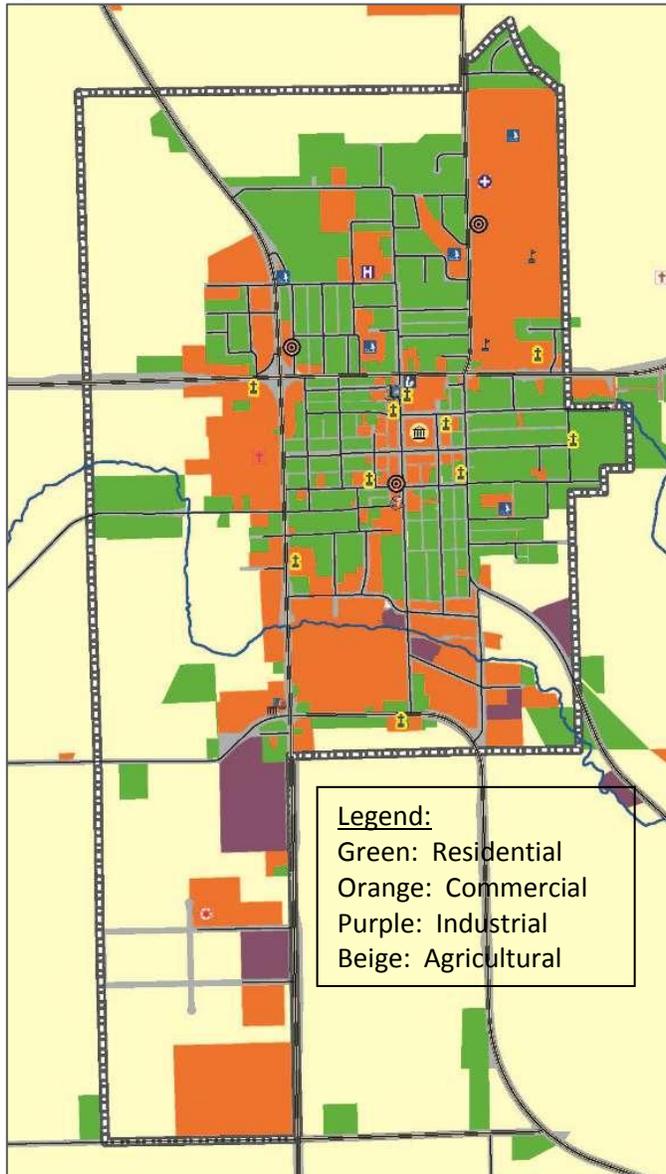
Soils

The soils in the community of West Union are classified primarily under two soil associations. Most of the community is in the Downs-Fayette association. This association is characterized by gently sloping to moderately steep, well drained soils that formed in loess. Loess is an accumulation of soil dust which settled from the atmosphere in a very dry period of Iowa geological history. In an un-weathered condition, it is an even grained material composed mainly of silt and ranges in color from a light grayish brown to a yellowish brown. A small section of the southwest corner of the community is in the Kenyon-Clyde-Floyd association. This association is characterized by nearly level to moderately sloping, moderately well drained to poorly drained soils that formed in loamy material and glacial till. Both of these soil associations are generally on uplands (USDA Soil Conservation Service, 1976).

Agriculture

The City of West Union currently has about a third of its land in agriculture, the majority of which lies in the undeveloped areas in the industrial park in the southern part of town and on the western edge of the community. Some agricultural land stretches around to the north of the city as well. The beige sections of Figure 36 illustrate the areas of agriculture within the community.

Figure 4: Land Assessments for West Union



Source: (Biver, 2012)

Natural and Agricultural Resources Summary and Priorities

The City of West Union has a selection of natural resources from prairies to cold water streams. These natural resources are important to the local economy through tourism and recreation and impact the overall quality of life in the community. Community residents have noted a loss of timber over time and are concerned about the potential loss of wildlife habitat. Glover and Otter Creeks are important assets to the community and the city has taken action through its water retention projects to protect these streams from urban runoff. Hunting and fishing are part of the area culture and draw visitors to the area, so the protection of these natural resources is vital. Agriculture occupies a portion of the area within the City of

West Union. The city encourages the utilization of State and Federal programs for agricultural conservation when applicable. For its part, the community will continue its “green pilot” practices and as possible, extend the practices throughout the community.

Natural and Agricultural Resources Goals, Strategies and Actions

Goal 1: Natural Resources are valued and protected.

Strategy 1.1: Air, water and soil quality are protected.

Action: Consider infiltration-based systems for the management of storm water runoff.

Strategy 1.2: City trees are well-managed.

Action: Maintain tree board to address the health of city trees.

Action: Create a tree replacement plan to maintain health and diversity in city tree population.

Goal 2: Park facilities and services are well-maintained and accessible to the public.

Strategy 2.1: The provision of park facilities and services will be coordinated between various governmental units and private providers.

Action: Consider joint ventures with private groups or individuals in developing recreational opportunities.

Action: Consider recreation needs assessment.

Action: Coordinate with school district to provide joint school/community facilities.

Action: Work together to support park facility development and recreational connectivity throughout neighboring jurisdictions.

Action: Provide public access to stream banks or shorelines that may accommodate intensified use for recreational, educational or other purposes without significantly impacting fragile natural areas intolerant of human use and without infringing upon the rights of private ownership.

Strategy 2.2: Ensure long term viability of public parks and recreational areas.

Action: Provide adequate staff for maintenance.

Action: Before accepting or purchasing property for public parks and recreation, consider costs and public benefit.

Goal 3: Transportation infrastructure meets the needs of farmers.

Strategy 3.1: Encourage heavy-use agricultural operations to locate near adequate transportation infrastructure.

Goal 4: People will come to enjoy the natural resources and stay.

Strategy 4.1: Expand recreational opportunities.

Action: Connect city and county trails to form regional trail system.

Action: Connect city trail system to recreation facilities.

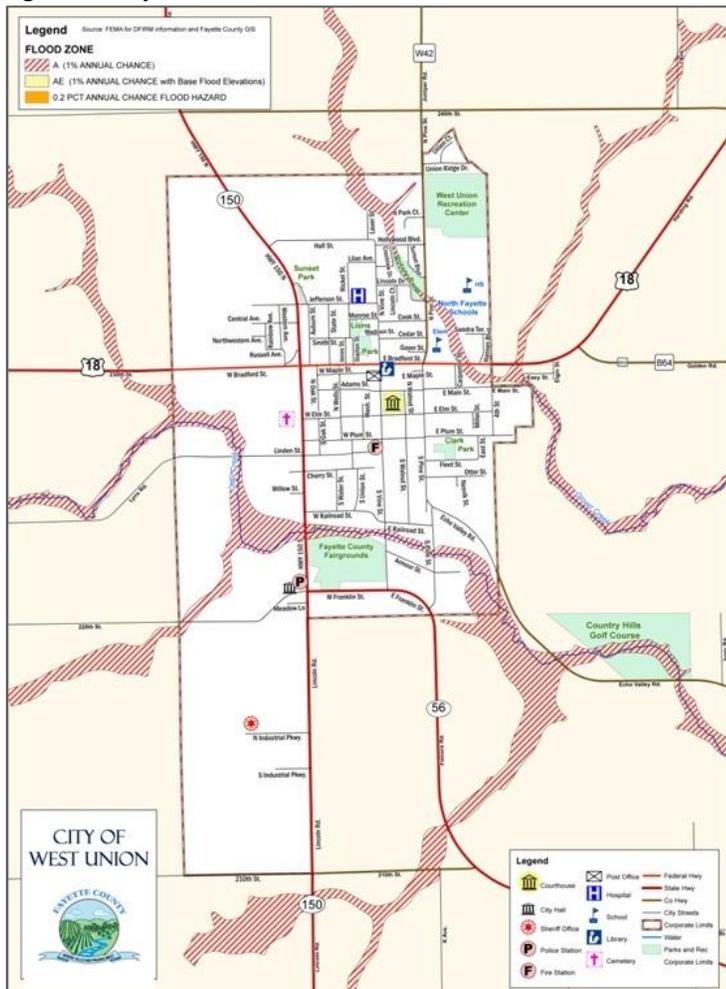
Action: Connect city trail to Volga River Recreation area and Clermont/Elgin trail.

Action: Explore the feasibility of a campground.

Hazards

Various hazards exist that have the potential to negatively impact the City of West Union. Severe weather and fire have both changed the landscape of the community throughout its history. As recently as 2001 to 2012, the downtown district lost two historic buildings to two separate fires. West Union’s two creeks produce potential flood concerns. Figure 37 illustrates the flood plain through West Union. The city has adopted a floodplain ordinance to prevent future development from occurring in those areas. The City of West Union participates in the Iowa Rural Water Association (IRWA) and utilizes West Union Community Library as their community shelter location. There is one warning siren in the city and it is activated during emergencies by the Fayette County Sheriff’s Office and is tested twice daily. The siren is located on top of the old City Hall building on South Vine Street and is easily heard throughout the community. The city keeps one generator at the wastewater treatment plant to maintain operations through potential power outages. Currently, the community is not compliant with the National Flood Insurance Program (NFIP) but is working on it.

Figure 5: City of West Union Flood Plain



Source: (Biver, 2012)

Emergency response activities are coordinated by county emergency manager and follow the Fayette County Emergency Support Function (ESF) plan. Along with the Fayette County Emergency Management director, first responders include the police department and the fire department. All city response personnel follow appropriate protocol and participate in emergency response exercises on a regular basis. With two busy highways through town, and the surrounding agriculture, the potential for a hazardous spill is a concern for the city. To respond, Fayette County contracts with the Linn County Regional Hazardous Materials Response Team, a specialized HAZMAT Team out of Cedar Rapids, Iowa. The city is a part of the Iowa Mutual Aid Compact (IMAC) and the city's fire department is party to Memorandums of Understanding with surrounding fire departments and townships.

The top three mitigation needs identified in the county's Hazard Mitigation Plan were (1) to further develop emergency response partnerships, (2) upgrade and maintain warning and alert notification equipment and (3) provide increased flood mitigation efforts and enhancements. These needs apply to the community of West Union as well as they continue to improve and maintain their emergency management functions. Additional needs for the community include an expansion of the fire station and the purchase of additional response equipment, more back-up power to operate the community's essential services. The city will also consider incorporating a tornado safe room into future plans for a community center, should that facility come to fruition. In lieu of a new community center, the planned child care center may be an appropriate location for such a shelter.

Hazards Goals, Strategies and Actions

Goal 1: Minimize vulnerability of the people and their property in West Union to the impacts of hazards.

Strategy 1.1: Be prepared and equipped to respond for any incident at any time.

Action: Purchase and install generator(s) and additional power supply equipment.

Action: Discuss the availability of community shelter location(s).

Action: Ensure residents are informed as to where community shelter locations.

Action: Construct and stock FEMA-compliant tornado safe room(s).

Action: Increase stock of firefighting, rescue and other emergency equipment.

Action: Develop new emergency responder facilities.

Action: Conduct water tower improvements.

Goal 2: Protect critical facilities, infrastructure and other community assets from the impacts of hazards.

Strategy 2.1: Reduce damages from potential flood events.

Action: Enforce flood plain ordinance.

Strategy 2.2: Improve and protect infrastructure.

Action: Make street Infrastructure improvements.

Action: Upgrade city water mains and lines.

Action: Pull well pump at fairgrounds.

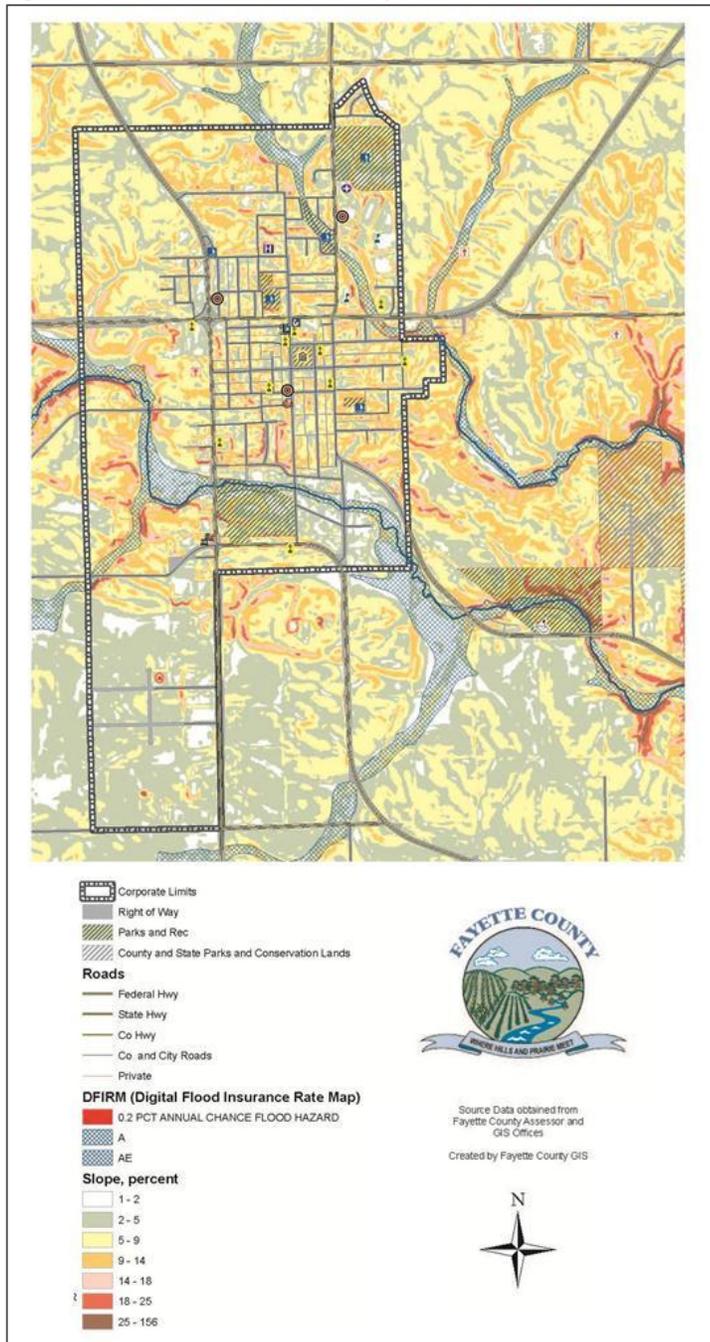
Action: Purchase auto-read system for entire city.

Action: Upgrade sewer and/or wastewater treatment systems.

Land Use

West Union’s location offers ample room for development if necessary. Otter and Glover Creeks do create restrictions in some areas as the flood plain is avoided. The slopes surrounding the community are slight, producing little in the way of natural barriers to development. Figure 38 illustrates the obstacles from land slopes and water that surround the community.

Figure 6: Land Use Prohibitors, City of West Union



Source: (Biver, 2012)

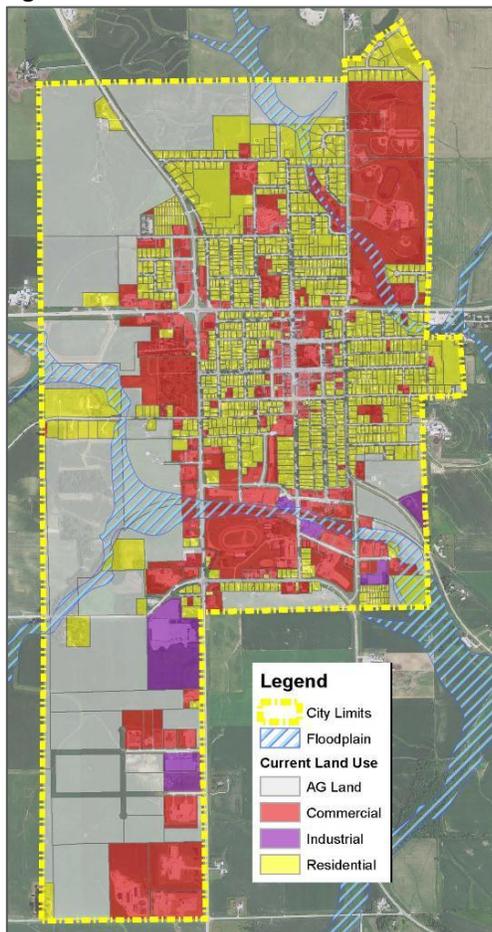
The current land uses in West Union, as categorized by the County Assessor for taxing purposes, are identified in Table 85. The largest land use category is agricultural uses, accounting for nearly 37% of the land area, followed by other uses at just over 24%. The “other” category includes right-of-ways and was calculated given a total acre count in the city of 1,756. The category of exempt property includes non-taxable properties such as parks, recreation areas, government properties, schools, nonprofits, churches or any other such properties. Residential land use constitutes the third highest use in the city. Figure 39 maps the current land use in West Union.

Table 20: Land Use Breakdown

Land Use Classification	Acres	Percent
Agriculture	648	36.90%
Residential	390	22.21%
Commercial	112	6.38%
Industrial	8	0.46%
Exempt Properties	168	9.57%
Other	430	24.49%
Total	1,756	100.00%

Source: (Biver, 2012)

Figure 7: Current Land Use

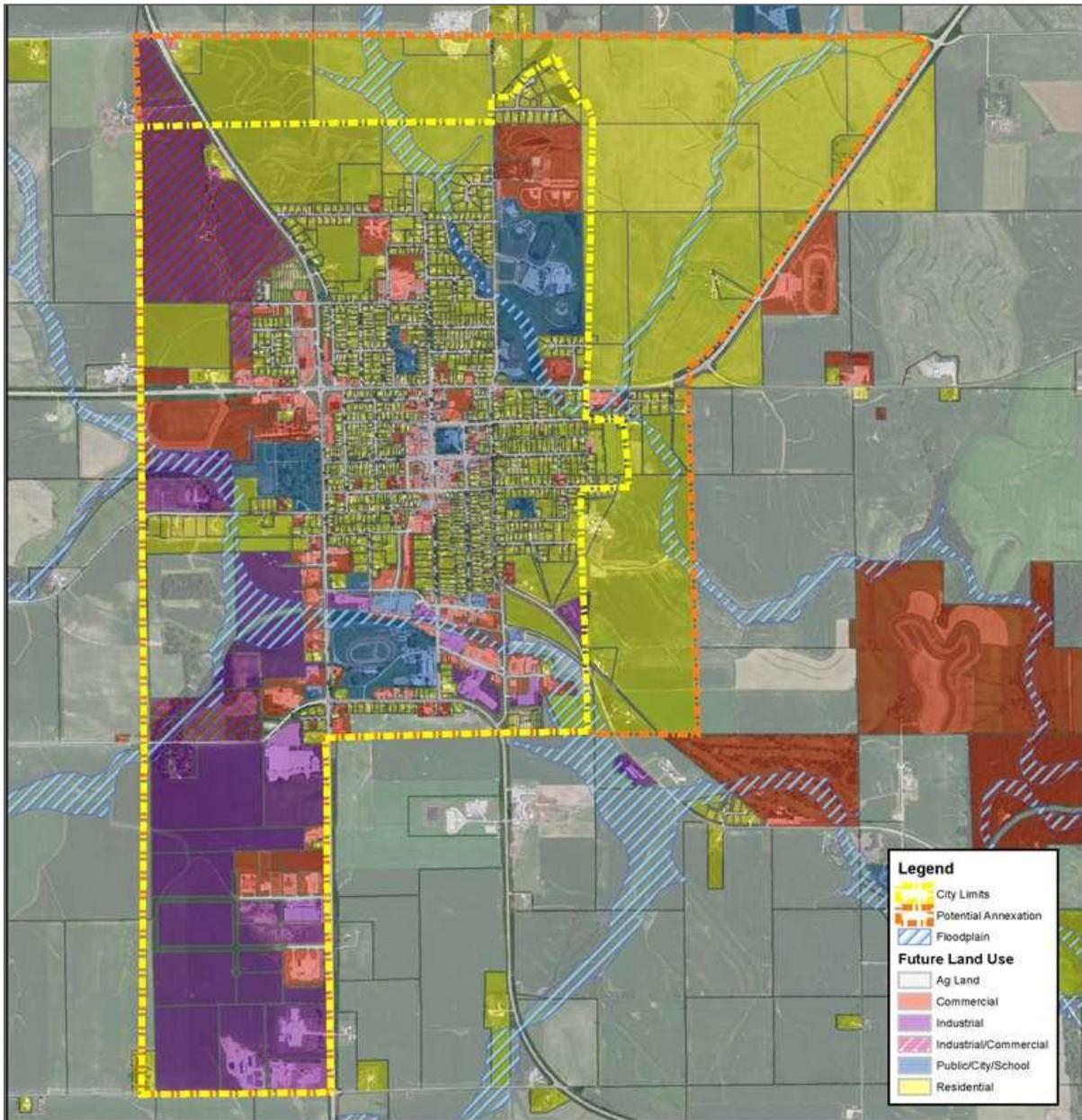


Source: (UERPC, 2012)

Future Land Use

The city has developed a Future Land Use Map (Figure 40) to guide decisions regarding future growth and development. The city expects to see future development to occur to the west within the existing limits and potential annexation growth to the north and northeast. While the future land use map designates how the city would like to utilize the land, the city's zoning ordinances and zoning map will identify specific uses. This map will serve as a good guide for the community in the future as infrastructure expansions are considered and planned.

Figure 8: Future Land Use Map, City of West Union



Source: (UERPC, 2012)

Land Use Summary and Priorities

West Union has little limitations to growth from natural barriers. Otter and Glover Creeks provide some areas prone to flooding and will be avoided in future development. The city still has quite a bit of undeveloped land within its existing borders and will encourage appropriate development in those areas. As development does occur, the city will be cautious about permitting until all potential environmental harms and hazards have been studied. This will ensure that the environment attracting new residents is maintained and that new development does not cause potential safety hazards or conflicts with existing uses. As new growth and potential annexation occurs, the city will need to consider the best way to extend infrastructure and services to those areas.

Land Use Goals, Strategies and Actions

Goal 1: Control scattered development in the city.

Strategy 1.1: Development should will be controlled and permitted with consideration to provision of, proximity to and accessibility to water, sewer and police and fire protection.

Action: Develop a GIS map of existing utilities and emergency management services.

Action: Ensure that infrastructure can support the demand required by proposed development.

Action: Ensure that emergency management entities can support demand required by proposed development.

Strategy 1.2: Explore the use of TIF and other development programs and standards to support appropriate development.

Action: Consider TIF as a tool to reimburse development investment in infrastructure.

Action: Consider development of SSMID "districts" to reinforce development approval decisions.

Goal 2: Make wise use of public funds when expanding infrastructure for development.

Strategy 2.1: Coordinate public infrastructure investments with land use patterns.

Action: Identify and create a plan for long term infrastructure needs to meet "shovel ready" specs.

Goal 3: Safeguard quality of life.

Strategy 3.1: Ensure consistency between land use and zoning codes and ordinances.

Action: Review, update or create zoning codes and ordinances that reflect the values and culture of residents.

Goal 4: Suitable land will be reserved for industrial and commercial development.

Strategy 4.1: Consider availability of utilities and infrastructure when planning for industrial and commercial development.

Action: Maintain inventory of utilities and infrastructure.

INTERGOVERNMENTAL COLLABORATION

Iowa Smart Planning Guidelines: This section contains goals, strategies and programs for joint planning and joint decision-making with other municipalities or governmental entities, including school districts and drainage districts, for siting and constructing public facilities and sharing public services. The comprehensive plan or land development regulations may identify existing or potential conflicts between the municipality and other local governments related to future development of the municipality and may include recommendations for resolving such conflicts. The comprehensive plan or land development regulations may also identify opportunities to collaborate and partner with neighboring jurisdictions and other entities in the region for projects of mutual interest.

Vision

“All cities are linked together with the county to provide better services at lower cost with counties also linking for the same purpose.”

Introduction

Intergovernmental cooperation involves working with neighboring counties, incorporated communities, school districts and other agencies to understand how their future planning and development activity may impact one another, or where joint efforts can be pursued. At a minimum, this should involve sharing plans that may conflict or coincide with neighboring jurisdictions and local agencies so that cooperation results in an optimum implementation process.

Governmental Collaboration

Local Partnerships

Within the county, several organizations work together to provide the services desired by county residents and businesses. Various departments within county government are valuable to its communities as they work to maintain a high quality of life for residents. County departments work with the local communities to provide services such as law enforcement, road work, trail development and emergency management. Fayette County Economic Development offers technical assistance and some funding for economic development, community development and tourism to all of the county’s communities and can provide assistance toward meeting many of the goals within the county’s comprehensive plan.

Regional Agencies

Regional partnerships can also benefit the county and communities and have been noted throughout this document. Key regional agencies that can help implement strategies in this plan include:

- Upper Explorerland Regional Planning Commission (UERPC) provides services in community planning, government grant writing (community facilities, sewer/water, downtown revitalization

and housing), workforce, housing rehab and rental assistance programs and transportation projects.

- Northeast Iowa Resource Conservation and Development (RC&D) provides services and programs that support natural resource conservation and enjoyment. Water quality, forestry and trail development are among the areas of focus for RC&D.
- Northeast Iowa Community Action Corporation (NEICAC) provides programming and services in child and family health and wellbeing, home energy assistance, low-income housing and weatherization, and also serves as the region's transit agency.

State Agencies

The following is a list of state agencies whose departments and areas of expertise could assist the county and communities as they move forward with the implementation of this plan:

- Iowa Economic Development Authority (IEDA)
- Iowa Department of Agriculture and Land Stewardship (IDALS)
- Iowa Department of Cultural Affairs
- Iowa Department of Natural Resources (IDNR)
- Iowa Department of Transportation (IDOT)

Public Engagement

In addition to important intergovernmental collaborations, promoting more public engagement in county and community activities will be beneficial in the implementation of this plan. Informing and involving the public is an essential part of providing transparency in governance. Fayette County and its communities understand that getting good results in community development depends upon the support of its residents and will continue to look for ways to promote its activities and decision-making process to build more productive resident engagement.

Intergovernmental Collaboration Summary

Both intergovernmental cooperation and public engagement share the core requirement of effective communication. Together collaboration and public engagement are important ways to make the most efficient use of the county's limited resources and ensure fair and equitable decision-making processes. The county and its communities are fortunate to have strong partners throughout the county, region and state that serve as resources for a variety of projects and initiatives.

IMPLEMENTATION

Iowa Smart Planning Guidance: This section includes a compilation of programs and specific actions necessary to implement any provision of the comprehensive plan, including changes to any applicable land development regulations, official maps, or subdivision ordinances.

Introduction

The purpose of this section is to explain how this plan will be implemented to achieve the desired goals as set forth by the county and participating communities. The Fayette County Comprehensive Smart Plan addresses many important components critical to sustaining healthy communities while preserving the area's natural resources and history. As change is inevitable, the plan may need to be amended to reflect those changes. This section includes tables of all the actions highlighted in each previous section of the plan, with a timeframe for those actions. In this way, the implementation section serves as the master checklist for implementing the plan.

Action Plan

The action plan is laid out in table form for easy reference by community leaders. Each action is assigned a potential time frame, an agency or agencies responsible for ensuring that the action is carried out and the resources required to complete the action.

Time Frame

This category assigns approximate time frames in which the implementation of the action can be expected. Some actions will take significantly longer than others, so this document will simply refer to the proposed starting time and does not address the length of a project, unless it is ongoing. The time frames used in this document are as follows:

- 0 to 2 years
- 2 to 5 years
- Ongoing

Responsible Agencies

Fayette County and its departments will be the main agencies responsible for ensuring the implementation of the plan at the county level. In the participating communities of Fayette, Oelwein and West Union, each city and its departments will be the main agencies. In some cases, other agencies may provide a vital support role or even take the lead on some actions. On the Action Plan, the first agency listed in the table is assumed to be the lead agency.

Resource Needs

Resource needs include the potential direct costs of the project or initiative as well as overhead. This document simply categorizes possible resource needs into three levels:

- Minimal: Indicates resource needs to implement the action are expected to take less than \$10,000 in direct expenditures and could be accomplished within the schedules of existing staff and/or volunteers of the responsible parties.
- Moderate: Indicates resource needs to implement the action are expected to take more than \$10,000 and less than \$50,000 in direct expenditures and would require some coordination between agencies and increased staff time.
- Significant: Indicates resource needs to implement the action are expected to take more than \$50,000 in direct expenditures and would require significant coordination among agencies and significant staff time.

CITY OF WEST UNION ACTION PLAN

Element: Community Character and Culture			
Goal 1: Property values will be protected.			
Strategy 1.1: Improve and/or maintain the appearance of private and public properties.	Timeline:	Responsible Agency:	Resources:
<u>Action:</u> Enforce and update nuisance laws consistently.	Ongoing	City Administration	Minimal
<u>Action:</u> Address appearance of highway corridors through town.	Ongoing	City Council	Minimal to Moderate
<u>Action:</u> Create a list of standard furnishings for use within the community (for memorials, donations, etc.).	0 to 2 years	City Administration	Minimal
Strategy 1.2: Protect view sheds.	Timeline:	Responsible Agency:	Resources:
<u>Action:</u> Include landscaping, signage and other aesthetic standards in the commercial and industrial site plan review process.	0 to 2 years	City Administration	Minimal
Goal 2: The community's culture and heritage are valued and apparent in its visual character.			
Strategy 2.1: Define and protect that which makes the community special.	Timeline:	Responsible Agency:	Resources:
<u>Action:</u> Designate historic districts, properties.	0 to 2 years, ongoing	City Council, City Administration, Main Street West Union (MSWU)	Minimal
<u>Action:</u> Develop design standards that reflect the community character	0 to 2 years	City Council	Minimal
Strategy 2.2: Maintain and support existing cultural assets.	Timeline:	Responsible Agency:	Resources:
<u>Action:</u> Continue to host or sponsor community events.	Ongoing	City Administration and other Community-based organizations ¹ (CBOs)	Minimal to Moderate
<u>Action:</u> Use Performing Arts Center, recreation complex and community plaza to their fullest potential.	Ongoing	City Council, NF School Board, WU Recreation Foundation, other CBOs	Minimal to Moderate
<u>Action:</u> Consider ways to actively engage local artists within the community	Ongoing	City Council, CBOs	Minimal

¹ CBOs in West Union: West Union Chamber of Commerce, Main Street West Union, West Union Community Development

Strategy 2.3: Actively promote the existing cultural and natural amenities.	Timeline:	Responsible Agency:	Resources:
<u>Action:</u> Maintain updated information on website.	Ongoing	City Administration, Chamber of Commerce, MSWU	Minimal
Goal 3: Community volunteers will be plentiful and diverse in age and interests.			
Strategy 3.1: Prevent volunteer "burn-out."	Timeline:	Responsible Agency:	Resources:
<u>Action:</u> Welcome new residents and invite them to participate in community events.	Ongoing	City Administration, MSWU, Chamber of Commerce	Minimal
<u>Action:</u> Develop a structured volunteer program.	Ongoing	City Administration, MSWU, Chamber of Commerce	Minimal
<u>Action:</u> Recognize volunteer efforts.	Ongoing	City Administration, MSWU, Chamber of Commerce	Minimal
Strategy 3.2: Allow local groups and committees to engage the community in special events and activities.	Timeline:	Responsible Agency:	Resources:
<u>Action:</u> Capitalize on strong church and civic groups.	Ongoing	City Administration, MSWU, Chamber of Commerce	Minimal
<u>Action:</u> Work with school groups to coordinate community activities and events.	Ongoing	City Administration, MSWU, Chamber of Commerce	Minimal
Goal 4: The community is safe for all residents and visitors.			
Strategy 4.1: Promote family events to encourage and build social capital.	Timeline:	Responsible Agency:	Resources:
<u>Action:</u> Promote community meals.	Ongoing	City Administration, MSWU, Chamber of Commerce	Minimal

Goal 5: Investors support community activities and cultural assets.			
Strategy 5.1: Build relationships with potential community supporters.	Timeline:	Responsible Agency:	Resources:
<u>Action:</u> Strengthen communication and partnerships with UIU.	Ongoing	City Administration, MSWU, Chamber of Commerce	Minimal

Element: Housing

Goal 1: Housing reflects the diverse needs of local residents.			
Strategy 1.1: In the siting of new housing, consider the proximity to hazards, employment, access to transportation and services for residents.	Timeline:	Responsible Agency:	Resources:
<u>Action:</u> Refine future land use plans to identify areas best suited for housing development.	0 to 2 years and ongoing	City Administration	Minimal
<u>Action:</u> Create a plan for expanding water/sewer and other community infrastructure into potential growth areas.	0 to 2 years and ongoing	City Administration, City Council	Minimal
Strategy 1.2: Encourage public and private sectors to develop and maintain an adequate supply of housing for all segments of the population.	Timeline:	Responsible Agency:	Resources:
<u>Action:</u> Complete a housing needs assessment (conditions, costs, availability, dwelling types...).	0 to 2 years	City Administration	Minimal
<u>Action:</u> Consider housing enterprise zones and TIF programs to incent builders to address areas of need.	Ongoing	City Council	Minimal
<u>Action:</u> Develop or support incentives for the development of affordable housing for seniors and low-income families.	0 to 2 years and ongoing	City Council	Minimal to Moderate
<u>Action:</u> Identify gaps in the range of senior housing needs.	0 to 2 years	City Administration	Minimal
<u>Action:</u> Explore private-public partnerships or community investment groups to build financial resources for housing.	Ongoing	City Administration	Minimal
<u>Action:</u> Work with Upper Iowa to encourage staff housing in the community.	Ongoing	City Administration, City Council	Minimal
<u>Action:</u> Develop or support incentives for the development of housing (multi-family, single family, mid-range).	0 to 2 years and ongoing	City Administration	Minimal to Moderate
<u>Action:</u> Market the potential for housing opportunities outside of the community and to developers.	Ongoing	City Administration, Chamber of Commerce	Minimal

Strategy 1.3: Encourage community revitalization through the use of infill for future housing.	Timeline:	Responsible Agency:	Resources:
<u>Action:</u> Develop, amend or support codes and ordinances that support downtown housing on the second story.	0 to 2 years	City Council, Planning and Zoning (P&Z)	Minimal
<u>Action:</u> Consider alternative ways to enable full utilization of vacant lots.	Ongoing	City Council	Minimal
Strategy 1.4: Consider and plan for placement of future housing development.	Timeline:	Responsible Agency:	Resources:
<u>Action:</u> Identify feasible areas for utility and infrastructure extensions.	0 to 2 years	City Administration	Minimal
Strategy 1.5: Encourage housing that is safe, sanitary and accessible.	Timeline:	Responsible Agency:	Resources:
<u>Action:</u> Develop, amend or support codes and ordinances that allow for a continuum of care and housing opportunities for special needs populations.	0 to 2 years and ongoing	City Council, P&Z	Minimal
<u>Action:</u> Consider collaborating with other communities and county to institute a building inspection process.	0 to 2 years	City Administration	Minimal to Moderate
<u>Action:</u> Explore new options for fee structures in the permitting process.	0 to 2 years	City Administration	Minimal
<u>Action:</u> Maintain stock of decent properties by enforcing nuisance and other relevant codes and regulations.	Ongoing	City Administration	Minimal
Goal 2: The existing housing stock is preserved and/or rehabilitated.			
Strategy 2.1: Encourage community revitalization by improving deteriorating older neighborhoods.	Timeline:	Responsible Agency:	Resources:
<u>Action:</u> Support programs that address housing from a variety of interests such as structural, demographics, preservation, rehabilitation, environmental, economics, etc.	Ongoing	City Council	Minimal to Moderate
<u>Action:</u> Create a list of the existing housing programs and market within the community.	0 to 2 years	City Administration	Minimal
<u>Action:</u> Consider identifying through community coding historic and/or cultural districts.	0 to 2 years	City Administration, City Council, P&Z	Minimal
<u>Action:</u> Examine housing issues in downtown business district and update codes to mitigate future conflicting uses.	0 to 2 years	City Administration, City Council	Minimal
<u>Action:</u> Provide sponsorship for agencies and nonprofit organizations applying for state or federal housing funds.	Ongoing	City Council	Minimal to Moderate

Strategy 2.2: Encourage rehabilitation that provides safe, sanitary and accessible housing.	Timeline:	Responsible Agency:	Resources:
<u>Action:</u> Consider collaborating with other communities and county to institute a building inspection process.	0 to 2 years	City Administration	Minimal to Moderate
Strategy 2.3: Develop a housing rehabilitation and demolition program.	Timeline:	Responsible Agency:	Resources:
<u>Action:</u> Develop funding sources to address derelict and blighted properties.	Ongoing	City Administration, City Council	Minimal to Moderate
Goal 3: Safeguard Quality of Life.			
Strategy 3.1: Promote neighborhood settings and environments.	Timeline:	Responsible Agency:	Resources:
<u>Action:</u> Market the importance of housing to a community's vitality and future development.	Ongoing	City Council	Minimal
<u>Action:</u> Consider alternative ways to enable full utilization of vacant lots.	Ongoing	City Council	Minimal
<u>Action:</u> Update zoning to reflect the goals of the long term plan.	0 to 2 years	City Administration, P&Z	Minimal
<u>Action:</u> Ensure residents have 24-hour access to ordinances by posting online.	0 to 2 years and ongoing	City Administration	Minimal
Strategy 3.2: Ensure the city services are adequate to meet the needs of community residents.	Timeline: Ongoing	Responsible Agency: City Council	Resources: Minimal to Significant
Goal 4: Community stakeholders work together to ensure residents housing needs are met.			
Strategy 4.1: Engage a wide variety of partners to improve housing such as employers, developers, realtors, local housing committees, local and county governments and human service agencies, etc.	Timeline:	Responsible Agency:	Resources:
<u>Action:</u> Create a consortium that meets regularly to discuss housing needs and issues.	0 to 2 years	City Administration	Minimal

Element: Economic Development

Goal 1: Existing businesses will be retained and/or expanded.

Strategy 1.1:	Timeline:	Responsible Agency:	Resources:
<u>Action:</u> Utilize Synchronist (or some other BRE program or questionnaire) to maintain relationships with existing local businesses.	Ongoing	County Economic Development, West Union Community Development (WUCD)	Minimal
<u>Action:</u> Provide networking, training and business education opportunities for existing business owners/managers.	Ongoing	County Economic Development, WUCD, Chamber of Commerce, MSWU	Minimal
<u>Action:</u> Work with job skills agencies to provide incentive for business expansion.	Ongoing	County Economic Development, WUCD	Minimal
Strategy 1.2:	Timeline:	Responsible Agency:	Resources:
<u>Action:</u> Consider TIF as a tool to reimburse private development investment in infrastructure.	Ongoing	City Council	Minimal
<u>Action:</u> Consider development of SSMID "districts" to reinforce development approval decisions.	0 to 2 years	City Administration	Minimal
<u>Action:</u> Conduct cost-benefit analysis to ensure public investment is recovered through increased tax revenues in a reasonable amount of time.	Ongoing	City Administration	Minimal
Strategy 1.3:	Timeline:	Responsible Agency:	Resources:
<u>Action:</u> Continue to support the collaboration of economic development agencies within the city.	Ongoing	City Council	Minimal to Moderate
Strategy 1.4:	Timeline:	Responsible Agency:	Resources:
<u>Action:</u> Maintain and strengthen the relationship with Upper Iowa University.	Ongoing	City Administration, City Council, CBOs	Minimal

Goal 2: Economic growth occurs while maintaining environmental quality.			
Strategy 2.1: Consider environmental impact of any economic growth/development within the city limits.	Timeline:	Responsible Agency:	Resources:
<u>Action:</u> Monitor and understand state regulations so that we are a resource to business and industry.	Ongoing	City Administration, CBOs	Minimal
<u>Action:</u> Identify targeted industries that fit with community's economic/environmental goals.	Ongoing	City Administration, CBOs	Minimal
Goal 3: The community can support economic growth from new business and industry.			
Strategy 3.1: Encourage public and private efforts to develop commercial and industrial sites.	Timeline:	Responsible Agency:	Resources:
<u>Action:</u> Planning and zoning will clearly delineate current and future commercial and industrial sites.	Ongoing	City Administration	Minimal
<u>Action:</u> Identify and create a plan for long term infrastructure needs to meet "shovel ready" specs.	0 to 2 years	City Administration, City Council, WUCD	Minimal to Significant
Strategy 3.2: Encourage commercial and industrial development to locate in concentrations that promote the most efficient use of land, utilities and transportation infrastructure.	Timeline:	Responsible Agency:	Resources:
<u>Action:</u> Planning and zoning will clearly delineate current and future commercial and industrial "concentrated" sites.	Ongoing	City Administration	Minimal
<u>Action:</u> Consider incentive "districts" (TIF, urban renewal, historic, main street, SMID, etc.) to encourage development in efficient land-use areas.	Ongoing	City Council	Minimal
Strategy 3.3: Designated industrial and commercial development sites will have the ability to provide required utilities and other services in a cost-effective way and with the necessary capacity for new business.	Timeline:	Responsible Agency:	Resources:
<u>Action:</u> Identify and create a plan for long term infrastructure needs to meet "shovel ready" specs.	0 to 2 years	City Administration, City Council, WUCD	Minimal to Significant

Goal 4: The Downtown is a thriving retail area			
Strategy 4.1: Attract unique shops to the downtown.	Timeline:	Responsible Agency:	Resources:
<u>Action:</u> Identify the community's niche.	0 to 2 years and ongoing	CBOs	Minimal
<u>Action:</u> Encourage more storefront retail space.	0 to 2 years and ongoing	CBOs, P&Z	Minimal
<u>Action:</u> Develop plan for adequate parking to support customers and educate downtown employees.	0 to 2 years and ongoing	City Administration	Minimal to Moderate
Strategy 4.2: Engage in efforts for downtown beautification.	Timeline:	Responsible Agency:	Resources:
<u>Action:</u> Create a list of standard streetscape furnishing for use within the downtown.	0 to 2 years and ongoing	City Administration, MSWU, Chamber of Commerce	Minimal
<u>Action:</u> Enforce or strengthen existing zoning in the downtown area.	Ongoing	City Administration, P&Z	Minimal
<u>Action:</u> Develop downtown design standards.	0 to 2 years	City Administration, MSWU	Minimal
Strategy 4.3: Capitalize on the existing consumer base.	Timeline:	Responsible Agency:	Resources:
<u>Action:</u> Develop creative ways to divert/attract highway traffic into the downtown area.	Ongoing	City Administration, CBOs	Minimal to Moderate
<u>Action:</u> Work with Upper Iowa University to identify student/staff retail and service needs.	Ongoing	MSWU, Chamber of Commerce	Minimal
Goal 5: A flourishing tourism and recreation-based economy.			
Strategy 5.1: Support the development of programs, activities and facilities that increase tourism and recreation opportunities.	Timeline:	Responsible Agency:	Resources:
<u>Action:</u> Explore and promote the opportunity for camping facilities in the community.	0 to 2 years	City Council	Minimal
<u>Action:</u> Continue to support the Park & Recreation department.	Ongoing	City Council	Moderate
<u>Action:</u> Broaden educational tourism opportunities by promoting environmental benefits of downtown streetscape.	0 to 2 years and ongoing	City Administration, CBOs	Minimal

Strategy 5.2: Conserve and expand recreational facilities and public access for parks and other recreation uses.	Timeline:	Responsible Agency:	Resources:
<u>Action:</u> Ensure adequate maintenance plan exists for acquisitions.	Ongoing	City Administration	Minimal
<u>Action:</u> Work with local conservation groups to promote and protect trout streams and woodlands.	Ongoing	City Administration	Minimal
<u>Action:</u> Before accepting or purchasing property for expansion of recreational facilities and parks, consider costs and public benefit.	Ongoing	City Administration	Minimal
Strategy 5.3: Enhance physical connectivity to area amenities.	Timeline:	Responsible Agency:	Resources:
<u>Action:</u> Work together to support trail connectivity throughout neighboring jurisdictions.	Ongoing	City Administration, Park and Recreation, WU Rec. Foundation	Minimal to Significant
Goal 6: Start-up businesses and entrepreneurs are welcomed and supported.			
Strategy 6.1: Support start-up and entrepreneurial businesses through technical and financial assistance programs.	Timeline:	Responsible Agency:	Resources:
<u>Action:</u> Maintain list of resource contacts for financial and technical assistance.	Ongoing	City Administration, CBOs	Minimal
<u>Action:</u> Utilize Main Street resources to assist start-up businesses.	Ongoing	MSWU	Minimal
<u>Action:</u> Provide opportunities for networking and business education to small businesses.	Ongoing	County Economic Development, CBOs	Minimal
Strategy 6.2: Support home-based businesses within appropriate zoning districts.	Timeline:	Responsible Agency:	Resources:
<u>Action:</u> Encourage participation in local business organizations.	Ongoing	City Administration, CBOs, County Economic Development	Minimal
Goal 7: Residents will have adequate and diverse employment opportunities. Jobs will be plentiful and high-quality.			
Strategy 7.1: Use incentives to attract job-creating businesses.	Timeline:	Responsible Agency:	Resources:
<u>Action:</u> Create a menu of options for incenting business location which include revolving loan funds, tax abatement, grants and other incentive tools.	0 to 2 years	City Administration, City Council, CBOs	Minimal

Strategy 7.2: Continue to work with local, regional and state organizations to establish methods to promote economic development.	Timeline:	Responsible Agency:	Resources:
<u>Action:</u> Continue to support the county economic development position.	Ongoing	City Council	Minimal
<u>Action:</u> Consider ways to engage and collaborate with stakeholders at all levels.	Ongoing	City Administration	Minimal
Strategy 7.3: Research business opportunities that complement the area's existing businesses and workforce.	Timeline:	Responsible Agency:	Resources:
<u>Action:</u> Promote ag-related businesses.	Ongoing	City Administration, WUCD	Minimal
<u>Action:</u> Explore opportunities to attract mid-range office/professional jobs.	Ongoing	City Administration, WUCD	Minimal
<u>Action:</u> Survey newcomers for trailing spouse needs.	Ongoing	City Administration, WUCD	Minimal
<u>Action:</u> Explore opportunities to attract businesses that support recreation activities.	Ongoing	City Administration, WUCD	Minimal
Goal 8: Land use policies and economic development are compatible and support each other.			
Strategy 8.1: Educate and enforce existing zoning codes or regulations.	Timeline:	Responsible Agency:	Resources:
<u>Action:</u> Ensure consistent information distribution and enforcement of codes by developing a plan of action for city employees.	0 to 2 years	City Administration	Minimal
Strategy 8.2: Consider potential hazards when allowing for new development.	Timeline:	Responsible Agency:	Resources:
<u>Action:</u> Make flood plain maps readily available to potential developers.	0 to 2 years and ongoing	City Administration	Minimal
<u>Action:</u> Create a checklist of potential hazards to be considered when approving development projects.	0 to 2 years	City Administration	Minimal

Goal 9: Transportation and public utility systems will support and enhance economic growth.			
Strategy 9.1: Use federal, state and local programs to improve transportation and utility systems.	Timeline:	Responsible Agency:	Resources:
<u>Action:</u> Engage the DOT and promote DOT board representation.	Ongoing	City Council	Minimal
<u>Action:</u> Establish transportation and utility needs.	Ongoing	City Administration	Minimal
<u>Action:</u> Collaborate with regional planning agency to pursue funding and technical assistance.	Ongoing	City Administration	Minimal
<u>Action:</u> Maintain representation on Hwy 150 Corridor Coalition.	Ongoing	City Administration	Minimal
<u>Action:</u> Upgrade and maintain local airport.	Ongoing	City Administration, Airport Commission	Moderate to Significant
Strategy 9.2: Ensure adequate technology infrastructure for all business types.	Timeline:	Responsible Agency:	Resources:
<u>Action:</u> Maintain and improve existing technology infrastructure.	Ongoing	City Council	Moderate
<u>Action:</u> Explore fiber optics and extensive wireless coverage.	0 to 2 years	City Administration	Minimal
<u>Action:</u> Explore partnerships with other agencies to fulfill technology needs.	Ongoing	City Administration	Minimal
Goal 10: The workforce is sufficiently skilled and trained to meet the needs of employers.			
Strategy 10.1: Expand job training and educational opportunities for existing workforce to support economic development.	Timeline:	Responsible Agency:	Resources:
<u>Action:</u> Collaborate with area education centers and workforce agencies to provide programming that supports local business needs.	Ongoing	City Administration, WUCD	Minimal
Strategy 10.2: Link employment and training activities with economic development programs.	Timeline:	Responsible Agency:	Resources:
<u>Action:</u> Incorporate business skill requirements into BRE questionnaire.	0 to 2 years	County Economic Development, WUCD	Minimal
Strategy 10.3: Participate in cooperative efforts to improve the education system.	Timeline:	Responsible Agency:	Resources:
<u>Action:</u> Help sponsor and coordinate career fairs.	Ongoing	CBOs, County Economic Development	Minimal to Moderate
<u>Action:</u> Act as liaison between business and education.	Ongoing	CBOs County Economic Development	Minimal
<u>Action:</u> Support, as possible, the construction and maintenance of educational facilities.	Ongoing	City Council	Minimal to Significant

Goal 11: Retain and attract young residents.			
Strategy 11.1: Ensure adequate and affordable housing for young singles and families.	Timeline:	Responsible Agency:	Resources:
<u>Action:</u> Work with realtors and landlords for more effective marketing of available housing, lots and rentals.	Ongoing	City Administration	Minimal
<u>Action:</u> Effectively enforce existing housing codes to prevent blighted and nuisance properties.	Ongoing	City Administration	Minimal
Strategy 11.2: Encourage amenities and culture that satisfy young families.	Timeline:	Responsible Agency:	Resources:
<u>Action:</u> Consider a community theater.	Ongoing	City Council	Minimal to Significant
<u>Action:</u> Connect city trail system to recreation facilities.	Ongoing	City Council, Park and Recreation Dept.	Moderate to Significant
Goal 12: The population is on an upward trend.			
Strategy 12.1: Community facilities and amenities will help attract and support a growing population.	Timeline:	Responsible Agency:	Resources:
<u>Action:</u> Explore options for a wellness/recreation/community/child care center/storm shelter.	2 to 5 years	City Council	Minimal to Significant
<u>Action:</u> Encourage broader use of PAC Center for fine arts opportunities.	Ongoing	NF School Board	Minimal
<u>Action:</u> Explore opportunities for a community theater.	Ongoing	City Council	Minimal to Significant
<u>Action:</u> Build on existing strengths in obtaining public support for community facilities and amenities.	Ongoing	City Council	Minimal
<u>Action:</u> Monitor and understand the existing medical/emergency needs of the community to ensure adequate service are available to residents.	Ongoing	City Administration, City Council	Minimal

Strategy 12.2: Increased marketing of the community.	Timeline:	Responsible Agency:	Resources:
<u>Action:</u> Ensure an up-to-date and dynamic website.	Ongoing	City Administration, MSWU, Chamber of Commerce	Minimal
<u>Action:</u> Coordinate information distribution.	Ongoing	CBOs, City Administration	Minimal
<u>Action:</u> Highlight small town lifestyle and slow-paced environment.	Ongoing	CBOs, City Administration	Minimal
<u>Action:</u> Maintain and promote safe and secure community.	Ongoing	CBOs, City Administration, WU Police	Moderate
<u>Action:</u> Survey new residents (re: what brought you to our community?).	Ongoing	City Administration, CBOs	Minimal
<u>Action:</u> Highlight strong school system, great recreational opportunities and daycare center in community marketing materials.	Ongoing	CBOs, City Administration	Minimal
Strategy 12.3: Increase the social capital within the community.	Timeline:	Responsible Agency:	Resources:
<u>Action:</u> Encourage the bridging of social groups to work toward greater community goals.	Ongoing	City Council, CBOs	Minimal
<u>Action:</u> Build the capacity of visionary forward-thinking local citizens.	Ongoing	City Council, CBOs	Minimal
<u>Action:</u> Provide residents and visitors with opportunities to engage in events and festivals.	Ongoing	CBOs	Minimal to Moderate
Strategy 12.4: Housing will meet the needs of the population.	Timeline:	Responsible Agency:	Resources:
<u>Action:</u> Consider ways to develop newer housing with less maintenance.	Ongoing	City Administration, City Council	Minimal
<u>Action:</u> Support programs and codes that improve the condition of existing housing.	Ongoing	City Council, Planning and Zoning	Minimal
<u>Action:</u> Reconsider lot size requirements to enable full utilization of vacant lots.	Ongoing	City Council, Planning and Zoning	Minimal

Goal 13: Retail and services meet the needs of the local population.			
Strategy 13.1: Improve the diversity of products and services available to area consumers.	Timeline:	Responsible Agency:	Resources:
<u>Action:</u> Encourage businesses to keep hours that accommodate working families.	Ongoing	CBOs	Minimal
<u>Action:</u> Attract new businesses or work with existing business to provide needed products and services.	Ongoing	CBOs	Minimal
<u>Action:</u> Attract new "anchor" retailers.	Ongoing	CBOs	Minimal
<u>Action:</u> Promote the expansion and collaboration of UIU Business Development Grant beyond boundaries of Fayette.	Ongoing	CBOs	Minimal to Moderate
Strategy 13.2: Capitalize on the existing consumer base.	Timeline:	Responsible Agency:	Resources:
<u>Action:</u> Work with Upper Iowa University to identify student/staff retail and service needs.	Ongoing	CBOs	Minimal
Goal 14: Businesses are energy efficient and environmentally friendly.			
Strategy 14.1: Increase sustainability practices of local businesses and community.	Timeline:	Responsible Agency:	Resources:
<u>Action:</u> When replacing street sections, consider new technologies in appropriate locations to reduce stormwater runoff.	Ongoing	City Administration	Moderate
<u>Action:</u> Consider the Installation of high-efficiency lighting sources in all community lighting fixtures.	Ongoing	City Administration, Street Department	Moderate
<u>Action:</u> Provide educational opportunities to inform businesses about energy efficiency measures.	Ongoing	City Administration, MSWU	Minimal
<u>Action:</u> Develop codes and ordinances to allow for the appropriate use of new energy technologies.	Ongoing	City Council, City Administration	Minimal

Element: Transportation

Goal 1: The transportation system has the capacity necessary to support all users.

Strategy 1.1: Develop a comprehensive system that supports transportation connectivity for all modes of travel.	Timeline:	Responsible Agency:	Resources:
<u>Action:</u> Assess existing systems to identify gaps.	0 to 2 years	City Administration	Minimal
<u>Action:</u> Create a plan to connect the city's "districts" by multiple modes of travel.	0 to 2 years	City Administration	Minimal
Strategy 1.2: Strengthen the existing infrastructure for safety and ease of access.	Timeline:	Responsible Agency:	Resources:
<u>Action:</u> Promote highway widening where appropriate.	Ongoing	City Administration	Moderate to Significant
<u>Action:</u> Explore opportunities for a city parking lot downtown.	0 to 2 years	City Administration	Moderate
<u>Action:</u> Plan for improvements and expansion of Highways 18 and 150 through town.	2 to 5 years	City Administration	Significant

Goal 2: Alternate transportation modes are welcomed and encouraged.

Strategy 2.1: Support diverse transportation options.	Timeline:	Responsible Agency:	Resources:
<u>Action:</u> Promote and encourage the development of trails.	Ongoing	City Administration, City Council, Park and Recreation Dept.	Minimal to Significant
<u>Action:</u> Seek out new or alternative funding sources to develop trails.	Ongoing	City Administration, Park and Recreation Dept.	Minimal
<u>Action:</u> Install bicycle racks to accommodate bikers.	0 to 2 years	City Administration	Minimal to Moderate
<u>Action:</u> Promote the use of public transit.	Ongoing	City Council	Minimal
Strategy 2.2: Use active transportation to promote community health.	Timeline:	Responsible Agency:	Resources:
<u>Action:</u> Encourage participation in national bike/walk days and weeks and Safe Routes to School activities.	Ongoing	City Council, CBOs	Minimal
<u>Action:</u> Complete sidewalk mapping to identify gaps.	0 to 2 years	City Administration	Minimal

Goal 3: The transportation system is in good condition and is well-maintained.			
Strategy 3.1: Road repairs are timely and cost effective.	Timeline:	Responsible Agency:	Resources:
<u>Action:</u> Campaign legislature for sufficient budgets to address repairs.	Ongoing	City Council	Minimal
<u>Action:</u> Explore the opportunities for a RISE grant or other DOT programs to improve city transportation.	Ongoing	City Administration	Minimal
Strategy 3.2: Make safety a top priority.	Timeline:	Responsible Agency:	Resources:
<u>Action:</u> Upgrade sidewalk curb ramps.	Ongoing	City Administration, Street Department	Moderate
<u>Action:</u> Ensure crosswalks and intersections are well-marked and easily visible.	Ongoing	City Administration, Street Department	Minimal
<u>Action:</u> Encourage the reconfiguration of the Highway 18/150 intersection.	Ongoing	City Administration, City Council	Moderate to Significant
<u>Action:</u> Consider sidewalk ordinance for new development.	0 to 2 years	City Council, P&Z	Minimal
<u>Action:</u> Enforce existing sidewalk ordinances to ensure safe and accessible walkways.	Ongoing	City Administration	Minimal
<u>Action:</u> Develop driver awareness of pedestrian areas through paint, signage, etc.	Ongoing	City Administration, Street Department	Minimal
<u>Action:</u> Create a safe and accessible route from the school campus to the downtown.	0 to 2 years	City Administration, Street Department	Moderate
<u>Action:</u> Work with school to manage traffic congestion and vehicle speed during pick-up and drop-off times.	Ongoing	City Police Department	Minimal
<u>Action:</u> Encourage active transportation to school when possible to lessen vehicle congestion.	Ongoing	NF School Board, City Council	Minimal
Goal 4: Community neighborhoods will be connected and accessible.			
Strategy 4.1: Develop comprehensive sidewalk/trail system within the community.	Timeline:	Responsible Agency:	Resources:
<u>Action:</u> Complete sidewalk mapping to identify gaps.	0 to 2 years	City Administration	Minimal
<u>Action:</u> Consider sidewalk ordinance for new development.	0 to 2 years	City Council, P&Z	Minimal
Strategy 4.2: Maintain road, crosswalk and sidewalk infrastructure to ensure easy pedestrian access and safety.	Timeline:	Responsible Agency:	Resources:
<u>Action:</u> Ensure crosswalks and intersections are well-marked and easily visible.	Ongoing	City Administration, Street Department	Minimal
<u>Action:</u> Continue to support sidewalk replacement program.	Ongoing	City Council	Minimal to Moderate

Element: Public Facilities and Services

Goal 1: Community facilities are well-maintained and serve the purpose for which they were designed.

Strategy 1.1:	Update or expand facilities as needed by the community.	Timeline:	Responsible Agency:	Resources:
	<u>Action:</u> Act as resource to help nursing home facilities prepare for the technology needs of future residents.	Ongoing	CBOs	Minimal
	<u>Action:</u> Maintain strong relationship with hospital board to look for creative ways to expand as needed.	Ongoing	City Administration	Minimal
	<u>Action:</u> Airport expansion, conduct feasibility study and look for regional collaboration.	Ongoing	City Administration, Airport Commission	Moderate to Significant
Strategy 1.2:	Replace or construct facilities as needed by the community.	Timeline:	Responsible Agency:	Resources:
	<u>Action:</u> Support the construction of a childcare facility.	0 to 2 years	City Council	Minimal to Moderate
	<u>Action:</u> Promote West Union as a regional hub for combined services.	Ongoing	City Council	Minimal
Strategy 1.3:	Ensure that community facilities meet the long-term goals of the community.	Timeline:	Responsible Agency:	Resources:
	<u>Action:</u> Work with the Fair Board to ensure that goals align.	Ongoing	City Administration	Minimal

Goal 2: Community facilities serve all residents.

Strategy 2.1:	Ensure that residents have the services they need.	Timeline:	Responsible Agency:	Resources:
	<u>Action:</u> Explore opportunities for new or rehabilitated senior center.	0 to 2 years	City Council	Minimal
	<u>Action:</u> Explore the feasibility of a wellness center that combines functions for increased funding opportunities.	2 to 5 years	Park and Recreation Department	Minimal
Strategy 2.2:	Ensure that community facilities are accessible to all residents.	Timeline:	Responsible Agency:	Resources:
	<u>Action:</u> Consider ways to make recycling bins more convenient.	Ongoing	City Administration	Minimal
	<u>Action:</u> Plan for the relocation of City Hall and Police Department to the downtown.	2 to 5 years	City Administration, City Council	Moderate to Significant
	<u>Action:</u> Improve accessibility to public facilities where needed.	2 to 5 years	City Administration	Minimal to Moderate

Element: Public Infrastructure and Utilities

Goal 1: Clean drinking water is assured for all residents.

Strategy 1.1: Quality of groundwater is protected for human consumption.	Timeline:	Responsible Agency:	Resources:
<u>Action:</u> Review Wellhead Protection Plan as needed.	Ongoing	City Administration	Minimal
<u>Action:</u> Create 10-year capital improvement plan for water main upgrades, budget accordingly.	0 to 2 years	City Administration, Water/Sewer Department	Minimal to Significant

Goal 2: Sanitary sewer preserves the environment and protects public health.

Strategy 2.1: Encourage compliance with minimum state standards.	Timeline:	Responsible Agency:	Resources:
<u>Action:</u> Work toward eliminating inflow and infiltration into the sanitary sewer collection systems.	Ongoing	City Administration, Water/Sewer Department	Minimal
<u>Action:</u> Develop capital improvement plan and budget for wastewater treatment plant upgrade.	0 to 2 years	City Administration, Water/Sewer Department	Minimal to Significant
<u>Action:</u> Conduct system assessments (via video tape) that indicate age and condition of infrastructure.	0 to 2 years	City Administration, Water/Sewer Department	Minimal to Moderate

Goal 3: Waste management and recycling programs meet the needs of community residents.

Strategy 3.1: Encourage waste reduction and recycling programs.	Timeline:	Responsible Agency:	Resources:
<u>Action:</u> Consider curbside recycling.	0 to 2 years	City Administration	Minimal to Moderate
<u>Action:</u> Encourage education programs regarding recycling.	Ongoing	City Council	Minimal
<u>Action:</u> Continue to sponsor hazardous waste drop off days.	Ongoing	City Administration	Minimal
Strategy 3.2: Keep landfill transfer station effective and efficient.	Timeline:	Responsible Agency:	Resources:
<u>Action:</u> Monitor and analyze current landfill/transfer station process to ensure service efficiency.	Ongoing	City Administration	Minimal

Goal 4: Community infrastructure is well-maintained and meets the needs of residents and businesses.

Strategy 4.1: Ensure that infrastructure is monitored for adequacy.	Timeline:	Responsible Agency:	Resources:
<u>Action:</u> Conduct system assessments that indicate age and condition of infrastructure.	0 to 2 years	City Administration, Water/Sewer Department	Minimal to Moderate
<u>Action:</u> Include all major infrastructure projects in capital improvement plan.	0 to 2 years and ongoing	City Administration	Minimal

Strategy 4.2: Develop streetscape designs that attract residents and businesses.	Timeline:	Responsible Agency:	Resources:
<u>Action:</u> Work with utility providers to relocate overhead wires underground.	2 to 5 years	City Administration	Minimal
Strategy 4.3: Maintain roads and bridges.	Timeline:	Responsible Agency:	Resources:
<u>Action:</u> Develop repair and replacement schedule based on condition reports.	0 to 2 years and ongoing	City Administration and Street Department	Minimal
<u>Action:</u> Develop firm budgets that set aside funds for road and bridge projects as scheduled.	0 to 2 years and ongoing	City Administration, Street Department, City Council	Moderate to Significant
Goal 5: Stormwater runoff is managed, cleansed and cooled for least possible impact to the community and the environment.			
Strategy 5.1: Incorporate infiltration-based systems for the management of storm water runoff.	Timeline:	Responsible Agency:	Resources:
<u>Action:</u> Educate citizens and local landscapers on the best practices for stormwater management.	Ongoing	MSWU	Minimal
<u>Action:</u> Encourage regional detention and retention ponds that support collaboration.	Ongoing	City Administration	Minimal
<u>Action:</u> Coordinate with developers to ensure appropriate detention and retention ponds for water run off storage.	Ongoing	City Administration	Minimal
Strategy 5.2: Ensure access to high speed internet throughout the community.	Timeline:	Responsible Agency:	Resources:
<u>Action:</u> Encourage multiple providers to spur free market competition.	Ongoing	City Administration	Minimal
<u>Action:</u> Explore opportunities to provide city-wide wireless.	0 to 2 years	City Administration	Moderate
Strategy 5.3: Ensure city utilities reach all current and future community boundaries.	Timeline:	Responsible Agency:	Resources:
<u>Action:</u> Identify gaps in service and layout plan for completion.	0 to 2 years	City Administration and Water/Sewer Department	Minimal
<u>Action:</u> Utilize TIF to assist developers with utility installation.	Ongoing	City Council	Minimal
<u>Action:</u> Create a plan for expanding water/sewer and other community infrastructure into potential growth areas.	0 to 2 years	City Administration and Water/Sewer Department	Minimal
<u>Action:</u> Prior to approving new expansions, ensure that existing system has the capacity required.	Ongoing	City Administration	Minimal

Strategy 5.4: Explore opportunities for alternative energy use and development.	Timeline:	Responsible Agency:	Resources:
<u>Action:</u> Encourage energy efficiency and renewable energy.	Ongoing	City Council	Minimal
<u>Action:</u> Conduct feasibility study for solar energy generation.	2 to 5 years	City Administration	Minimal
<u>Action:</u> Seek ways to collaborate with school district, university and other communities to support alternative energy projects.	Ongoing	City Council	Minimal
<u>Action:</u> Consider additional electrical outlets for alternative vehicles.	2 to 5 years	City Council	Moderate
Goal 6: Intergovernmental and intra-governmental coordination is encouraged and supported.			
Strategy 6.1: Encourage efficiency through collaborations.	Timeline:	Responsible Agency:	Resources:
<u>Action:</u> Combine county and local services where practical and acceptable.	Ongoing	City Administration	Minimal
<u>Action:</u> Explore regional consolidations of services where economies of scale would result in lower costs and efficiencies.	Ongoing	City Administration	Minimal
<u>Action:</u> Coordinate infrastructure, construction and maintenance projects to increase efficiency.	Ongoing	City Administration	Minimal

Element: Natural and Agricultural Resources			
Goal 1: Natural Resources are valued and protected.			
Strategy 1.1: Air, water and soil quality are protected.	Timeline:	Responsible Agency:	Resources:
<u>Action:</u> Consider infiltration-based systems for the management of storm water runoff.	Ongoing	City Administration	Minimal
Strategy 1.2: City trees are well-managed.	Timeline:	Responsible Agency:	Resources:
<u>Action:</u> Maintain tree board to address the health of city trees.	Ongoing	City Council	Minimal
<u>Action:</u> Create a tree replacement plan to maintain health and diversity in city tree population.	0 to 2 years	Tree Board	Minimal

Goal 2: Park facilities and services are well-maintained and accessible to the public.			
Strategy 2.1: The provision of park facilities and services will be coordinated between various governmental units and private providers.	Timeline:	Responsible Agency:	Resources:
<u>Action:</u> Consider joint ventures with private groups or individuals in developing recreational opportunities.	Ongoing	Park and Recreation Department	Minimal
<u>Action:</u> Consider recreation needs assessment.	0 to 2 years	City Council	Minimal
<u>Action:</u> Coordinate with school district to provide joint school/community facilities.	Ongoing	Park and Recreation Department	Minimal
<u>Action:</u> Work together to support park facility development and recreational connectivity throughout neighboring jurisdictions.	Ongoing	City Administration, Park and Recreation Department	Minimal to Significant
<u>Action:</u> Provide public access to stream banks or shorelines that may accommodate intensified use for recreational, educational or other purposes without significantly impacting fragile natural areas intolerant of human use and without infringing upon the rights of private ownership.	Ongoing	City Council	Minimal
Strategy 2.2: Ensure long term viability of public parks and recreational areas.	Timeline:	Responsible Agency:	Resources:
<u>Action:</u> Provide adequate staff for maintenance.	Ongoing	Park and Recreation Department	Moderate
<u>Action:</u> Before accepting or purchasing property for public parks and recreation, consider costs and public benefit.	Ongoing	City Administration	Minimal
Goal 3: Transportation infrastructure meets the needs of farmers.			
Strategy 3.1: Encourage heavy-use agricultural operations to locate near adequate transportation infrastructure.	Timeline: Ongoing	Responsible Agency: City Administration, Planning and Zoning	Resources: Minimal

Goal 4: People will come to enjoy the natural resources and stay.			
Strategy 4.1: Expand recreational opportunities.	Timeline:	Responsible Agency:	Resources:
<u>Action:</u> Connect city and county trails to form regional trail system.	Ongoing	City Administration, Park and Recreation, WU Rec. Foundation	Minimal to Significant
<u>Action:</u> Connect city trail system to recreation facilities.	Ongoing	City Administration, Park and Recreation, WU Rec. Foundation	Minimal to Significant
<u>Action:</u> Connect city trail to Volga River Recreation area and Clermont/Elgin trail.	Ongoing	City Administration, Park and Recreation, WU Rec. Foundation	Minimal to Significant
<u>Action:</u> Explore the feasibility of a campground.	0 to 2 years	City Administration, Park and Recreation	Minimal

Element: Hazards

Goal 1: Minimize vulnerability of the people and their property in West Union to the impacts of hazards.			
Strategy 1.1: Be prepared and equipped to respond for any incident at any time.	Timeline:	Responsible Agency:	Resources:
<u>Action:</u> Purchase and install generator(s) and additional power supply equipment.	2 to 5 years	City Administration	Moderate
<u>Action:</u> Discuss the availability of community shelter location(s).	0 to 2 years	City Administration	Minimal
<u>Action:</u> Ensure residents are informed as to where community shelter locations.	0 to 2 years and ongoing	City Administration, Police Department	Minimal
<u>Action:</u> Construct and stock FEMA-compliant tornado safe room(s).	2 to 5 years	City Council	Moderate to Significant
<u>Action:</u> Increase stock of firefighting, rescue and other emergency equipment.	Ongoing	WU Fire Department	Minimal to Significant
<u>Action:</u> Develop new emergency responder facilities.	2 to 5 years	WU Fire Department	Significant
<u>Action:</u> Conduct water tower improvements.	0 to 2 years and ongoing	City Administration, Water/Sewer Department	Moderate

Goal 2: Protect critical facilities, infrastructure and other community assets from the impacts of hazards.			
Strategy 2.1: Reduce damages from potential flood events.	Timeline:	Responsible Agency:	Resources:
<u>Action:</u> Enforce flood plain ordinance.	Ongoing	City Administration	Minimal
Strategy 2.2: Improve and protect infrastructure.	Timeline:	Responsible Agency:	Resources:
<u>Action:</u> Make street Infrastructure improvements.	Ongoing	City Administration, Street Department	Minimal to Significant
<u>Action:</u> Upgrade city water mains and lines.	Ongoing	City Administration, Water/Sewer Department	Minimal to Significant
<u>Action:</u> Pull well pump at fairgrounds.	0 to 2 years	Water/Sewer Department	Minimal
<u>Action:</u> Purchase auto-read system for entire city.	0 to 2 years	City Administration, Water/Sewer Department	Significant
<u>Action:</u> Upgrade sewer and/or wastewater treatment systems.	2 to 5 years	City Council, City Administration, Water/Sewer Department	Significant

Element: Land Use

Goal 1: Control scattered development in the city.			
Strategy 1.1: Development should will be controlled and permitted with consideration to provision of, proximity to and accessibility to water, sewer and police and fire protection.	Timeline:	Responsible Agency:	Resources:
<u>Action:</u> Develop a GIS map of existing utilities and emergency management services.	0 to 2 years	City Administration	Minimal
<u>Action:</u> Ensure that infrastructure can support the demand required by proposed development.	Ongoing	City Administration	Minimal
<u>Action:</u> Ensure that emergency management entities can support demand required by proposed development.	Ongoing	City Administration	Minimal
Strategy 1.2: Explore the use of TIF and other development programs and standards to support appropriate development.	Timeline:	Responsible Agency:	Resources:
<u>Action:</u> Consider TIF as a tool to reimburse development investment in infrastructure.	Ongoing	City Council	Minimal
<u>Action:</u> Consider development of SSMID "districts" to reinforce development approval decisions.	0 to 2 years	City Administration	Minimal

Goal 2: Make wise use of public funds when expanding infrastructure for development.			
Strategy 2.1: Coordinate public infrastructure investments with land use patterns.	Timeline:	Responsible Agency:	Resources:
<u>Action:</u> Identify and create a plan for long term infrastructure needs to meet "shovel ready" specs.	0 to 2 years	City Administration, WUCD	Minimal to Significant
Goal 3: Safeguard quality of life.			
Strategy 3.1: Ensure consistency between land use and zoning codes and ordinances.	Timeline:	Responsible Agency:	Resources:
<u>Action:</u> Review, update or create zoning codes and ordinances that reflect the values and culture of residents.	0 to 2 years and ongoing	City Administration, Planning and Zoning, City Council	Minimal
Goal 4: Suitable land will be reserved for industrial and commercial development.			
Strategy 4.1: Consider availability of utilities and infrastructure when planning for industrial and commercial development.	Timeline:	Responsible Agency:	Resources:
<u>Action:</u> Maintain inventory of utilities and infrastructure.	0 to 2 years	City Administration	Minimal

Plan Adoption

The Fayette County Comprehensive Smart Plan was reviewed by the Fayette County Planning and Zoning committee on March 7, 2013. A public hearing was held on March 11, 2013. The County Supervisors reviewed the plan and voted to adopt Fayette County Comprehensive Smart Plan on March 11, 2013.

Integration and Consistency

It is especially important that all elements of the plan be integrated and made consistent. As a result of the comprehensive plan being developed in a coordinated and simultaneous effort, the planning process has ensured that the development and review of each element is consistent with the others; based on that analysis, there are no known inconsistencies between the planning elements. The county and communities should work toward making all County and City Codes and Ordinances consistent with the Comprehensive Plan.

Measurement of Plan Progress

As part of the comprehensive planning process, a number of actions were developed that when implemented, are intended to build stronger relationships and give direction to the various county and city boards and its residents. Many of the actions are long term, while some can be accomplished in the next couple of years.

To help the county and cities in measuring progress of the comprehensive plan, the community action plans have been created that identify the action, key parties, time frames and possible funding requirements to accomplish those actions. The identified actions will provide guidance to the planning commissions to measure the progress of achieving implementation of the comprehensive plan. It is recommended that the plan be continually reviewed by the various county and city boards and have copies available at each meeting location.

Plan Monitoring, Amendments and Updates

The Fayette County Comprehensive Smart Plan is intended to be a living document. Over time, social and economic conditions and values tend to change. The Comprehensive Plan should be updated periodically to reflect these changes. Systematic, periodic updates will ensure that not only the statistical data is current but also the plan's goals, strategies and actions reflect the current situation and modern needs. It is recommended the plan be reviewed for consistency every five years, with a full update planned every 20 years.

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APPENDIX A: SMART PLANNING PRINCIPLES AND ELEMENTS

Iowa's Ten Smart Planning Principles:

1. Collaboration

Governmental, community and individual stakeholders, including those outside the jurisdiction of the entity, are encouraged to be involved and provide comment during deliberation of planning, zoning, development and resource management decisions and during implementation of such decisions. The state agency, local government, or other public entity is encouraged to develop and implement a strategy to facilitate such participation.

2. Efficiency, Transparency and Consistency

Planning, zoning, development and resource management should be undertaken to provide efficient, transparent and consistent outcomes. Individuals, communities, regions and governmental entities should share in the responsibility to promote the equitable distribution of development benefits and costs.

3. Clean, Renewable and Efficient Energy

Planning, zoning, development and resource management should be undertaken to promote clean and renewable energy use and increased energy efficiency.

4. Occupational Diversity

Planning, zoning, development and resource management should promote increased diversity of employment and business opportunities, promote access to education and training, expand entrepreneurial opportunities and promote the establishment of businesses in locations near existing housing, infrastructure and transportation.

5. Revitalization

Planning, zoning, development and resource management should facilitate the revitalization of established town centers and neighborhoods by promoting development that conserves land, protects historic resources, promotes pedestrian accessibility and integrates different uses of property. Remediation and reuse of existing sites, structures and infrastructure is preferred over new construction in undeveloped areas.

6. Housing Diversity

Planning, zoning, development and resource management should encourage diversity in the types of available housing, support the rehabilitation of existing housing and promote the location of housing near public transportation and employment centers.

7. Community Character

Planning, zoning, development and resource management should promote activities and development that are consistent with the character and architectural style of the community and should respond to local values regarding the physical character of the community.

8. Natural Resources and Agricultural Protection

Planning, zoning, development and resource management should emphasize protection, preservation and restoration of natural resources, agricultural land and cultural and historic landscapes, and should increase the availability of open spaces and recreational facilities.

9. Sustainable Design

Planning, zoning, development and resource management should promote developments, buildings and infrastructure that utilize sustainable design and construction standards and conserve natural resources by reducing waste and pollution through efficient use of land, energy, water, air and materials.

10. Transportation Diversity

Planning, zoning, development and resource management should promote expanded transportation options for residents of the community. Consideration should be given to transportation options that maximize mobility, reduce congestion, conserve fuel and improve air quality.

Iowa's 13 Smart Planning Elements:

A. Public Participation Element

Information relating to public participation during the creation of the comprehensive plan or land development regulations, including documentation of the public participation process, a compilation of objectives, policies and goals identified in the public comment received, and identification of the groups or individuals comprising any work groups or committees that were created to assist the planning and zoning commission or other appropriate decision-making body of the municipality.

B. Issues and Opportunities Element

Information relating to the primary characteristics of the municipality and a description of how each of those characteristics impacts future development of the municipality. Such information may include historical information about the municipality, the municipality's geography, natural resources, natural hazards, population, demographics, types of employers and industry, labor force, political and community institutions, housing, transportation, educational resources and cultural and recreational resources. The comprehensive plan or land development regulations may also identify characteristics and community aesthetics that are important to future development of the municipality.

C. Land Use Element

Objectives, information and programs that identify current land uses within the municipality and that guide the future development and redevelopment of property, consistent with the municipality's characteristics identified under the Issues and Opportunities Element. The comprehensive plan or land development regulations may include information on the amount, type, intensity and density of existing land use, trends in the market price of land used for specific purposes, and plans for future land use throughout the municipality. The comprehensive plan or land development regulations may identify and include information on property that has the possibility for redevelopment, a map of existing and potential land use and land use conflicts, information and maps relating to the current and future provision of utilities within the municipality, information and maps that identify the current and future boundaries for areas reserved for soil conservation, water supply conservation, flood control and surface water drainage and removal. Information provided under this paragraph may also include an analysis of the current and potential impacts on local watersheds and air quality.

D. Housing Element

Objectives, policies and programs to further the vitality and character of established residential neighborhoods and new residential neighborhoods and plans to ensure an adequate housing supply that meets both the existing and forecasted housing demand. The comprehensive plan or land development regulations may include an inventory and analysis of the local housing stock and may include specific information such as age, condition, type, market value, occupancy and historical characteristics of all the housing within the municipality. The comprehensive plan or land development regulations may identify specific policies and programs that promote the development of new housing and maintenance or rehabilitation of existing housing and that provide a range of housing choices that meet the needs of the residents of the municipality.

E. Public Infrastructure and Utilities Element

Objectives, policies and programs to guide future development of sanitary sewer service, storm water management, water supply, solid waste disposal, wastewater treatment technologies, recycling facilities and telecommunications facilities. The comprehensive plan or land development regulations may include estimates regarding future demand for such utility services.

F. Transportation Element

Objectives, policies and programs to guide the future development of a safe, convenient, efficient and economical transportation system. Plans for such a transportation system may be coordinated with state and regional transportation plans and take into consideration the need for diverse modes of transportation, accessibility, improved air quality and interconnectivity of the various modes of transportation.

G. Economic Development Element

Objectives, policies and programs to promote the stabilization, retention, or expansion of economic development and employment opportunities. The comprehensive plan or land development regulations may include an analysis of current industries and economic activity and identify economic growth goals for

the municipality. The comprehensive plan or land development regulations may also identify locations for future brownfield or grayfield development.

H. Agricultural and Natural Resources Element

Objectives, policies and programs addressing preservation and protection of agricultural and natural resources.

I. Community Facilities Element

Objectives, policies and programs to assist future development of educational facilities, cemeteries, health care facilities, child care facilities, law enforcement and fire protection facilities, libraries and other governmental facilities that are necessary or desirable to meet the projected needs of the municipality.

J. Community Character Element

Objectives, policies and programs to identify characteristics and qualities that make the municipality unique and that are important to the municipality's heritage and quality of life.

K. Hazards Element

Objectives, policies and programs that identify the natural and other hazards that have the greatest likelihood of impacting the municipality or that pose a risk of catastrophic damage as such hazards relate to land use and development decisions, as well as the steps necessary to mitigate risk after considering the local hazard mitigation plan approved by the Federal Emergency Management Agency.

L. Intergovernmental Collaboration Element

Objectives, policies and programs for joint planning and joint decision-making with other municipalities or governmental entities, including school districts and drainage districts, for siting and constructing public facilities and sharing public services. The comprehensive plan or land development regulations may identify existing or potential conflicts between the municipality and other local governments related to future development of the municipality and may include recommendations for resolving such conflicts. The comprehensive plan or land development regulations may also identify opportunities to collaborate and partner with neighboring jurisdictions and other entities in the region for projects of mutual interest.

M. Implementation Element

A compilation of programs and specific actions necessary to implement any provision of the comprehensive plan, including changes to any applicable land development regulations, official maps, or subdivision ordinances.

APPENDIX B: FEDERAL & STATE PROGRAMS

Community Development Tools and Resources

IEDA Public Facilities Community Development Block Grant (CDBG) - Water/sewer funds are available annually on a competitive basis to communities for projects that include sanitary sewer system improvements, water system improvements, water and wastewater treatment facilities, storm sewer projects related to sanitary sewer system improvements and rural water connections.

IEDA Community Facilities and Services Fund (CDBG) – Communities can apply for facilities and services grant funding for a variety of projects and activities primarily benefiting low- and moderate-income persons, including day care facilities, senior centers, vocational workshops and other community services such as storm water projects.

IEDA Contingency Fund, Imminent Threat (CDBG) – Communities can apply for emergency funding for projects that correct an imminent threat to public health, safety or welfare. This program has also been used to fund projects that demonstrate sustainable community activities.

IEDA Downtown Revitalization Fund (CDBG) – Communities may apply for funds for downtown revitalization projects.

Vision Iowa: Community Attraction & Tourism (CAT) – Communities can apply for these grant funds for projects that promote recreational, cultural and educational or entertainment attractions that are available to the general public.

Vision Iowa: River Enhancement Community Attraction & Tourism (RECAT) – Communities can apply for RECAT funds to support projects that promote and enhance recreational opportunities on and near rivers or lakes.

Endow Iowa Tax Credits - Endow Iowa was created to enhance the quality of life for the citizens of this state through increased philanthropic activity by encouraging investments in existing community foundations. The major component of the Endow Iowa Program is a state tax credit of some annually fixed percentage of the gift given to a qualified community foundation. Communities and nonprofit organizations can set up funds within their community foundations to support local projects, and donors can take advantage of the tax credit.

Community-Based Seed Capital Funds – This tax credit program is designed to encourage groups of local investors to engage in venture capital investment to help attract and retain fast growing companies to their communities. Investors can receive tax credits equal to 20% of the amount of an equity investment in a Community-Based Seed Capital Fund.

EPA Brownfields Program - Communities can apply for funds to inventory, characterize, assess and conduct cleanup planning for properties that may have hazardous substances, pollutants or contaminants present. Additional funding may be available for clean-up.

IDOT Revitalize Iowa's Sound Economy (RISE) - This state program was established to promote economic development in Iowa through construction or improvement of roads and streets. Communities can apply for grants or loans to fund "immediate opportunity" projects or "local development" projects. Immediate opportunity projects are an immediate, non-speculative opportunity for permanent job creation or retention. Jobs created are to be value-adding in nature (e.g. manufacturing, industrial, non-retail) and the relocation of jobs within the state does not qualify. Local development projects support local economic development but do not require an immediate commitment of funds such as industrial parks or tourist attractions. Projects must involve construction or improvement of a public roadway.

IDOT Traffic Safety Improvement Program – This transportation program can provide funding for traffic safety improvements or studies on any public roads. Eligible projects fall into one of three categories: construction or improvement of traffic safety and operations at a specific site with an accident history; purchase of materials for installation of new traffic control devices such as signs or signals, or replacement of obsolete signs or signals; or transportation safety research, studies or public information initiatives such as sign inventory, work zone safety and accident data.

IDOT Pedestrian Curb Ramp Construction – This program can provide funding to assist communities in complying with the Americans with Disabilities Act (ADA) on primary roads. The community must engineer and administer the project and improvements must involve a municipal extension of a primary road.

IDOT Safe Routes to School Program – This program provides funding for infrastructure and non-infrastructure improvements that result in more students walking or bicycling to school. Infrastructure improvements (e.g. sidewalks, road crossings, etc.) resulting from funding must be maintained as a public facility for a minimum of 10 years.

IDOT/IDNR Fund – Communities can apply for funds to cover the cost of materials and installation of seed or live plants for roadside beautification for any primary system corridors. The area to be planted must be on primary highway right-of-way, including primary highway extensions.

Iowa Living Roadway Trust Fund - Implement Integrated Roadside Vegetation Management programs (IRVM) – These funds are available for various projects on city, county or state rights-of-way or publicly owned areas adjacent to traveled roadways. Categories of eligible projects are as follows: roadside inventories; gateways; education/training; research/demonstration; roadside enhancement; seed propagation; and special equipment.

IDOT Recreational Trails Program – This program was established to fund public recreational trails. Communities may apply for proposed projects that are part of a local, area-wide, regional or statewide trail plan. Trails resulting from successful applications must be maintained as a public facility for a minimum of 20 years.

USDA Community Facilities Grants/Loans – Available to fund the development of essential community facilities for public use in rural areas and may include hospitals, fire protection, safety, child care centers and many other community-based initiatives

USDA Rural Community Development Initiative - Provides technical assistance and training funds to develop the capacity and ability of private, nonprofit community-based housing and community development organizations and low income rural communities to improve housing, community facilities, community and economic development projects in rural areas.

USDA Broadband Loan Program - This program is available to local nonprofit and for-profit entities and provides loans for funding the costs of construction, improvement and acquisition of facilities and equipment to provide broadband service to rural communities.

USDA Distance Learning And Telemedicine Grant/Loan Program (DLT) – This program can provide grant funding for the technology and technical assistance needed to support distance learning and telemedicine projects in rural communities.

USDA Water and Waste Disposal Direct Loans and Grants – These funds can be used to develop water and waste disposal systems in rural areas and towns.

USDA Emergency Community Water Assistance Grants (ECWAG) – These funds are available to assist rural communities that have experienced a significant decline in quantity or quality of drinking water due to an emergency, to obtain or maintain adequate quantities of safe drinking water.

USDA Water and Waste Disposal Guaranteed Loans – This program provides loan guarantee support to local lenders for the construction or improvement of water and waste disposal projects in rural communities.

IDNR Solid Waste Alternatives Program (SWAP) - SWAP provides financial and technical assistance to businesses, government agencies, public and private groups and individuals to assist with the implementation of waste reduction, recycling, market development, public education and other solid waste management projects that improve their environmental performance as well as their bottom line.

IDNR Derelict Building Program – This program provides small Iowa communities and rural counties financial assistance to address neglected structures in order to improve the appearance of their streets and revitalize local economies. Derelict buildings must be located in a town or unincorporated county area of 5,000 residents or less and the building must be owned or in the process of being owned by the community or county. The program can provide funds to assist with certified ACM inspections, removal and disposal of ACM, structural engineering analysis to determine ability to renovate the building, Phase I & II Environmental Assessments and building deconstruction or renovation

IDNR Clean Water Loan Program - Iowa's Clean Water State Revolving Fund (CWSRF) is an option for financing publicly owned wastewater treatment, sewer rehabilitation, replacement, construction and storm water quality improvements.

IDNR Drinking Water State Revolving Fund (DWSRF) – This is a loan fund that can finance the design and construction of drinking water systems to help ensure public health and provide safe drinking water.

IDNR General Non-Point Source – This loan fund offers landowners affordable financing for a variety of water quality projects. Projects include but are not limited to: Landfill closure, remediation of storage tanks, restoration of wildlife habitat, stream bank stabilization and wetland flood prevention areas.

IDNR Planning & Design Loans – Zero interest loans to cover costs incurred in the planning and design phase of a water infrastructure project. The funds can be used by communities to cover engineering fees, archaeological surveys, environmental or geological studies and costs related to project plan preparation. The loans may be rolled into a State Revolving Fund (SRF) construction loan or can be repaid when permanent financing is committed. The project planning and design costs must be directly related to proposed eligible projects such as the construction of treatment plants or improvements to existing facilities, water line extensions to existing unserved properties, water storage facilities and wells.

IDNR Resource Enhancement and Protection (REAP) - REAP funds are available to communities through competitive grants for city parks and open space improvements. Typical projects include park land expansion and multi-purpose recreation projects.

SHPO Certified Local Government Program (CLG) - The CLG program supports local governments' historic preservation programs. Direct benefits include free historic preservation training and technical assistance from the State's historic preservation staff, a start-up preservation reference library for use in developing and administering the program, qualification for REAP Historic Resource Development Program (HRDP) grants for rehabilitating community-owned properties that are listed on the National Register of Historic Places and qualification for a small, competitive, matching CLG grant program that is open only CLG program participants. These grants can be used to underwrite all historic preservation activities except rehabilitation.

Cultural District - A cultural district is a well-recognized, labeled, mixed-use, compact area of a community in which a high concentration of cultural facilities serves as the anchor. Cultural districts are established to encourage local governments to partner with a local community nonprofit or for profit organization, businesses and individuals to enhance the quality of life for citizens of the community.

Iowa's Living Roadways Community Visioning Program – This program provides professional landscape planning and design services to rural Iowa communities. The Iowa DOT, ISU and Trees Forever collaborate to engage communities in participatory decision-making processes and implementation strategies, and each community receives a conceptual design plan that can be used to implement landscape and transportation enhancements. Possible projects include transportation corridor enhancements, community signage, downtown streetscape improvements and recreational trail development.

Trees Forever - This statewide nonprofit organization was formed to protect Iowa's natural resources. Trees Forever works with communities to improve water quality, preserve and enhance forest areas and beautify roadsides. Trees Forever provides facilitation for a wide range of activities including community

tree planting, GreenForce™ youth engagement programs, Iowa's Living Roadways Community Visioning, trails visioning, watershed protection and many more programs.

HSEMD Hazard Mitigation Grant Program (HMGP) – This program provides grants to communities for long term hazard mitigation projects after a major disaster declaration. The purpose of the program is to reduce the loss of life and property in future disasters by funding mitigation measures during the recovery phase of a natural disaster. Projects include planning, safe rooms, acquisitions, elevations and relocations.

Economic Development Tools and Resources

IEDA Grow Iowa Values Financial Assistance Program (GIVFAP) - Formerly the Direct Financial Assistance Program, this state fund offers direct financial assistance to companies that create new employment opportunities and/or retain existing jobs and make new capital investment in Iowa. The funds, in the form of loans or forgivable loans can help finance projects that are focused on job creation or retention, value-added agriculture and entrepreneurial efforts and can help a wide variety of business operations including biosciences, advanced manufacturing, information technology and financial services. Funds can be used for building construction or remodeling, land or building acquisition, site preparation, machinery and equipment purchases, computer hardware purchases, furniture and fixtures.

IEDA Enterprise Zones - Enterprise Zones are designed to stimulate development by targeting economically distressed areas in Iowa. Businesses and developers can qualify for state and local tax incentives by making new investments and creating or retaining jobs in these areas.

IEDA Iowa New Jobs Training Program – This program assists businesses that are creating new positions or new jobs through expansion or location in the state by providing flexible funding to train and develop new employees. The assistance available ranges from highly specialized educational programs to basic skill training for new positions. Businesses that have entered into an agreement are also eligible for the New Jobs corporate income tax credit if they expand their Iowa employment base by 10% or more.

IEDA Iowa Jobs Training Program - Like the new jobs training program, this program also invests in customized training, but for existing employers. Iowa's community colleges provide businesses with funding and support for this program.

IEDA High Quality Jobs Program – This program is designed to promote the creation or retention of quality jobs by assisting businesses locating, expanding or modernizing their facilities in Iowa through a package of tax credits, exemptions and/or refunds to approved businesses.

IEDA Targeted Small Business (TSB) Program – This program assists women, minorities and the disabled in starting or growing a small business. TSB-certified businesses receive technical assistance and are eligible to apply for financial assistance through grants and loans.

IEDA Job Creation, Retention and Enhancement Fund - EDSA, PFSA and Career Link (CDBG) - These three programs within the fund are the Economic Development Set-Aside (EDSA), the Public Facilities Set-Aside (PFSA) and Career Link. Communities can apply to these programs at any time. EDSA and PFSA are designed to assist businesses either through a direct or forgivable loan or through infrastructure projects. Career Link is an industry-driven training program designed to help the underemployed and working poor obtain the training and skills they need to move into available higher-skill, better-paying jobs.

Tax Increment Financing (TIF) – This tool is a public financing mechanism that is used to subsidize development, infrastructure and other community-improvement projects in targeted districts. Eligible projects result in an increase in site value which generates an increase in tax revenues. These future new

revenues can be used to repay the debt issued by the community for the project, or to reimburse private investment in the project.

IEDA Demonstration Fund - The Demonstration Fund is available to small and medium-sized Iowa-based companies in the industries of advanced manufacturing, bioscience or information technology. The fund provides financial and technical assistance to support high technology prototype and concept development activities that have a clear potential to lead to commercially viable products or services within a reasonable period of time. The primary purpose of the fund is to help businesses with a high-growth potential reach a position where they are able to attract later stage private sector funding.

IEDA Iowa Small Business Loan Support Program (ISB) - This loan program assists Iowa entrepreneurs and small businesses in their efforts to access capital for business purposes including start up costs, working capital, business procurement, franchise fees, equipment, inventory, as well as the renovation or tenant improvements of an eligible place of business that is not for passive real estate investment purposes. Iowa small businesses that are located in Iowa, are owned, operated and actively managed by an Iowa resident, and have 750 or fewer full-time equivalent employees are eligible to apply.

IEDA Assistive Device Tax Credit — Reduces taxes for small businesses that incur costs through making physical changes to the workplace to help employees with disabilities to get or keep their job.

IEDA Brownfield/Grayfield Tax Credit Program — Projects can receive tax credits for qualifying costs of a Brownfield project and if the project meets green building requirements. Grayfield projects can get tax credits for qualifying costs and projects that meet green building requirements.

Research Activities Tax Credit — This is a refundable tax credit created to incent a company's research activities. Companies must meet the qualifications of the Federal Research Activities Credit in order to be eligible for the credit in Iowa.

Iowa Innovation Acceleration Fund - The Iowa Innovation Acceleration Fund promotes the formation and growth of businesses that engage in the transfer of technology into competitive, profitable companies that create high paying jobs. The fund provides financing to eligible businesses through three program components that correspond to three different stages of growth:

- *Iowa LAUNCH* —pre-seed capital stage financing through low-interest loans for intellectual property development and evaluation, including in-depth analysis of market potential, conducting competitive analysis, establishing proof of concept of a scientific discovery, prototype design and development and related activities.
- *Iowa PROPEL*— seed capital stage financing through low-interest loans or royalty agreements for advanced intellectual property development and evaluation, including in-depth analysis of market potential, conducting competitive analysis, advanced proof of concept work for a scientific discovery, advanced prototype design and development, research and development needed to attract venture capital financing, hiring key personnel and related activities.

- INNOVATION EXPANSION— expansion-stage financing through secured, low-interest loans to fund investments that can be used to hire key personnel and services and the purchase of equipment and facilitate construction costs.

USDA Business and Industry Guaranteed Loan (B&I) Program – Loan guarantees available to support local financing agencies with loans to rural businesses that improve, develop, or finance business, industry and employment as well as improve the economic and environmental climate in rural communities.

USDA Intermediary Relending Program (IRP) - Provides loans to local organizations to establish revolving loan funds to assist with financing business and economic development activity that create or retain jobs in disadvantaged and remote communities.

USDA Rural Energy for America Program Guaranteed Loan Program (REAP Loans) - This guaranteed loan program supports local commercial financing of renewable energy and energy efficiency projects for businesses.

USDA Rural Economic Development Loan and Grant (REDLG) - This program provides funding to rural projects through local nonprofit utility organizations. Under the program, USDA provides zero interest loans to local utilities which they then relend to local businesses for projects that create and retain employment in rural areas.

USDA Rural Business Enterprise Grant Program (RBEG) – This grant program provides funds to communities or nonprofit organizations to be used for rural projects that help finance and facilitate the development of small and emerging rural businesses.

USDA Rural Energy for America Program Grants (REAP) – This grant program is available to small rural businesses and can provide funds for energy audits, feasibility studies or renewable energy development assistance. It may also be used to help rural small businesses purchase and install renewable energy systems and make energy efficiency improvements.

USDA Value-Added Producer Grants (VAPG) - Grants funds are available to local producers and cooperatives for planning activities or working capital for marketing value-added agricultural products and for farm-based renewable energy.

USDA Rural Business Opportunity Grants (RBOG) – Communities and nonprofit agencies can apply for funds to promote sustainable economic development in rural communities by providing training and technical assistance for business development, entrepreneurs and economic development officials and to assist with economic development planning.

SHPO State Historic Preservation and Cultural & Entertainment District Tax Credit – This program provides a state income tax credit for the sensitive rehabilitation of historic buildings. It ensures character-defining features and spaces of buildings are retained and helps revitalize surrounding neighborhoods. The program provides an income tax credit of some percentage of qualified rehabilitation costs.

IowaMicroLoan – Provides loans and technical assistance for start-up, expansion or refinancing of small businesses.

Iowa Small Business Development Centers (SBDC) - The Iowa SBDC conducts research, counsels and trains business people in management, financing and operating small businesses, and provides comprehensive information services and access to experts in a variety of fields. The SBDC is the only nationally accredited entrepreneurial development program in Iowa.

UNI MyEntre.Net - This website is an online business resource site and blog for entrepreneurs. Among its activities are weekly business webinars, regionally hosted EntreBash! networking events and an annual EntreFest! business conference for entrepreneurs.

Housing Tools and Resources

IEDA Housing Fund (CDBG) – Communities can apply for funding that supports owner-occupied rehabilitation projects for low to moderate income, single-family, owner-occupied housing households.

IEDA Housing Enterprise Zones - Developers and contractors building or rehabilitating housing in an established Enterprise Zone may apply to receive state tax incentives such as a refund of state sales, service or use taxes paid during construction and an investment tax credit of up to a maximum of 10% of the investment directly related to the construction or rehabilitation of the housing.

Housing Tax Increment Financing (TIF) – When TIF is used for housing development, a percentage of the future tax increment revenues from the project must be used to provide housing assistance to low- and moderate-income families.

USDA Rural Repair and Rehabilitation Loans and Grants – This program provides direct loans or grants to very low-income homeowners to repair, improve or modernize their dwellings or to remove health and safety hazards.

USDA Rural Housing Direct Loan – This program provides direct loans to help low-income individuals or households purchase, build, repair, renovate or relocate homes in rural areas.

USDA Rural Housing Guaranteed Loan – This program supports local participating lenders in financing home purchases for rural families with incomes up to 115% of the area's median income.

USDA Rural Housing Site Loans - These loans are made to nonprofit agencies to provide financing for the purchase and development of housing sites for low- and moderate-income families.

USDA Rural Rental Housing - This program provides loans to a variety of owners to provide affordable multifamily rental housing for families, the elderly or persons with disabilities.

USDA Guaranteed Rental Housing – This program guarantees loans to support local participating lenders in financing the development of multi-family housing facilities in rural areas.

USDA Housing Preservation Grants – This program provides grants to local nonprofit organizations to fund the repair or rehabilitation of low- and very low-income housing.