Winneshiek County Iowa

Comprehensive Smart Plan, 2012



Prepared By:
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ACKNOWLEDGEMENTS

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With special thanks to:

The Iowa Economic Development Authority*

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.

*A portion of this project was paid for through a Supplemental Community Development Block Grant for disaster recovery planning. These funds from the United States Department of Housing and Urban Development were distributed through the Iowa Economic Development Authority.

ADOPTION RESOLUTION

Resolution 13-53

Adoption of the Winneshiek County Comprehensive Smart Plan 2012

WHEREAS, the Winneshiek County Board of Supervisor's is responsible for the adoption of the Winneshiek County Comprehensive Smart Plan; and

WHEREAS, Winneshiek County is required to have a plan to refer to when addressing development and potential uses and impacts from the reuse of properties within the county; and

WHEREAS, Winneshiek County wants to be proactive in dealing with land use issues, protecting agricultural lands and local resources in planning for community and/or service needs; and

WHEREAS, the Winneshiek County Board of Supervisors, the Comprehensive Plan Steering Committee, the cities of Decorah, Calmar, Ossian, Castalia, Jackson Junction, Spillville, Fort Atkinson and Ridgeway under the guidance of Upper Explorerland Regional Planning Commission undertook a comprehensive study of the County's resources and assets to develop goals and strategies which are set forth in the Winneshiek County Comprehensive Smart Plan; and

WHEREAS, the Winneshiek County Comprehensive Smart Plan 2012 is a long-range document which acts as a policy document that considers the county's demographics, public uses, transportation, housing and land use which identified the qualities and components that provide a blueprint for the future; and

WHEREAS, said plan looks at existing uses and proposed development by outlining a land use plan and is the basis for County subdivision, annexation and urban renewal tools; and

WHEREAS, the Winneshiek County Comprehensive Smart Plan 2012 will provide guidance to decision makers, residents, property owners and organizations through its goals, strategies and actions relevant to the Iowa Smart Planning Principals contained in Iowa Code Section 18B.1 of Public Participation; Community Character; Land Use; Housing; Public Infrastructure and Utilities; Transportation; Economic Development; Agricultural and Natural Resources; Community Facilities; Hazards; Intergovernmental Collaboration; and Implementation; and

WHEREAS, public participation has been paramount throughout the process, including establishing the Steering Committee, review of background documents, public workshops and hearings and reviewing drafts of the Winneshiek County Comprehensive Smart Plan 2012; and

NOW THEREFORE, BE IT RESOLVED, by the Winneshiek County Board of Supervisors, that the Winneshiek County Comprehensive Smart Plan 2012 is hereby approved and rescinds any prior existing comprehensive plans.

Passed and approved this 15TH day of APRIL, 2013 by the Winneshiek County Board of Supervisors.

John Logsdon, Chairperson

ATTEST:

Benjamin D. Steines, Auditor

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INTRODUCTION

Background

The Winneshiek County Iowa Comprehensive Smart Plan 2012 is a full update to the Winneshiek County Iowa Comprehensive previously completed in 1992. An update is necessary as demographics and community goals and expectations change over time. The Winneshiek 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 Winneshiek County Iowa Comprehensive Smart Plan 2012 has been developed with a time horizon of 20 years and includes supplemental sections for the cities of Calmar, Castalia, Fort Atkinson, Jackson Junction, Ossian, Ridgeway and Spillville. A full plan is also included for the City of Decorah, the county seat of Winneshiek County. The City of Decorah was already engaged in a planning process when the jurisdictions agreed to combine resources to develop a countywide plan, so their plan was completed through the Smart Planning process, but compiled as originally designed, as a stand-alone document. The City of Decorah Comprehensive Plan 2012 is attached in its entirety as Appendix C.

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 Winneshiek 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 Legislature, 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 Winneshiek County Iowa Comprehensive Smart Plan 2012 was developed by Upper Explorerland Regional Planning Commission with the assistance and input of Winneshiek 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 capital improvement plans. The Winneshiek 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, Winneshiek County and its communities will remain a strong and vibrant area that provides 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 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 background, expertise or interest assisted in developing a well-rounded plan. Representatives included urban and rural residents, business owners, city and county officials and others with knowledge in real estate, economic development, emergency management, conservation, higher education, zoning, agriculture and historic preservation. In addition, the cities of Calmar, Castalia, Fort Atkinson, Ossian and Spillville each convened committees to review goals, strategies and actions specific to their communities

To engage the public in the planning process for the Winneshiek 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 15 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: Community Input Sessions, Ossian, Castalia, Calmar and Spillville

CHAPTER 1: COUNTY OVERVIEW

Iowa Smart Planning Guidance: This section includes 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.

Introduction

Development of Winneshiek County's Comprehensive Plan begins with an overview of the county based on known information from past to present and projections for the next 20 year planning horizon. This section gives an overview of location, history, demographic trends and background information including past, present and future population for the county. This section will also include relevant data for communities within the county.

Location

Winneshiek County is located in the scenic northeast corner of Iowa (See Figures 1 and 2). Its location is marked by unequaled geologic formations, topographic variation and native cover. The county is bounded on the north by the Minnesota state line, on the east by Allamakee County, on the south by Fayette County and on the west by Howard and Chickasaw Counties. Winneshiek County is approximately 24 miles by 30 miles in linear dimension and contains a total area of 690 square miles.

Figure 2: Location of Winneshiek County in Iowa



Figure 1: Communities within Winneshiek County



Brief History of Winneshiek County

The area now known as Winneshiek County was once the home of the Winnebago Indian tribe. The county is named for a celebrated chief of the tribe. Fort Atkinson was built in 1840 to provide a headquarters for government in its supervision of the Winnebago reservation. In 1842, the government appointed the Reverend D. Lowery to act as Indian Agent for the Winnebago Indian reservation. Rev. Lowery directed the building of a Mission and farm on the reservation. The "Old Mission" was located about five miles southeast of Fort Atkinson. After a treaty in 1848, the Winnebago Indians were removed from the area and the first permanent white settlers to the area arrived, initially settling near Fort Atkinson and the Old Mission. In 1849, the first settlers arrived in Decorah and Moneek and a small mill was constructed in Decorah. In 1850, the first Norwegian immigrants arrived in the area. As the population grew, Winneshiek County was formally organized in 1851 and the election of officers soon followed. The first Census of population in Winneshiek County occurred in 1850 and totaled 546 people. By 1880, the population had reached 23,938, the highest ever recorded in the county's history. The location of the county seat was contentious, with Lewiston, Moneek and Decorah as contenders. After an initial faulty election determined that Decorah should be the county seat location, residents of Freeport petitioned from 1854 to 1856 for another election to relocate the county seat. In the end, no second election was called and the county seat location remained in Decorah. (Alexander, 1882) The City of Calmar also made an attempt to secure the county seat in 1898, but that too, failed. The first courthouse was built in 1858 and housed the sheriff's residence, the jail, offices and a courtroom until 1902. The second courthouse was built in 1903 and is still in use today. New windows were installed in the 1970s and the second and third floors were renovated in 1990 and 1991. A new jail was constructed in 2000 (Winneshiek County, 2012). Over time, a few villages have disappeared, such as Lewiston, Moneek and Plymouth Rock. The towns of Decorah and West Decorah merged in 1902.

Figure 3: Historic Fort Atkinson



Source: (Gue, 1903)

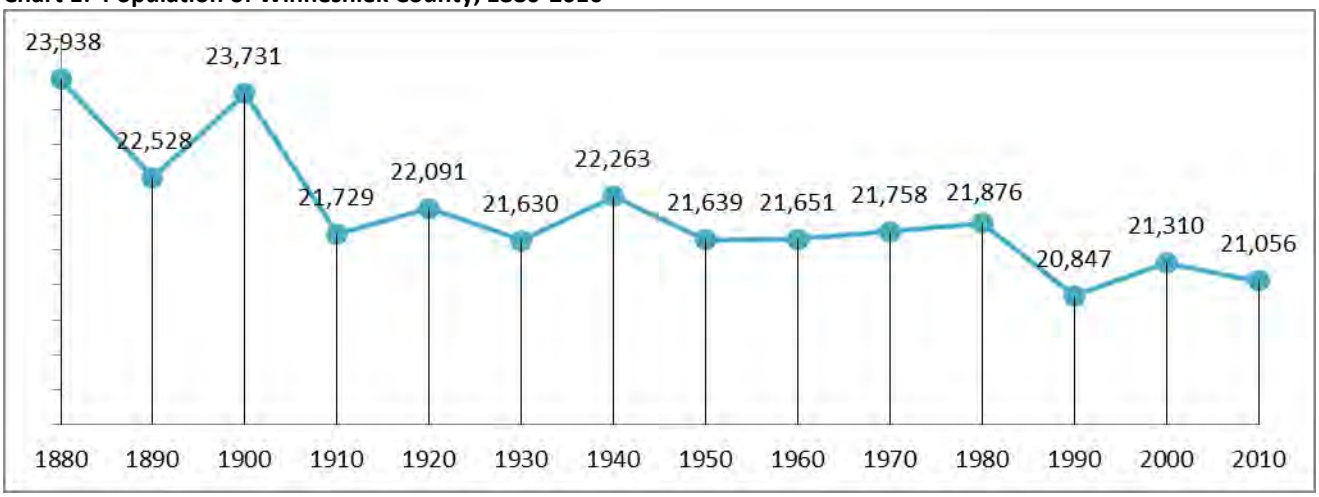
Population Characteristics

The study of population within a Comprehensive Plan is important because it provides a statistical and historical profile of the community. This section will highlight demographic trends and projections compiled for Winneshiek County.

Population Trends

The 2010 Census count for the population of Winneshiek County is 21,056 people. The Census has been tracking population data for Winneshiek County since 1850, at which time the count was 546. The population increased dramatically over the next three decades to an all-time high of 23,938. Chart 1 demonstrates the overall population change in the county from that point to the present. Since 1880, the highest count was in 1900 with a population of 23,731 and the population has been on an overall decline since that time, with the lowest point occurring in 1990 at 20,847.

Chart 1: Population of Winneshiek County, 1880-2010



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

Table 1 shows a comparison of the population change since 1900 for Winneshiek County and for the State of Iowa. Winneshiek County experienced a large population loss from 1900 to 1910. In 1990 county and state suffered similar population losses. Overall since 1900, the county has lost over 11% of its population, while the state has gained over 36% in population.

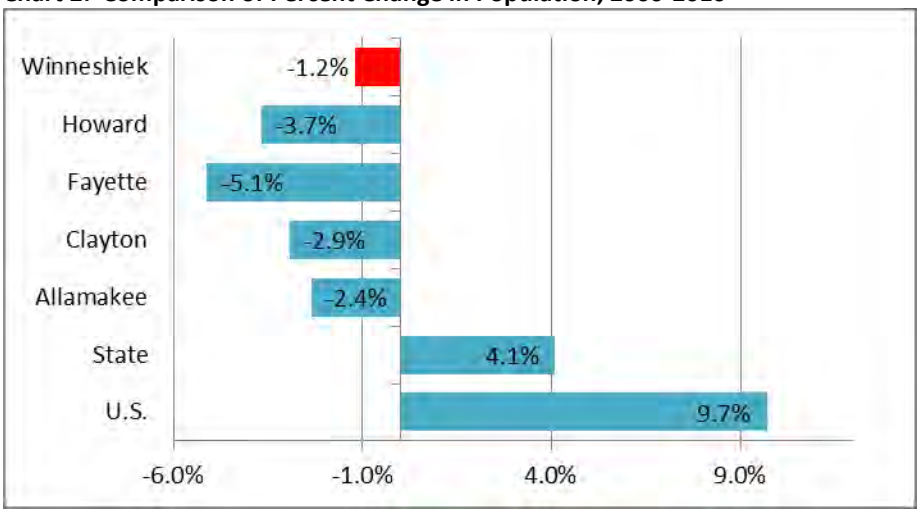
Table 1: County and State Population Comparison, 1900-2010

Year	Winneshiek County		State of Iowa	
	Population	Percent Change	Population	Percent Change
1900	23,731	5.3%	2,231,853	16.7%
1910	21,729	-8.4%	2,224,771	-0.3%
1920	22,091	1.7%	2,404,021	8.1%
1930	21,630	-2.1%	2,470,939	2.8%
1940	22,263	2.9%	2,538,268	2.7%
1950	21,639	-2.8%	2,621,073	3.3%
1960	21,651	0.1%	2,757,537	5.2%
1970	21,758	0.5%	2,825,368	2.5%
1980	21,758	0.0%	2,913,808	3.1%
1990	20,847	-4.2%	2,776,831	-4.7%
2000	21,310	2.2%	2,926,324	5.4%
2010	21,056	-1.2%	3,046,355	4.1%

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

Chart 2 compares the change in population over the last decade for the counties in the region, the state and the nation. Although all of the counties in the region lost population, Winneshiek lost the smallest percentage. The state and nation both noted population increases.

Chart 2: Comparison of Percent Change in Population, 2000-2010



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

Table 2 compares the population figures for each of the incorporated communities in Winneshiek County, as well the unincorporated area and the State of Iowa from 1980 to 2010. Each of the communities in the county except Decorah, Ossian and Ridgeway experienced an overall decline in population since 1980. The communities of Jackson Junction and Spillville noted the largest population decrease over that time period. Ridgeway was the only community to experience an increase in population over the last decade.

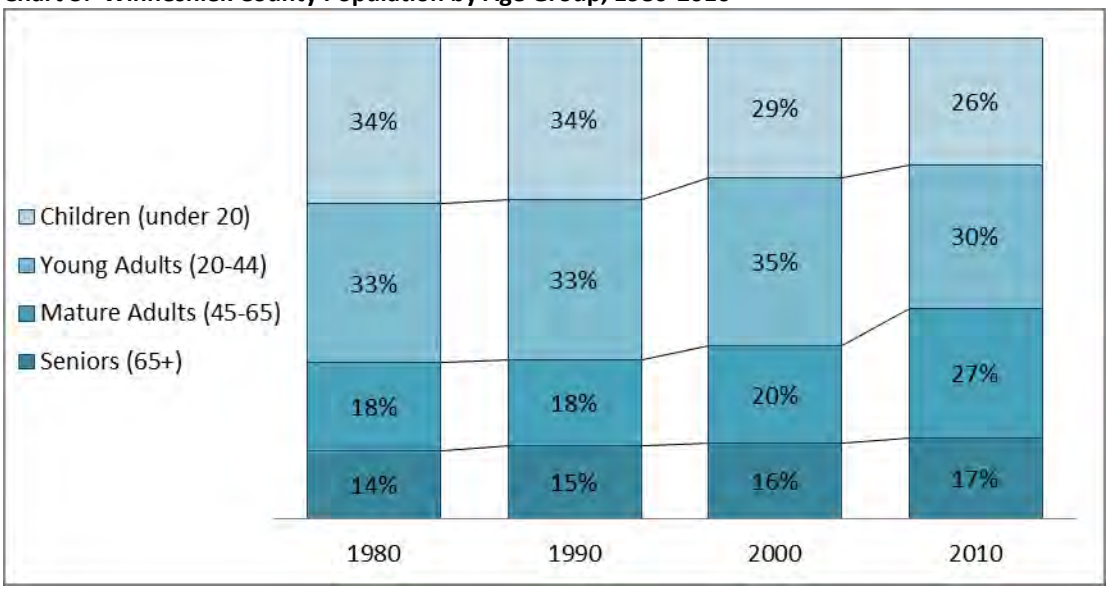
Table 2: Population Comparison, 1980-2010, All Cities, County and State

Community	1980	1990	2000	2010	% Change 1980-2010
Calmar	1,053	1,026	1,058	978	-7.1%
Castalia	188	177	175	173	-8.0%
Decorah	8,068	8,063	8,172	8,127	0.7%
Fort Atkinson	374	367	389	349	-6.7%
Jackson Junction	94	87	60	58	-38.3%
Ossian	829	810	853	845	1.9%
Ridgeway	308	295	293	315	2.3%
Spillville	415	387	386	367	-11.6%
Winneshiek County	21,876	20,847	21,310	21,056	-3.7%
State of Iowa	2,913,808	2,776,831	2,926,324	3,046,355	4.5%

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

Chart 3 demonstrates the change in Winneshiek County's population distribution from 1980 to 2010 in four age groupings. The county has seen a steady decline in the percent of population since the 1980 census in the "Children (under 20)" and the "Young Adults (20-44)" categories; where once 67% of the population fell into these age groups, only 56% of the population is under age 45 as of the last census. The percentage of adults in the 45-65 age range has grown from 18% of the population to 27% of the population. Understanding this distribution can help the county plan for lifestyles that cater to "older" adults, or develop ways to attract young families to maintain a well-distributed population in the county.

Chart 3: Winneshiek County Population by Age Group, 1980-2010

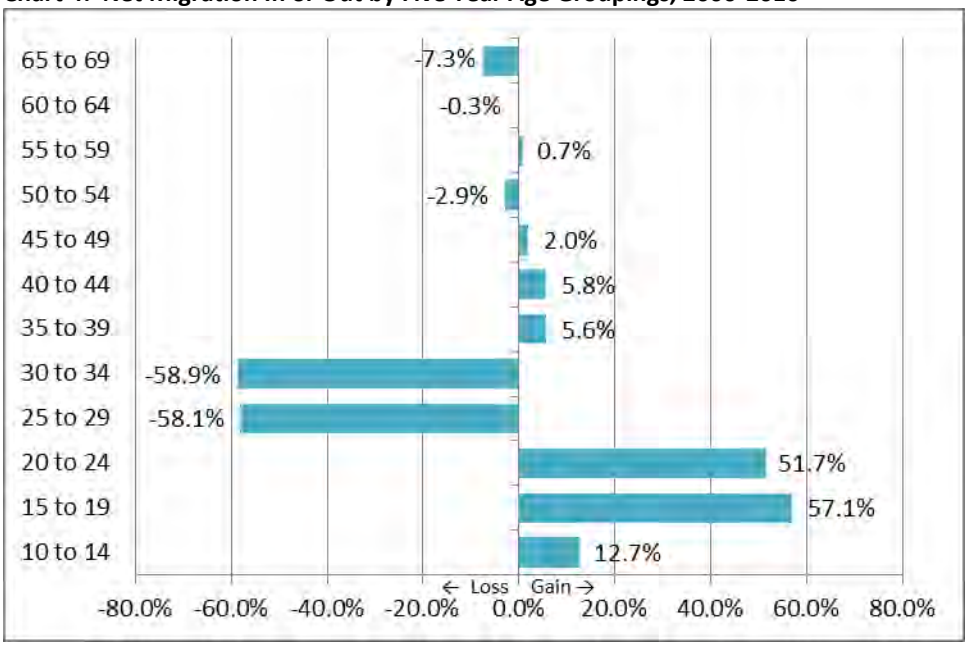


Source: (State Data Center of Iowa, n.d.); (U.S. Census Bureau, 2012)

Chart 4 demonstrates how much each five year incremental age group is shrinking or 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 the county is gaining or losing population due to a

migration in or out of the county. For Winneshiek County, the greatest loss of population is in the 30 to 34 and 25 to 29 year age groups, losing a net of over 2,600 individuals within the decade. The county notes significant gains in the 15 to 19 and 20 to 24 year age groups, perhaps due to the colleges in the county. There are many reasons for population migration, including jobs, retirement, family and medical needs. Further study through surveys would be needed to understand why certain population age groups are migrating in or out of the county.

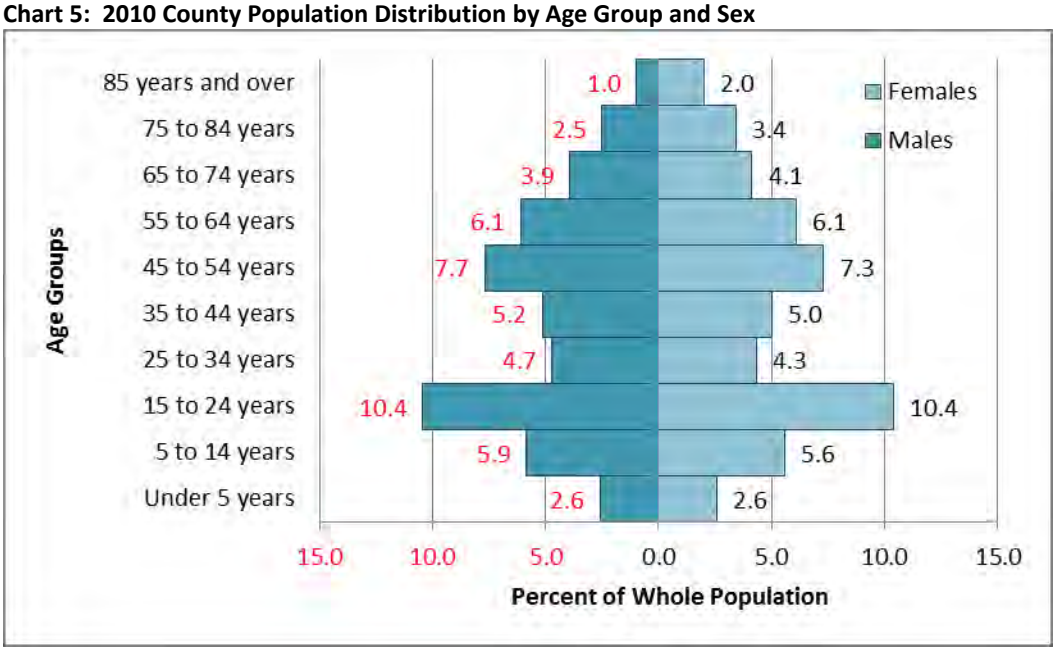
Chart 4: Net Migration In or Out by Five Year Age Groupings, 2000-2010



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

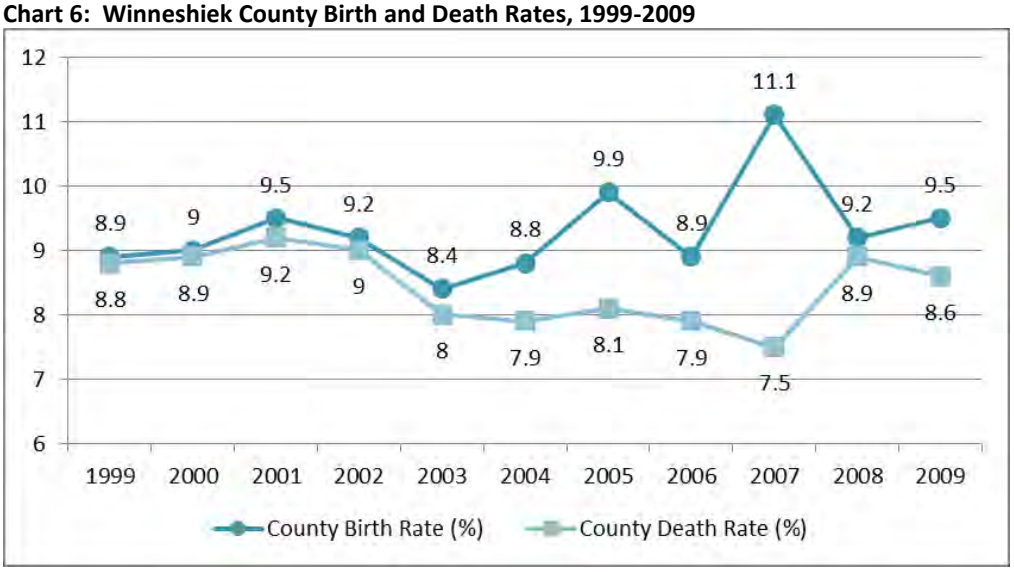
Another way to look at population distribution is to place data into a population pyramid. County stakeholders should be aware of the gender balance within the county as it may provide useful information to potential employers and businesses looking to locate in the community. Chart 5 demonstrates that the county's population remains fairly balanced gender-wise with males making up slightly more of the population until age 54. After age 64, females have the larger population in each subsequent age group. This is most likely explained by female life expectancy being longer than males. It should also be noted that health advancements have continually increased the life expectancies of both genders. Chart 6 plots the county's birth and death rates from 1999 to 2009. Birth rates increased overall, while death rates declined overall during that time period.

Chart 5: 2010 County Population Distribution by Age Group and Sex



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

Chart 6: Winneshiek County Birth and Death Rates, 1999-2009



Source: (Vital Statistics of Iowa, 2009)

Population Projections

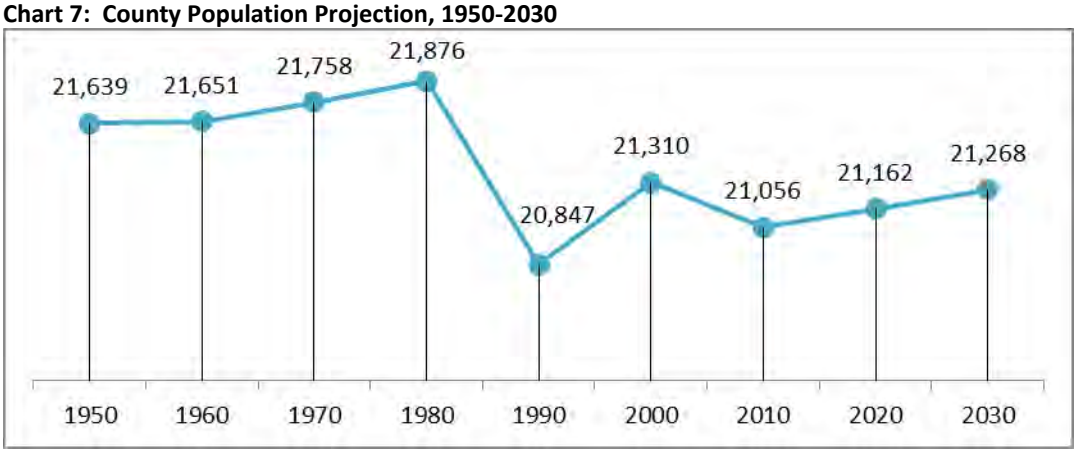
Future population statistics can be impacted by several factors, including culture, infant mortality, quality of health care, life expectancy and others. Table 3 projects the population of Winneshiek County out to the year 2030. The numbers were calculated based on the county's 20 year annualized growth rate of .05%. These projections were made using historical population trends as their basis and do not express an exact population figure. If the county continues to see an annual growth of .05% Winneshiek County could reach a population of 21,268 by the year 2030. Chart 7 demonstrates what this projection looks like as a continuation over the decades since 1950.

Table 3: County Population Projections, 2011-2030

Year	Projection		Year	Projection
2011	21,067		2021	21,172
2012	21,077		2022	21,183
2013	21,088		2023	21,193
2014	21,098		2024	21,204
2015	21,109		2025	21,214
2016	21,119		2026	21,225
2017	21,130		2027	21,236
2018	21,140		2028	21,246
2019	21,151		2029	21,257
2020	21,162		2030	21,268

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

Chart 7: County Population Projection, 1950-2030



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

County Population Summary

Winneshiek County has a population of 21,056 as of the 2010 Census, down over 5% from the 2000 Census. Projections indicate that the population may see a slight increase over the coming years. The county has noted a steady decline since the 1980 census in the children under the age of 20 and young adults between the ages of 20 and 44. In 1980, 67% of the population fell into these age groups. Currently, only 56% of the population is under age 45. The percentage of adults in the 45-65 age range has grown from 18% of the population in 1980 to 27% of the population in 2010. A closer look at the change in age group populations over the last decade indicates a significant outflow of individuals in the 30 to 34 and 25 to 29 year age groups. In those age groups combined, just over 2,600 individuals migrated out of the county over the past decade. In contrast, significant gains in the 15 to 19 and 20 to 24 year age groups were noted. Understanding how to retain those young people may be a necessity for future growth and vitality. Winneshiek County has little diversity in race, with 97% of the population self-identifying as "white" in the 2010 Census. Ethnically, 48% of the population is of German ancestry, with Norwegian and Irish ancestries adding up to another 44% of the population (U.S. Census Bureau, 2012).

CHAPTER 2: COMMUNITY CHARACTER AND CULTURE

Iowa Smart Planning Guidance: This element identifies characteristics and qualities that make the municipality unique and that are important to the municipality's heritage and quality of life.

Introduction

Community character encompasses all the characteristics that make the county unique. The physical character of a community, such as its architectural styles and open space are visually apparent. Other qualities that are part of character are less tangible, such as heritage, culture and values. Community character encompasses those visual and social aspects that are important to the quality of life in Winneshiek County.

The County encompasses 690 square miles in Northeast Iowa with eight incorporated communities fully within its boundaries, eleven unincorporated communities and a wide expanse of scenic rural area. Each community has its own unique visual features, most having some historic character in their downtown areas and neighborhoods, and each hosts its own cultural events and activities. The character and cultural assets of the communities of Calmar, Castalia, Fort Atkinson, Ossian, Ridgeway and Spillville will be described in more detail in later chapters of this document. The following sections will touch on additional assets within the county, but is in no way an all-inclusive list.

Events and Activities

The Winneshiek County Fair

The Winneshiek County Fair is held each July at the Winneshiek County Fairgrounds in Decorah. The event runs for five days and includes exhibits, 4-H and FFA projects and competitions, entertainment, food and a Kid's Fun Zone. The site is home to weekly stock car races from April through September as the Upper Iowa Speedway, holds weekly auctions, horticulture events, cattle shows and special events. Fair buildings are available to rent for private celebrations as well.

The Northeast Iowa Artists Studio Tour

Held each October, the Studio Tour spans five counties in Northeast Iowa. A varying number of Winneshiek County artists participate in the tour from year to year, and the event draws many people to the region. The studio tour is Iowa's largest and longest running tour of artist studios, with over 50 area artists opening their studio doors to the public for a long three-day weekend.

Laura Days

Laura Days celebrates the childhood experiences of Laura Ingalls Wilder in Burr Oak. The event is held annually in June and includes a parade, children's games, pioneer demonstrations, entertainment, stagecoach rides and the selection of a new Little Miss Laura and Young Almanzo.

Fort Atkinson Rendezvous Days

Hosted each September at the Fort Atkinson Preserve, Rendezvous Days offers a glimpse into fort life as it was in the 1840s. Visitors will enjoy the authentic costumes and reenactments of daily life and frontier rendezvous while learning about the history of the fort. Area school children attend through field trips scheduled the Friday before the public event.



Photograph 2: Fort Atkinson Display

Nordic Fest

Nordic Fest has been held in Decorah since 1967 and celebrates the area's Norwegian Heritage. The popular three-day event is held each July and features the Nordic Dancers, Norwegian food, a parade and many other activities and entertainment.



Photograph 3: Nordic Fest Dancers

Oneota Film Festival

This free film festival is held each January in Decorah and features over 15 films, filmmaker visits, seminars, panel discussions, receptions and a Saturday evening dance.

Breakfast on the Farm

Hosted by the Northeast Iowa Dairy Foundation and held at the Iowa Dairy Center, Breakfast on the Farm offers visitors a breakfast and provides guided tours of the nationally-recognized Dairy Center. Local producers' products are featured as part of the breakfast and educational exhibits are on display. Children can even try their hand at milking a cow.

Recreation and Natural Resources

Winneshiek County offers abundant recreational opportunities including fishing, hiking, bicycling, canoeing, kayaking, camping, hunting, cross-country skiing and much more. There are several parks throughout the county in each community and in the rural areas. The County Conservation Board offers several educational opportunities, programs and events for residents and visitors including the annual Lake Meyer Ice Fishing Derby and the Driftless Safari program, a summer-long scavenger hunt throughout the county. The Board maintains several parks, preserves and wildlife areas throughout the county and the Iowa Department of Natural Resources also operates and maintains wildlife areas, preserves and recreation areas in the county. These county and state assets will be explored further in the Natural Resources chapter of this plan.

It should be mentioned here that the Native American tribes that once lived in the region of Northeast Iowa, and are so much a part of the area's history, may have burial sites within the county. According to

some residents, there are sites near Festina, in Washington Township. In addition, archeological sites of past Oneota/Ioway tribes can be found that have been dated to between 1000 and 1700 AD. The Lower Dam Group, The Bluffton Mound Group and the Freeport Prehistoric Indian Burial Mounds are a few such examples.

Arts and Culture

Performing Arts

Winneshiek County residents and visitors have many opportunities to enjoy performing arts. The New Minowa Players is a community theater in Decorah that offers musicals and plays throughout the year. The Luther College Center Stage Series is open to the public and offers live theatrical performances of music, dance and drama. The ArtHaus in Decorah is a nonprofit agency that offers professional instruction to students of all ages and hosts free and low-cost events throughout the year such as film showings, poetry slams, gallery openings, theatre, dance and live music. The Steyer Opera House in the Hotel Winneshiek in Decorah and the Inwood Ballroom in Spillville offer historic venues for a variety of events and performances. The county boasts additional private entertainment venues as well as churches and community centers that host a variety of performances throughout the year.

Museums

Bily Clock Museum and Antonin Dvorak Exhibit, Spillville

The Bily Clock Museum houses the clock collection of brothers Joseph and Frank Bily. The brothers began their clock making in 1913 and over the course of their lifetimes, using only hand tools and a scroll saw made from a sewing machine, the brothers designed, carved and assembled over twenty wooden clocks. The clocks are known for their size and intricacy. The largest clock, the Apostle Clock, is nearly 10 feet tall and is carved from walnut, rosewood, hard maple and cherry. The Bily clocks were never sold and remained on the family's farm north of Spillville until they were moved to the community in 1946. When the brothers passed away, the collection was donated to the community of Spillville.



Photograph 4: Bily Clock Museum and Antonin Dvorak Exhibit

The upstairs of the museum is dedicated to Dr. Antonin Dvorak, world famous musician and composer, who lived in the building in 1893. The exhibit includes historical artifacts and written material about Dvorak and the time he spent in Spillville. Harmoniums (pump organs) like Dvorak played and composed music on during his stay are also on display for visitors to view.

Behind the museum sits the 1854 Bouska Schoolhouse-Log Cabin. The two room schoolhouse displays the historical living quarters for the schoolmaster and his family in one room and the student classroom in the second room. (Bily Clocks Museum & Antonin Dvorak Exhibit, n.d.)

Frankville Historical Museum, Frankville

The Frankville Museum is operated by the Winneshiek County Historical Society and houses about 900 items related the history of Winneshiek County. Photographs, maps, books, and other artifacts can be viewed by visitors as well as an exhibit about frontier photographer, Leighton Hoffman, who was born near the community of Frankville. The museum is in the historic two-story Frankville School and also features a pioneer log cabin, restored and over 100 years old.

Laura Ingalls Wilder Park and Museum, Burr Oak

The Laura Ingalls Wilder Park & Museum is where Laura Ingalls Wilder spent a year of her childhood in 1876-77. Visitors can experience the view of Silver Creek from the Masters Hotel where the Ingalls family lived briefly and helped manage daily operations. The rooms in the hotel have been restored and are furnished with historically accurate displays and contain photos of other significant pieces of the Ingalls story in Burr Oak and elsewhere. (Laura Ingalls Wilder Park and Museum, 2012)

Locust School, Locust

Located about 10 miles northeast of Decorah at Locust Road and Big Canoe Road, the Locust School was built in 1854 and was in continuous use as a school for 106 years. The Locust School Society was formed in 1965 to preserve the one-room limestone school house. Currently owned by the Winneshiek County Historical Society, the building is open for tours in the summer. The school was listed on the National Register of Historic Places in 1978. (Northeast Iowa Tourism Association, 2012)

Porter House Museum, Decorah

The Porter House Museum is the former home of famed naturalist, Bert Porter. The home was built in 1867 and its unique rock wall, designed by Mr. Porter and created with rocks, gems and fossils collected by him throughout his travels, makes the home visually stunning. Bert Porter was a nationally known collector and naturalist whose passion for natural history is still on display at the museum. Collections of butterflies, insects, rocks, fossils, shells and other curiosities, as well as works of Porter art are available for view by visitors. The Porter House was added to the National Register of Historic Places in 1975. (Porter House Museum, n.d.)

Vesterheim Norwegian-American Museum, Decorah

The Vesterheim Museum offers a glimpse into the immigration experience of Norwegian-Americans and includes a main building and 12 historic buildings for visitors to explore. The museum houses over 24,000 artifacts, including large collections of fine, decorative, and folk arts, tools and machinery of early agriculture, lumbering, and other immigrant industries. It is one of the largest museum collections dedicated to a single immigrant group in the United States. The Vesterheim also offers classes in traditional Norwegian culture and folk art, including rosemaling (decorative painting), woodcarving and woodworking, knife-making, and textile arts. The Vesterheim also hosts events, lectures, and special exhibitions at various times throughout the year. (Vesterheim Norwegian-American Museum, n.d.)



Photograph 5: Vesterheim Norwegian-American Museum

Additional Cultural Sites and Assets

Fort Atkinson State Preserve

The five acre historical state preserve, including the remains of the historic fort, was dedicated as a state preserve in 1968. Fort Atkinson was an 1840s military post set up in the 40-mile wide neutral zone established to separate certain Indian tribes, "protect" the Winnebago tribe, and prevent them from returning to Wisconsin. The fort originally included 24 buildings and a wooden stockade wall. Several buildings have been reconstructed as replicas of the originals and many fort artifacts are on display at the Preserve. As previously noted, each year the Fort hosts "Rendezvous Days" to reenact frontier military life for visitors.

Green's Sugar Bush

The Green family has owned and operated Green's Sugar Bush near Castalia since 1851. About 2,250 sugar maple trees are tapped on this unique family farm each year. All the syrup on the farm is still collected in round pails and horse-drawn wagons are still used to gather syrup. Green's uses a wood-fired evaporator for cooking the syrup. The family hosts two maple festivals each year, in March and April, serving a pancake and sausage meal with tours for visitors. (DeYoung, 2012)

Heritage Farm/Seed Savers Exchange

Located approximately six miles north of Decorah, Heritage Farm is the headquarters of Seed Savers Exchange. The 890-acre farm is a showcase of historic vegetable varieties and animal breeds. Visitors to the farm can tour the preservation gardens, where thousands of heirloom plants are maintained. In addition, the farm has a historic orchard with hundreds of 19th century apple varieties and old grape varieties, and is home to a herd of 80 ancient White Park cattle. The farm has several buildings, a refurbished barn, the new Lillian Goldman Visitors Center, greenhouses for starting seeds, a freezer building for holding seeds, a headquarters building for office space and mail order, seed storage and research areas as well as a garden manager's house. Seed Savers Exchange offers over 600 varieties of heirloom seeds and is one of the largest nongovernmental seed banks in the United States. (Seed Savers Exchange, 2012) ; (Stevens, 2012)

Soldiers Monument

Located on the Winneshiek County Courthouse square, the Civil War Soldiers Monument stands 40 feet tall and is made of white bronze and zinc. It was originally installed in 1886 and was refurbished and rededicated in 1997. On its sides are the names of those who served in the Civil War from Winneshiek County. Along with the monument, there is also a cannon, a 24 pounder flank howitzer, M1844, from 1863. (Iowa Civil War Monuments, 2009)

Saint James Lutheran Church State Preserve

Located north of the Fort Atkinson State Preserve, this one-acre historic preserve is home to the remaining limestone walls and small cemetery dating back to the 1800s. The church was built between 1840 and 1866 by the First Congregational Church Society of Fort Atkinson and was sold to the German Evangelical Lutheran Saint James Church Society in 1871 and was used as a place of worship until 1894. Burials in the cemetery date back to 1874 (Iowa Department of Natural Resources, n.d.).

Winneshiek County Farmers Market

The Farmers Market features over 40 vendors offering a wide selection of produce, crafts, baked goods, meat and dairy products. The regular market is held in Decorah and runs from May through October, with several special events hosted throughout the year.

World's Smallest Church

Dedicated in 1886, St. Anthony of Padua Chapel near Festina is 12 x 16 ft. and has a steeple that extends 40 feet tall. With room for only 8 people, the site also includes a picnic area and river access.

Historic Preservation

Winneshiek County Historic Preservation Commission

The Winneshiek County Historic Preservation Commission is comprised of nine members appointed by the Winneshiek County Board of Supervisors. Their mission is to "protect, collect, preserve and promote the written, oral and tangible items of historical importance to Winneshiek County and to cooperate with other organizations to accomplish common goals." The Commission is involved in nominating properties for the National Register of Historic Places, attending historic preservation trainings, county-wide historic preservation planning, as well as offering preservation expertise and educational opportunities for county residents. In addition to the county historic preservation commission, Decorah and Fort Atkinson have also formed historic preservation commissions. The Commission works closely with the Winneshiek County Historical Society in many projects and initiatives (Winneshiek County, 2012).

Winneshiek County's Historic Properties

The National Historic Preservation Act was passed by Congress in 1966. The Act pledged Federal matching funds for historic preservation, authorized the National Register of Historic Places, and provided a measure of legal protection for registered properties. Winneshiek County has several sites listed on the National Register of Historic Places:

Name:	Big Stone Mills (added 2009), aka Turkey River Valley Roller Mills
Location:	113 N. Main Street, Spillville
Historic Significance:	Architecture/Engineering/Event
Architect, builder, or engineer:	
Architectural Style:	Mid-19th Century Revival
Area of Significance:	Architecture/Industry
Period of Significance:	1850-1874, 1875-1899, 1900-1924, 1925-1949, 1950-1974
Owner:	Private
Historic Function:	Industry/Processing/Extraction
Current Function:	Demolished; pending removal from list

Name:	Birdsall Lime Kiln (added 1979)
Location:	NE of Decorah
Historic Significance:	Event/Industry/Structure
Architect, builder, or engineer:	Birdsall, J.A.; 1877
Area of Significance:	Industry
Period of Significance:	1875-1899
Owner:	Private
Historic Function:	Manufacturing Facility, Lime for agriculture, paper production and mortar.
Current Function:	Vacant/Not in Use
Name:	Broadway-Phelps Park Historic District (added 1976)
Location:	West Broadway from Winnebago Street to Park Drive, Decorah
Historic Significance:	Architecture/Engineering
Architect, builder, or engineer:	Multiple
Architectural Style:	Late 19th and 20th Century Revivals, Late Victorian
Area of Significance:	Architecture
Period of Significance:	1850-1874, 1875-1899, 1900-1924
Owner:	Local, Private
Historic Function:	Religious Structure, Multiple Dwellings
Current Function:	Religious Structure, Multiple Dwellings
Name:	Burr Oak House/Masters Hotel (added 1983), aka Laura Ingalls Wilder Museum and Park
Location:	State Street, Burr Oak
Historic Significance:	Architecture/Engineering/Person/Event
Architect, builder, or engineer:	Belding, Samuel; Belding, Wheeler
Architectural Style:	No Style Listed
Area of Significance:	Architecture/Exploration/Settlement/Commerce
Period of Significance:	1850-1874, 1875-1899
Owner:	Private
Historic Function:	Hotel, Multiple Dwelling
Current Function:	Recreation and Culture, Museum
Name:	Burr Oak Savings Bank (added 2001), aka Burr Oak Post Office
Location:	3608 236th Ave., Burr Oak
Historic Significance:	Architecture/Engineering/Event
Architect, builder, or engineer:	McGee & Riceland
Architectural Style:	Italianate
Area of Significance:	Architecture/Commerce
Period of Significance:	1900-1924
Owner:	Private
Historic Function:	Financial Institution
Current Function:	Vacant/Not in Use

Name:	Calmar Passenger Depot (added 2011
Location:	201 N. Maryville, Calmar
Historic Significance:	Event
Architect, builder, or engineer:	Information not available
Architectural Style:	Information not available
Area of Significance:	Event/Commerce
Period of Significance:	1915-1960
Owner:	Local
Historic Function:	Railway Depot
Current Function:	Tourist Information Center
Name:	Clarksville Diner (added 1993), aka Silk City Diner; Princeton Grill
Location:	504 Heivly Street, Decorah
Historic Significance:	Architecture/Engineering
Architect, builder, or engineer:	Paterson Vehicle Company
Architectural Style:	Moderne
Area of Significance:	Architecture
Period of Significance:	1925-1949
Owner:	Private
Historic Function:	Restaurant
Current Function:	No longer in existence in Winneshiek County
Name:	Cooley-Whitney House (added 1980), aka Whitney House
Location:	305 Grove Street, Decorah
Historic Significance:	Architecture/Engineering
Architect, builder, or engineer:	Wilson, Robertson & Co., Ball, H. O.
Architectural Style:	Italianate, Classical Revival
Area of Significance:	Architecture
Period of Significance:	1850-1874
Owner:	Private
Historic Function:	Single Dwelling
Current Function:	Multiple Dwelling
Name:	Decorah East Side Elementary and Middle School (added 1998), aka Decorah Public School; Decorah High School
Location:	210 Vernon Street, Decorah
Historic Significance:	Architecture/Engineering/Event
Architect, builder, or engineer:	et. al., Orff & Joralemon
Architectural Style:	Moderne, Romanesque, Gothic
Area of Significance:	Architecture/Education
Period of Significance:	1875-1899, 1900-1924, 1925-1949
Owner:	Local
Historic Function:	School
Current Function:	School, Elementary School no longer in existence

Name:	Decorah Ice Cave (added 1978)
Location:	Ice Cave Road, Decorah
Historic Significance:	Event
Architect, builder, or engineer:	None
Architectural Style:	None
Area of Significance:	Science/Conservation
Period of Significance:	1875-1899
Owner:	Local
Historic Function:	Conservation Area
Current Function:	Conservation Area
Name:	Decorah Woolen Mill (added 2001), aka Meritol Building
Location:	107 Court Street, Decorah
Historic Significance:	Event
Architect, builder, or engineer:	Information not available
Architectural Style:	Information not available
Area of Significance:	Industry
Period of Significance:	1850-1874, 1875-1899, 1900-1924
Owner:	Private
Historic Function:	Manufacturing Facility
Current Function:	Low-income housing
Name:	Ellsworth-Porter House (added 1975), aka Porter House Museum; Dighton B. Ellsworth House
Location:	401 W. Broadway, Decorah
Historic Significance:	Architecture/Engineering
Architect, builder, or engineer:	Alsip, William, Ball, H. O.
Architectural Style:	Italianate
Area of Significance:	Architecture
Period of Significance:	1850-1874
Owner:	Private
Historic Function:	Single Dwelling
Current Function:	Museum
Name:	Fort Atkinson Bridge (added 1998)
Location:	150th Street over Turkey River, Fort Atkinson
Historic Significance:	Architecture/Engineering
Architect, builder, or engineer:	Young, D. H., CRM Co.
Architectural Style:	Other
Area of Significance:	Engineering
Period of Significance:	1875-1899
Owner:	Local
Historic Function:	Transportation
Current Function:	Transportation

Name:	Frankville School (added 1978), aka Frankville Museum
Location:	State Street, Frankville
Historic Significance:	Architecture/Engineering
Architect, builder, or engineer:	Hooper, W. H.
Architectural Style:	No Style Listed
Area of Significance:	Architecture
Period of Significance:	1850-1874
Owner:	Private
Historic Function:	School
Current Function:	Museum
Name:	Freeport Bowstring Arch Bridge (added 2008), aka Freeport Bridge
Location:	Roadside park off Highway 9, southeastern Decorah
Historic Significance:	Architecture/Engineering
Architect, builder, or engineer:	Wrought Iron Bridge Co.
Architectural Style:	Other
Area of Significance:	Engineering
Period of Significance:	1875-1899
Owner:	Local
Historic Function:	Transportation
Current Function:	Park, trailhead
Name:	Gilliece Bridge (added 1998)
Location:	Cattle Creek Road over Upper Iowa River, Bluffton
Historic Significance:	Architecture/Engineering
Architect, builder, or engineer:	Wrought Iron Bridge Co.
Architectural Style:	Other
Area of Significance:	Engineering
Period of Significance:	1850-1874
Owner:	Local
Historic Function:	Transportation
Current Function:	Transportation
Name:	Horn House (added 1977)
Location:	NW of Decorah, Decorah
Historic Significance:	Architecture/Engineering/Person
Architect, builder, or engineer:	Robinson & Arboe
Architectural Style:	Italianate
Area of Significance:	Exploration/Settlement/Architecture
Period of Significance:	1850-1874
Owner:	Private
Historic Function:	Single Dwelling
Current Function:	Single Dwelling

Name:	Jacobson Farm (added 1982)
Location:	SE of Decorah on Valdres Rd, Decorah
Historic Significance:	Architecture/Engineering/Person
Architect, builder, or engineer:	Jacobson, Abraham, Abrahamson, Jacob
Architectural Style:	No Style Listed
Area of Significance:	Exploration/Settlement/Architecture/Agriculture
Period of Significance:	1850-1874, 1875-1899, 1900-1924
Owner:	Private
Historic Function:	Agricultural Outbuildings, Single Dwelling, Storage
Current Function:	Occasional Classes
Name:	Kinney Octagon Barn (added 1986)
Location:	Off US 52, Burr Oak
Historic Significance:	Architecture/Engineering/Event
Architect, builder, or engineer:	Kinney, L. R.
Architectural Style:	Other
Area of Significance:	Architecture/Agriculture
Period of Significance:	1875-1899
Owner:	Private
Historic Function:	Agricultural Outbuildings
Current Function:	No longer in existence
Name:	Koren Library (added 1984)
Location:	Luther College campus, Decorah
Historic Significance:	Architecture/Engineering/Event
Architect, builder, or engineer:	Magney & Tulser, Inc.
Architectural Style:	Classical Revival/Renaissance
Area of Significance:	Architecture/Education
Period of Significance:	1900-1924, 1925-1949
Owner:	Private
Historic Function:	College
Current Function:	College
Name:	Lawrence Bridge (added 1998)
Location:	330th Ave over Little Turkey River, Jackson Junction
Historic Significance:	Architecture/Engineering
Architect, builder, or engineer:	Wrought Iron Bridge Company
Architectural Style:	Other
Area of Significance:	Engineering
Period of Significance:	1875-1899
Owner:	Local
Historic Function:	Transportation
Current Function:	Private ownership – road vacated

Name:	Locust School (added 1978)
Location:	North of Decorah, Decorah
Historic Significance:	Architecture/Engineering/Event
Architect, builder, or engineer:	Unknown
Architectural Style:	No Style Listed
Area of Significance:	Architecture/Education
Period of Significance:	1850-1874
Owner:	Private
Historic Function:	School
Current Function:	Museum
Name:	Luther College Farm (added 1979)
Location:	Luther College Campus, Decorah
Historic Significance:	Architecture/Engineering/Event/Person
Architect, builder, or engineer:	Unknown
Architectural Style:	No Style Listed
Area of Significance:	Exploration/Settlement/Education/Agriculture
Period of Significance:	1850-1874, 1925-1949
Owner:	Private
Historic Function:	Agricultural Outbuildings
Current Function:	Agricultural Outbuildings
Name:	Miller, Norris, House (added 1976), aka The Stovewood House
Location:	North Mill Street, Decorah
Historic Significance:	Architecture/Engineering
Architect, builder, or engineer:	Miller, Norris
Architectural Style:	No Style Listed
Area of Significance:	Architecture
Period of Significance:	1850-1874
Owner:	Private
Historic Function:	Single Dwelling
Current Function:	Museum
Name:	Ossian Opera House (added 1979), aka K. C. Hall
Location:	Main Street, Ossian
Historic Significance:	Architecture/Engineering
Architect, builder, or engineer:	Unknown
Architectural Style:	No Style Listed
Area of Significance:	Architecture
Period of Significance:	1875-1899
Owner:	Private
Historic Function:	Auditorium, Music Facility
Current Function:	Clubhouse

Name:	Painter-Bernatz Mill (added 1974), aka Old Stone Mill
Location:	200 N. Mill Street, Decorah
Historic Significance:	Event
Architect, builder, or engineer:	Unknown
Architectural Style:	No Style Listed
Area of Significance:	Art/Agriculture/Industry
Period of Significance:	1850-1874
Owner:	Private
Historic Function:	Manufacturing Facility
Current Function:	Museum
Name:	Steyer Bridge (added 1983)
Location:	Oneota Road off US 52, Decorah
Historic Significance:	Architecture/Engineering
Architect, builder, or engineer:	Steyer, Michael
Architectural Style:	No Style Listed
Area of Significance:	Engineering
Period of Significance:	1875-1899
Owner:	Local
Historic Function:	Transportation
Current Function:	Transportation
Name:	Steyer Opera House (added 1980)
Location:	102-104 W. Water Street, Decorah
Historic Significance:	Architecture/Engineering
Architect, builder, or engineer:	Brant, F. G.
Architectural Style:	No Style Listed
Area of Significance:	Architecture
Period of Significance:	1850-1874, 1875-1899
Owner:	Private
Historic Function:	Auditorium, Music Facility
Current Function:	Hotel facility
Name:	Taylor, Wenzil Building (added 1979)
Location:	Main Street, Spillville
Historic Significance:	Architecture/Engineering
Architect, builder, or engineer:	Unknown
Architectural Style:	Italianate
Area of Significance:	Architecture
Period of Significance:	1850-1874
Owner:	Local
Historic Function:	Department Store
Current Function:	Vacant/Not in Use

Name:	Ten Mile Creek Bridge (added 1998)
Location:	Happy Hollow Road over Ten Mile Circle, Decorah
Historic Significance:	Architecture/Engineering
Architect, builder, or engineer:	Wheaton, R. D., Bridge Company
Architectural Style:	Other
Area of Significance:	Engineering
Period of Significance:	1875-1899
Owner:	Local
Historic Function:	Transportation
Current Function:	Moved to Bike Trail near Trout Run Road, bike/ped. facility
Name:	Turkey River Bridge (added 1998)
Location:	Little Church Road over Turkey River, Festina
Historic Significance:	Architecture/Engineering
Architect, builder, or engineer:	Wrought Iron Bridge company
Architectural Style:	Other
Area of Significance:	Engineering
Period of Significance:	1850-1874
Owner:	Local
Historic Function:	Transportation
Current Function:	No longer exists, replaced
Name:	Upper Bluffton Bridge (added 1998)
Location:	Ravine Road over Upper Iowa River, Bluffton
Historic Significance:	Architecture/Engineering
Architect, builder, or engineer:	Wrought Iron Bridge company
Architectural Style:	Other
Area of Significance:	Engineering
Period of Significance:	1875-1899
Owner:	Local
Historic Function:	Transportation
Current Function:	No longer exists, replaced
Name:	Washington Prairie Methodist Church (added 1980)
Location:	SE of Decorah, Decorah
Historic Significance:	Event
Architect, builder, or engineer:	Information not available
Architectural Style:	Information not available
Area of Significance:	Exploration/Settlement/Religion
Period of Significance:	1850-1874
Owner:	Private
Historic Function:	Religious Structure
Current Function:	Museum

Source: (National Park Service, U.S. Department of the Interior, 2011); (State Historical Society of Iowa, 2012); (Stevens, 2012); (Winneshiek County Engineer's Office, 2013)

Character and Culture Summary

Winneshiek County is fortunate to offer residents and visitors numerous character and cultural assets throughout the county and its communities. These assets build on the rich history of the area and the abundant natural resources. The county understands the value of these resources and supports them in various ways. The formation of the Historic Preservation Commission as well as targeting a portion of the county's budget to historic preservation demonstrates the county's commitment to maintaining and promoting these assets. The county's historical society and tourism organizations are valuable resources in the promotion of county character and culture. Through wise planning and zoning, the county can ensure that the value of historic properties is upheld and unharmed by neighboring activity.

Character and Culture Goals, Strategies and Actions

Goal 1: The County's culture and heritage are valued and apparent in its visual character.

Strategy 1.1: New telecommunications towers and utility structures will be located and designed to minimize visual and land use impacts.

Action: Update ordinances regarding utility structures, tower placement and development.
Action: Encourage communication companies to equitably access/share existing towers whenever possible.

Strategy 1.2: The natural, historic and visual quality of bluffs, remote areas and other sensitive locations is protected.

Action: Review and update ordinances pertaining to bluff usage.
Action: Be proactive in working with state legislators regarding policy to ensure ongoing protection of bluff land.

Strategy 1.3: Encourage and use programs that allow undeveloped lands to remain in a natural state to maintain scenic beauty and aesthetic qualities.

Action: Preserve ecologically significant areas such as forest, cold water streams, wetlands and prairies.

Strategy 1.4: Improve and/or maintain the appearance of private and public properties.

Action: Enforce and update nuisance ordinances and health laws.
Action: Assure that lot coverage, height and setback regulations are appropriate to the purpose and intent of the zoning district.
Action: Work with Iowa Living Roadways and County Roadside Manager to develop a roadside management plan that protects wildlife habitat and native vegetation while considering public safety.
Action: Include landscaping, signage and other aesthetic standards in the commercial and industrial site plan review process.

Strategy 1.5: Define and protect that which makes the county special.

Action: Encourage county official's awareness of issues addressed in town meetings throughout the county.

Goal 2: Our history is celebrated and remembered.

Strategy 2.1: Support area cultural events and celebrations.

Action: Recognize and promote events on county website and consider additional ways to offer support to community hosts.

Strategy 2.2: Support area historical and cultural facilities.

Action: Develop an inventory of county buildings and their use(s).
Action: Develop a transparent plan for future use of county-owned buildings.
Action: Collaborate with area groups such as VFW/American Legion, Winneshiek County Historic Preservation Commission, Winneshiek County Pioneer Cemetery Commission Winneshiek County Historical Society, the Decorah Historic Preservation Commission and the Fort Atkinson Historic Preservation Commission in the utilization of county-owned buildings.

Strategy 2.3: Maintain and support existing historical and cultural assets.

Action: Support the Winneshiek County Historic Preservation Commission and the Winneshiek County Historical Society.
Action: Pursue and support the expansion of an office and archives for the Winneshiek County Historic Preservation Commission and the Winneshiek County Historical Society.
Action: The County will be proactive in pursuing all types and sources of funding to preserve and enhance the historical and cultural heritage.

Goal 3: The County is a gateway to recreational opportunities.

Strategy 3.1: Enhance existing recreational opportunities.

Action: Improve existing county publications and websites to include and specify designated county, state and federal sites.
Action: Expand existing trail system with an emphasis on trail-user safety.
Action: Encourage the registration of bicycles used in the county with accompanying education of bike riders.

Goal 4: County events and amenities attract residents and visitors of all ages.

Strategy 4.1: Engage young people as volunteers to build long-term sustainability for events.

Action: Develop incentive through collaboration with all education systems in the county to engage younger people in county historical preservation.

Goal 5: County members are well-informed about county issues and opportunities.

Strategy 5.1: Develop a wide range of strategies to engage county residents.

Action: Encourage post-election reception for county residents to meet elected officials.
Action: Encourage methods that expand the information provided to county residents from County Supervisor meetings.
Action: Encourage the **s**taffing the County Supervisors' office on a regular basis for county resident access.

CHAPTER 3: HOUSING

Iowa Smart Planning Guidance: This section identifies goals, strategies and programs that 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.

Introduction

Housing Characteristics are indicative of the social and economic conditions of a community and are an important element of a comprehensive plan. Information in this section provides data about the current housing stock as well as identifies significant changes in the number of housing units and other housing characteristics. The ability of a community to provide an adequate housing supply for all persons and income levels is integral to its economic prosperity and the wellbeing of its inhabitants.

Existing Housing Characteristics

Occupancy Characteristics

The predominant type of housing unit in Winneshiek County is the single-family home. Table 4 provides general housing information from the 1990, 2000 and 2010 Census counts. Since 1990, the number of housing units in the county has increased by nearly a thousand units. The vacancy rate increased substantially over the last decade. Homeowner vacancy rates have increased from .8% to 1.1% while rental vacancy rates noted a more significant increase from 5.5% to 9.2% between 2000 and 2010 (State Data Center of Iowa, n.d.); (U.S. Census Bureau, 2012). Since 1990, the average family size dropped from 3.14 to 2.90 while the total number of families increased.

Table 4: General Housing Information

Statistic	1990	2000	2010
Total Persons	20,847	21,310	21,056
Total Housing Units	7,726	8,204	8,721
Occupied	7,256	7,734	7,997
Vacant	470	474	724
Vacancy Rate	6.1%	5.8%	8.3%
Persons Per Occupied Housing Unit	2.87	2.76	2.63
Average Family Size	3.14	3.03	2.90
Number of Families	5,121	5,188	5,193

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

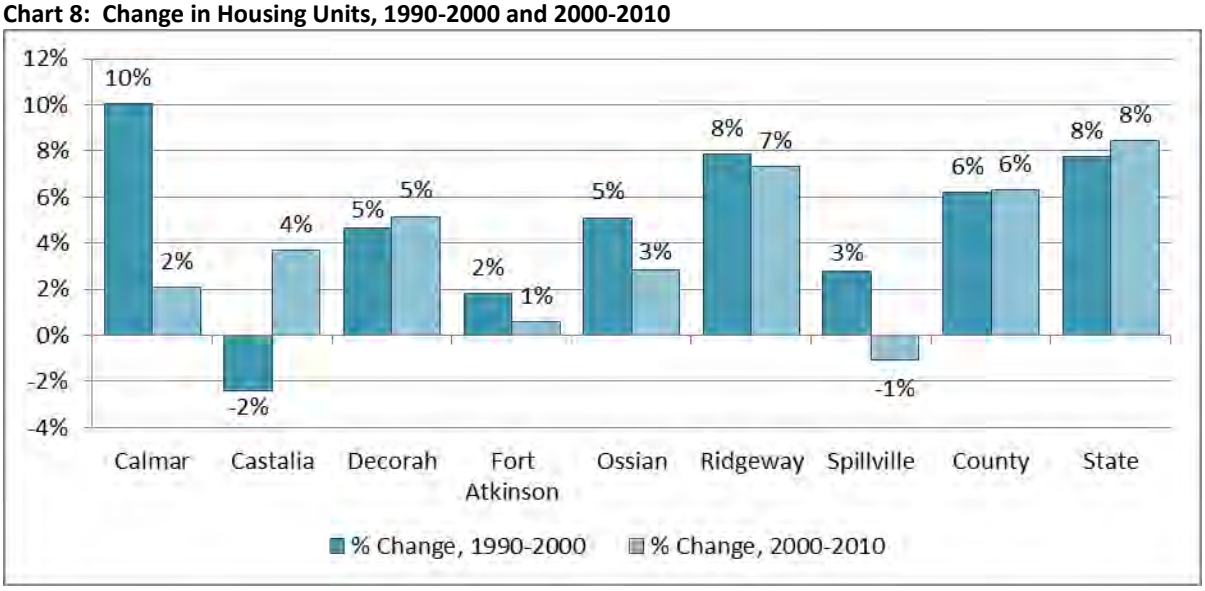
Table 5 provides a comparison of the total number of housing units between Winneshiek County communities, the county and state. The county noted an increase of housing units from 1990 to 2010, with the communities of Ridgeway, Calmar and Decorah experiencing the largest percentage increase over that period. Jackson Junction lost a large percentage of its housing units from 1990 to 2010, given its small size, nine units can be significant. Chart 8 breaks down the percent of change in housing units for each community, the county and the state for each decade. The chart omits the outlier of Jackson Junction so that the remaining community data can be compared more easily in chart form.

Table 5: Number of Housing Units in Selected Communities

Community	1990	2000	2010	% Change, 1990 - 2010
Calmar	438	482	492	12.3%
Castalia	83	81	84	1.2%
Decorah	2,836	2,968	3,121	10.0%
Fort Atkinson	166	169	170	2.4%
Jackson Junction	32	24	23	-28.1%
Ossian	333	350	360	8.1%
Ridgeway	127	137	147	15.7%
Spillville	179	184	182	1.7%
Winneshiek County	7,726	8,204	8,721	12.9%
State of Iowa	1,143,669	1,232,511	1,336,417	16.9%

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

Chart 8: Change in Housing Units, 1990-2000 and 2000-2010



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

Table 6 compares the percentage of rental occupied housing units in each community, the county and state. The community of Decorah has the highest percentage of rental occupied units, likely due to the number of college students attending Luther College. Calmar and Ridgeway also have a larger percentage of rental occupied units. Calmar's larger percentage could be due to college students at NICC.

Table 6: Percentage of Rental Occupied Units

Community	1990	2000	2010
Calmar	26%	31%	29%
Castalia	21%	25%	13%
Decorah	38%	37%	35%
Fort Atkinson	19%	20%	23%
Ridgeway	43%	21%	24%
Ossian	23%	20%	19%
Ridgeway	34%	27%	30%
Spillville	22%	18%	26%
Winneshiek County	29%	27%	24%
State of Iowa	30%	28%	28%

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

Median rental rates for selected communities are shown in Table 7. The table shows that each of the selected jurisdictions, including Winneshiek County as a whole, reported significant increases in their median rents between 1990 and 2010; or in cases where the 2010 data was unreliable due to obvious outlying data, increases were noted between 1990 and 2000. Overall, rents in the county increased 96%.

Table 7: Median Rent for Selected Communities

Community	1990	2000	2010	% Increase 1990-2010 or 1990-2000
Calmar	256	341	$479	87%
Castalia	225	325	NA	44%
Decorah	292	410	$544	86%
Fort Atkinson	288	370	NA	28%
Jackson Junction	213	325	$460	116%
Ossian	277	339	NA	22%
Ridgeway	229	270	$447	95%
Spillville	210	238	NA	13%
Winneshiek County	276	389	$542	96%
State of Iowa	$336	$470	$637	90%

Source: (State Data Center of Iowa, n.d.); (U.S. Census Bureau, 2012): 2007-2011 ACS

Housing Permits Issued

Table 8 below provides a breakdown of building permits issued throughout Winneshiek County over the last decade. Building permits are issued per building regardless of the number of units; "total units" indicate the number of living quarters within those buildings. Apart from 2003, the years between 2001 and 2007 noted a nice construction boon in the county. The impact of the national economic downturn of 2008 is visible in the reduced number of building permits from 2008 to 2012.

Table 8: Building Permits

Type of Housing	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Single family	69	70	14	97	81	73	82	40	45	33	41
Two family	2	1	5	2	1	2	0	0	0	0	1
Three - four family	2	1	0	1	0	0	0	0	0	0	0
Five or more family	0	1	0	0	0	0	0	0	0	1	0
Total units	81	93	24	105	83	77	82	40	45	41	43

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

Value Characteristics

A breakdown of the 1990, 2000 and 2010 housing unit values for Winneshiek County are shown in Table 9. The number of units valued at less than $100,000 has decreased significantly from 1990 to 2010 while the number of units valued over $100,000 has increased. The reason for the increase is most likely due to inflation as well as the quality of new homes being built. Housing values in Northeast Iowa did not experience the housing bubble that much of the rest of the country did, and as a result, the region did not experience a price or value decline. In addition, in 1990 and 2000, only "selected" owner occupied housing units were included in the value count, whereas in 2010, all owner occupied housing was included in the count.

Table 9: Value of Owner-Occupied Single Family Dwelling Units in Winneshiek County

Unit Value Ranges	1990		2000		2010	
	Number	Percent	Number	Percent	Number	Percent
Less than $50,000	1,465	48.3%	562	15.1%	478	7.8%
50,000-99,999	1,407	46.4%	1,754	47.2%	1,120	18.3%
100,000-149,999	117	3.9%	897	24.2%	1,385	22.6%
150,000-199,999	13	0.4%	306	8.2%	1,208	19.7%
200,000-299,999	22	0.7%	148	4.0%	1,200	19.6%
300,000-499,999	8	0.3%	35	0.9%	503	8.2%
500,000 or more	3	0.1%	11	0.3%	239	3.9%
Total	**3,035**	**100.0%**	**3,713**	**100.0%**	**6,133**	**100.0%**

Source: (State Data Center of Iowa, n.d.); (U.S. Census Bureau, 2012): 2007-2011 ACS

Table 10 compares the median value of owner occupied units in the county's communities to both Winneshiek County and the State of Iowa. The value of the units provides an understanding of the county housing stock and affordability. All jurisdictions noted an increase in median housing value from 1990 to 2010. The county's median value is considerably higher than that of the state. Most jurisdictions noted larger percentage increases in value from 1990 to 2000 than in the following decade. Castalia and the county as a whole were the only exceptions. Spillville and Castalia saw the largest community percentage increases overall from 1990 to 2010, with values increasing by 221% and 199% respectively. The county as a whole experienced an increase in median value of 200% from 1990 to 2010.

Table 10: Median Value of Specified Owner Occupied Units in Selected Communities

Community	1990	2000	2010	% Change, 1990-2000	% Change, 2000-2010
Calmar	$39,800	$67,800	$103,400	70%	53%
Castalia	$25,800	$39,600	$77,200	53%	95%
Decorah	$58,000	$96,000	$147,300	66%	53%
Fort Atkinson	$38,100	$70,300	$83,300	85%	18%
Ossian	$38,500	$68,300	$106,900	77%	57%
Ridgeway	$31,800	$55,800	$91,500	75%	64%
Spillville	$29,600	$61,100	$95,000	106%	55%
Winneshiek County	$50,900	$86,000	$152,500	69%	77%
State of Iowa	$45,500	$82,500	$121,300	81%	47%

Source: (State Data Center of Iowa, n.d.); (U.S. Census Bureau, 2012): 2007-2011 ACS (Jackson Junction not included due to outlying data)

Age Characteristics

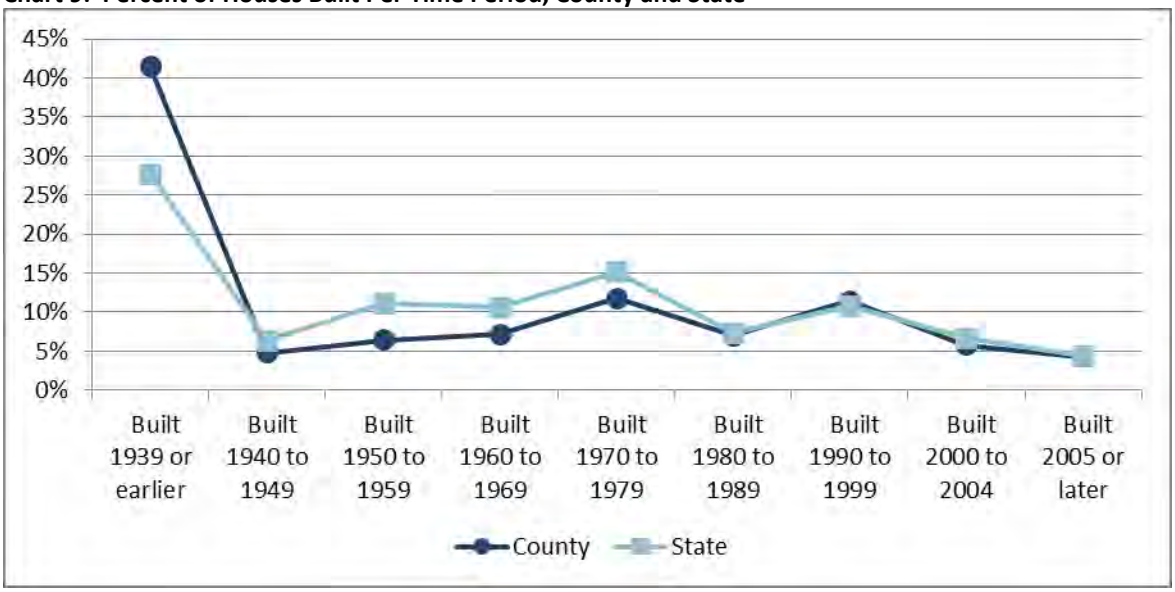
One factor that may provide insight into a county's housing stock is the age of the existing units. Table 11 compares the age of existing housing units for Winneshiek County and the State of Iowa. Winneshiek County has a much higher percentage of houses built before 1940 than does the State of Iowa as a whole. Construction trends over time mirror those of the state (see Chart 9).

Table 11: Age of Housing Units in 2011

Year Unit was Built	Winneshiek County		State of Iowa	
	Number	Percent	Number	Percent
2005 or later	373	4.3%	57,713	4.3%
2000-2004	499	5.7%	89,044	6.7%
1990-1999	994	11.4%	143,845	10.8%
1980-1989	607	7.0%	97,165	7.3%
1970-1979	1,025	11.8%	201,792	15.1%
1960-1969	622	7.1%	141,103	10.6%
1950-1959	561	6.4%	148,086	11.1%
1940-1949	415	4.8%	83,954	6.3%
1939 or earlier	3,610	41.5%	369,785	27.8%
Total	**8,706**	**100.0%**	**1,332,487**	**100.0%**

Source: (U.S. Census Bureau, 2012): 2007-2011 ACS

Chart 9: Percent of Houses Built Per Time Period, County and State



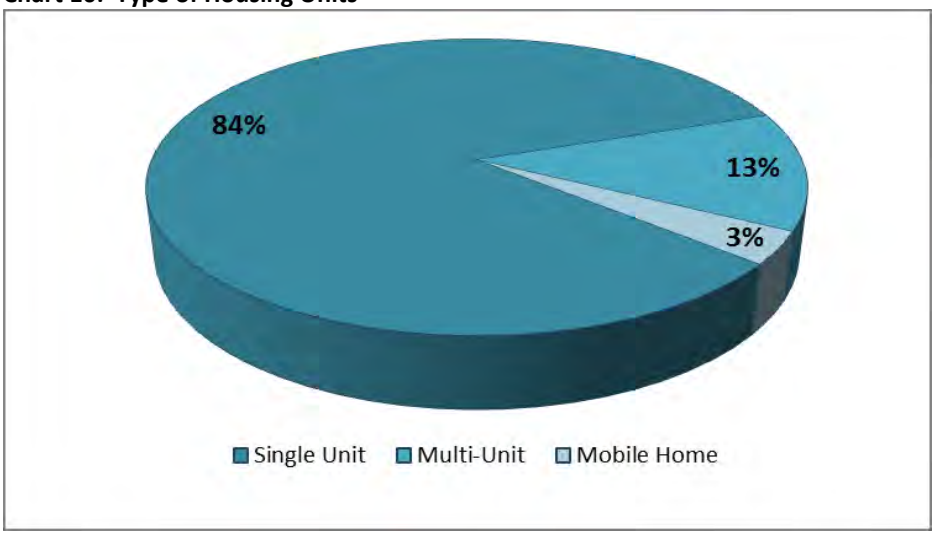
Source: (U.S. Census Bureau, 2012): 2007-2011 ACS

It is important to note that over 71% of the housing in Winneshiek County was built prior to 1980. A higher percentage of older housing represents a high probability of maintenance issues inherent in older homes: plumbing, electrical, roofing, energy efficiency and handicap accessibility. According to the Department of Housing and Urban Development (HUD), housing units built prior to 1980 contain the highest potential for lead paint hazards.

Structural Characteristics

Winneshiek County's housing stock is overwhelmingly single unit structures as noted on Chart 10. Single unit structures comprise 84% of Winneshiek County's housing stock, 13% are multi-unit and 3% mobile homes. Of the multi-unit structures, approximately 53% are four units or less.

Chart 10: Type of Housing Units



Source: (U.S. Census Bureau, 2012): 2007-2011 ACS

Housing Projections

Table 12 below shows the number of housing units that would be necessary to accommodate the previously calculated population projections. The figures in Table 12 were calculated by dividing the population projections by the current average household size of 2.35. In order to estimate the demand for future housing units in the community, it should be noted that there were 8,721 housing units reported by the Census Bureau in 2010. In addition to assuming the current average household size (2.35) will not change over time, this study also assumes that the figures in Table 12 are not affected by vacancy rates and that all of the units existing in 2010 are safe, habitable structures. Given the housing and population projections, Winneshiek County may find a need for some additional housing development to meet the projected population through the life of this plan.

Table 12: Housing Unit Projections for Winneshiek County

Year	Population Projection	Housing Projection
2010	**21,056 (actual)**	**8,721 (actual)**
2020	21,162	9,005
2030	21,268	9,050
2040	21,374	9,095

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

Housing Programs

The Northeast Iowa Regional Housing Trust Fund assists residents in a four-county region, which includes Winneshiek County, with incomes less than 80% of Iowa Statewide Median Family Income through low, no-interest or forgivable loans. The goal of the program is to develop, redevelop, rehabilitate and renovate single-family and multi-family owner-occupied and rental dwellings. Funds may be used for roof repair, furnace repair and replacement, energy efficiency updates, electrical and

plumbing upgrades, handicap accessibility and homebuyer assistance. The county is a strong contributor to this program which supports more projects for county residents.

Section 8 Rental Assistance is HUD's federally funded program to provide rental assistance to low-income families to secure decent, safe, sanitary and affordable housing in a non-discriminatory manner from the private rental market.

Lease Purchase Affordable Housing Program is a rent to own program through Northeast Iowa Community Action Corporation (NEICAC). It includes the creation of housing advisory committees in each county. Committee findings are used to determine what is missing as part of each county's affordable housing scenario. NEICAC's Board of Directors evaluates these findings to guide the housing program towards its next project. The homes are typically three bedroom homes, rented for one to three years by a first-time homebuyer family who meets the program's income guidelines. The homes are built for families who are at an income level that does not exceed 60% of the local average monthly income. Then, after taking the required Homebuyer Education Classes, the renter can buy the home for about half the cost of construction.

The Weatherization Assistance Program (WAP) through NEICAC provides many Northeast Iowans with the means to remain in their homes in safety, comfort and affordability. Services include a cost effectiveness energy audit, air leakage checks, insulation and all combustion appliances inspection for repair or replacement. NEICAC's own crews provide all but appliance and furnace repair services.

The Low Income Home Energy Assistance Program (LIHEAP) is designed to aid qualifying low-income Iowa households (homeowners and renters) in the payment of a portion of their residential heating costs for the winter heating season, to encourage regular utility payments, to promote energy awareness and to encourage reduction of energy usage through energy efficiency, client education and weatherization. All clients applying for this program will simultaneously be making an application for weatherization assistance as required by state law.

The Winneshiek Energy District was formed in 2010 and is engaged in various energy projects and programs that help members of the community improve the energy efficiency of their homes and businesses. District staff works with individuals, families and businesses within the county to develop plans and implement practices that improve energy efficiency, increase alternative energy usage, keep energy dollars in the local economy and reduce the county's collective carbon footprint. County residents can utilize the Winneshiek Energy District for energy audits that include some immediate energy reducing installations, energy planning for homeowners and as a resource for information on a variety of energy-related topics.

Winneshiek County Habitat for Humanity was founded in 1989 and is the local affiliate for Habitat for Humanity International. Following the Habitat for Humanity approach, volunteers and recipient families engage in housing construction projects that provide decent, affordable homes for those who might otherwise be prevented from homeownership. The organization has built 26 homes for lower income families throughout the county.

Other Programs

A list of additional federal and state programs available to the county and its residents is attached as Appendix B.

Affordable and Accessible Housing

Housing affordability is an important consideration for the county and its residents. Affordable homes can attract and retain employees to the county. This can be a selling point and a competitive advantage for area employers. Affordable homes also support the local workforce so they can live closer to their jobs. A healthy mix of housing options ensures opportunities for all individuals to improve their economic situation and contribute to their communities. Chart 11 indicates the median home value and median household income for Winneshiek County over time. Comparing home values to median household income is 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 lieu of a purchase price, one can compare median housing values to median income. Using this comparison, the median value of a home in Winneshiek County is 2.93 times the median household income for 2011. While this places the local housing market within the affordable range for Winneshiek County residents, it should be noted that the increase in household income from 2000 to 2011 did not correspond to the increase in home values. The median home value increased by 77% since 2000, but the median household income rose by only 34% in that same time period. This will be something for the county to watch closely in the coming years.

Chart 11: Median Home Value Compared to Median Household Income



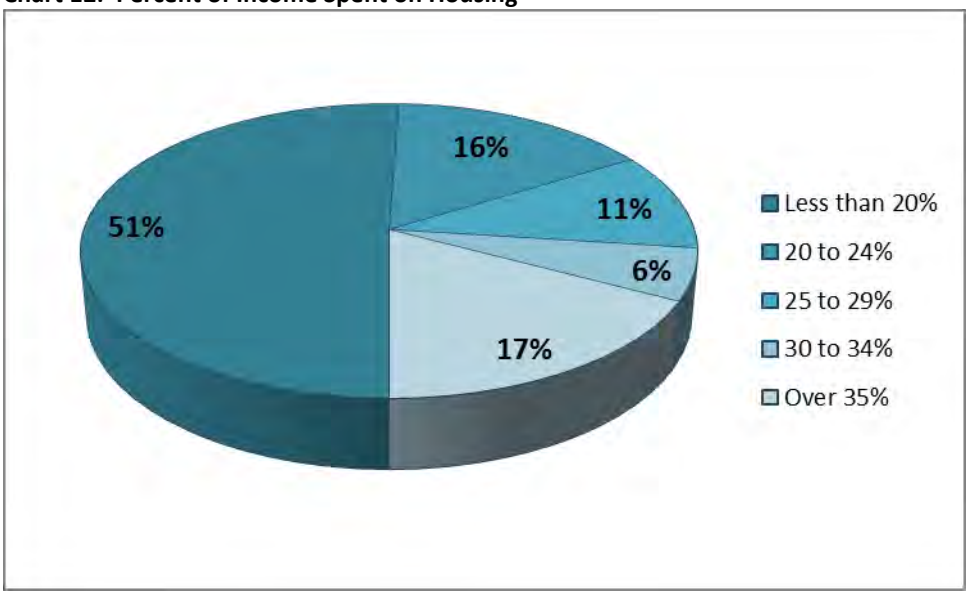
	1990	2000	2011
Median Home Value	$50,900	$86,000	$152,500
Median Household Income	$24,383	$38,908	$52,042
Maximum Affordable Housing	$73,149	$116,724	$156,126

Source: (State Data Center of Iowa, n.d.); (U.S. Census Bureau, 2012): 2007-2011 ACS

Another generally accepted definition of affordability is that a household pay no more than 30% of its annual income on housing. Families who pay more than 30% of their income for housing are considered cost burdened and may have difficulty affording necessities such as food, clothing, transportation and

medical care (U.S. Department of Housing and Urban Development, 2012). As Chart 12 indicates, roughly 23% of the county's households have housing costs that would be considered unaffordable by HUD standards.

Chart 12: Percent of Income Spent on Housing



Source: (U.S. Census Bureau, 2012), 2007-2011 ACS

Housing Summary

The number of housing units in the county and its communities continues to increase. Although the population is shrinking, the number of families is increasing with smaller family sizes. Projections indicate a possible need for additional housing within the county over the life of this plan. The county has developed goals and strategies to ensure that any new development is thoughtful and well-planned to support the actual needs of residents. In the past decade the most housing growth (as a percentage of existing housing) has occurred in the unincorporated areas of the county, Ridgeway and Decorah. In real numbers, unincorporated areas of the county increased by 330 units, Decorah added 153 units and the communities of Calmar, Ossian and Ridgeway each added 10 units.

Home values have steadily increased over time. The median home value rose by 200% in the county from 1990 to 2011. Unfortunately, median household income did not experience the same increase over time. A large percentage of housing in the county (42%) was built prior to 1940, and nearly three quarters of the housing was built prior to 1980. While these homes may be affordable to purchase, maintenance, repairs and rehabilitation in older homes can be costly and often prohibitive for some families. In addition to the increasing costs of home ownership, average rents have also increased over time. The county noted a 96% increase in rents from 1990 to 2010. Data indicated that nearly a quarter of the county's population spends over 30% of their income on housing costs. This will be an area in which the county will need to focus some attention in future years to ensure that decent, affordable housing exists for all residents. The county will continue its support of housing programs that address

rehabilitation of older homes and the development of affordable housing as part of its long term goals and strategies.

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 rural residential developments.
Action: Create a plan for expanding water/sewer and other community and county 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 that includes conditions, costs, availability and dwelling types.
Action: Encourage communities to 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, young singles and young 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.

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

Action: Offer flexible incentives to develop vacant lots in existing communities.
Action: Conduct an "infill checkup" to identify and evaluate sites for redevelopment.

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

Action: Work with neighboring jurisdictions to identify feasible utility and infrastructure extensions.
Action: Create incentives for businesses and homeowners to locate in areas with existing infrastructure.
Action: Enact an inclusionary zoning ordinance for new housing developments that encourages a greater range of choice for housing location for below median income households.
Action: Revise zoning and development ordinances to permit a wider variety of housing types including affordable and manufactured housing developments closer to urban areas.
Action: Encourage compact development by reducing size and yard area requirements in exchange for providing community open space access.
Action: Conduct cost-benefit analysis of infrastructure investment to ensure that it is recovered through increased tax revenues in a reasonable amount of time, as developers express interest.

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: Support local efforts to identify, acquire and develop or rehabilitate housing opportunities for special needs residents in convenient locations.
Action: Implement building inspection process.
Action: Enforce nuisance and other relevant codes and regulations that apply to housing.

Goal 2: Existing housing is preserved and/or rehabilitated.

Strategy 2.1: Encourage the preservation and rehabilitation of uninhabited or vacant farmsteads.

Action: Develop a tax abatement program for the redevelopment of uninhabited or vacant farmsteads.
Action: Serve as a resource for acreage rehabilitation programs (e.g. Iowa Barn Foundation, USDA-RD loans and grants).

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

Action: Implement building inspection process.

Strategy 2.3: 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: Develop a tax abatement program for redevelopment of existing housing stock.
Action: Work with federal, state and local agencies to offer weatherization and low-cost energy efficiency measures for older homes.
Action: Provide sponsorship for agencies and nonprofit organizations applying for state or federal housing funds.

Goal 3: Safeguard Quality of Life.

Strategy 3.1: Minimize incompatible land uses near existing neighborhoods.

Action: Ensure appropriate land use buffers between incompatible land uses near existing neighborhoods.
Action: Regularly review and update land use maps to reflect community growth patterns.

Strategy 3.2: Promote neighborhood settings and environments.

Action: Develop code requirements that promote aesthetics, safety and health in new subdivisions, planned residential developments, multi-family units or other residential projects, such as sidewalks, open space, recreation areas.

Strategy 3.3: Encourage shared utility systems for rural subdivisions.

Action: Ensure that lot sizes are of sufficient size to meet standards for private sewer systems.
Action: Modify zoning ordinance to allow flexibility in design requirements of subdivisions for developers that design and install group septic and water systems stubbed to each lot.

Strategy 3.4: Minimize disruption of neighborhoods when siting and constructing utilities and public facilities.

Action: Require contractors to submit a construction plan covering material storage, material delivery and public street protection.
Action: Ensure that construction complies with erosion control, noise and debris regulations.
Action: Review plans to reduce potential points of conflict with neighbors and the surrounding environment.
Action: Coordinate construction projects to reduce disruptions and increase efficiency.

CHAPTER 4: ECONOMIC DEVELOPMENT

Iowa Smart Planning Guidance: This section identifies goals, strategies 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.

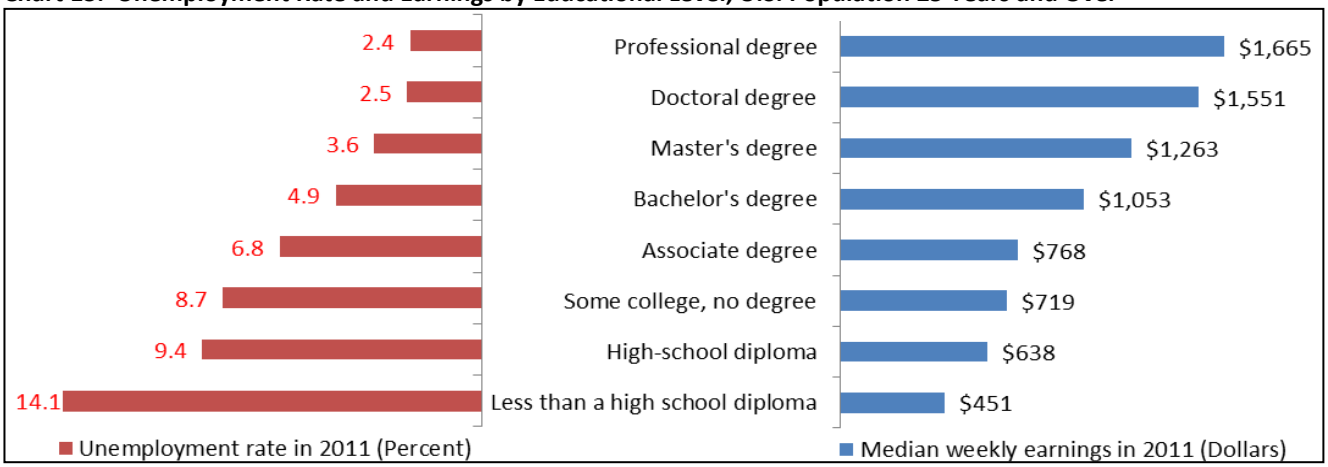
Introduction

Economic development is reliant upon understanding the community's workforce and its existing business environment. Knowing this information can help community leaders develop a plan to create sustained economic growth. Sustained economic growth is important for providing sufficient incomes for the local workforce, profitable business opportunities for local employers and tax revenues for the city. There is no alternative to private sector investment as the engine for economic growth, but there are many initiatives that jurisdictions can support to encourage investments where the community feels they are needed the most, whether to improve the workforce or support businesses. This section will provide background on the county's workforce and existing business structure and set forth goals for future economic development in the county.

Educational Attainment

One factor that has influence over personal income and employment is a person's educational level. Recent data from Bureau of Labor Statistics (BLS) shows the correlation between education, weekly earnings and unemployment. Chart 13 illustrates BLS data showing that higher education levels result in higher earnings and lower unemployment rates.

Chart 13: Unemployment Rate and Earnings by Educational Level, U.S. Population 25 Years and Over



Source: (Bureau of Labor Statistics, 2012)

Understanding the relationship between education, earnings and unemployment provides insight into the county's situation. Table 13 compares the educational attainment of Winneshiek County residents to the state as a whole. The majority (92%) of persons over 25 within the county have achieved at least a high school diploma or equivalent. This is somewhat higher than the overall state numbers. Over 27% of the county's residents have attained bachelor's degrees or higher, compared to 25% of the state as a whole.

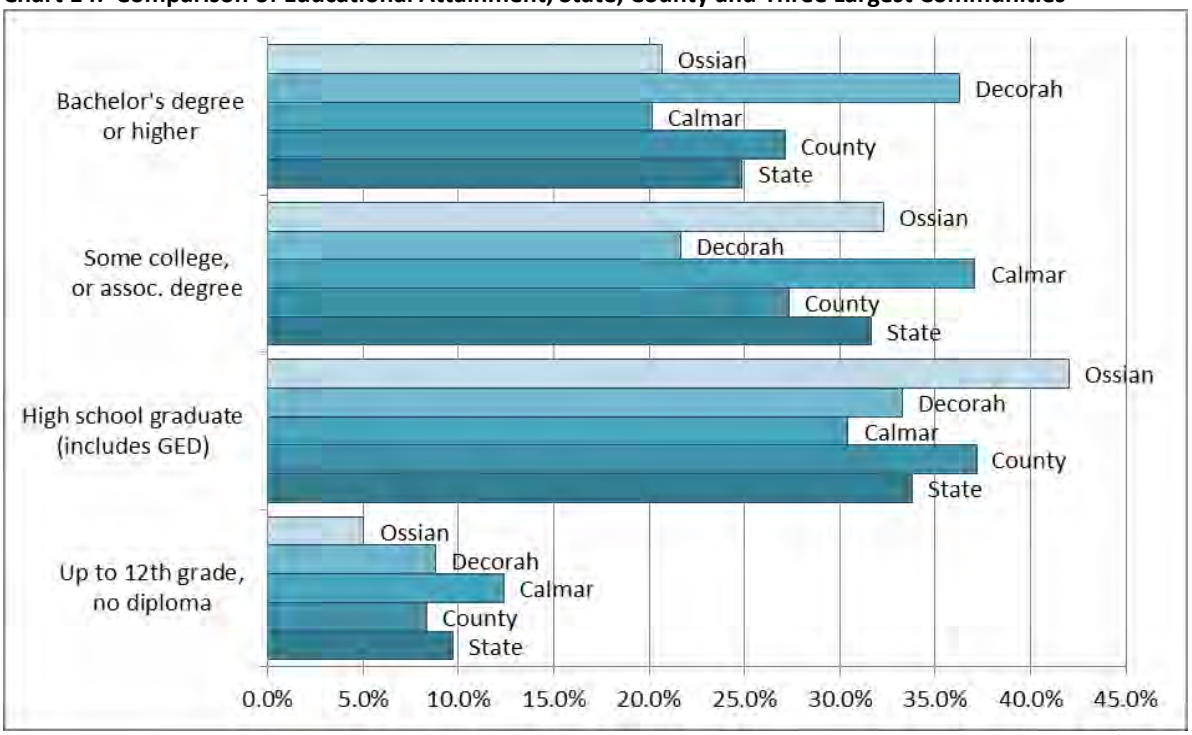
Table 13: Educational Attainment for Persons 25 Years of Age and Older

Category	Winneshiek County		State of Iowa	
	Number	Percent	Number	Percent
Less than 9th Grade	620	4.7%	77,112	3.9%
9th to 12th Grade, no diploma	490	3.7%	116,675	5.8%
High School Graduate, Includes GED	4,935	37.2%	675,865	33.8%
Some College, No Degree	2,256	17.0%	433,072	21.7%
Associate Degree	1,373	10.3%	199,574	10.0%
Bachelor's Degree	2,296	17.3%	344,314	17.2%
Graduate or Professional Degree	1,309	9.9%	153,208	7.7%
Total	**13,279**	**100.0**	**1,999,820**	**100.0**

Source: (U.S. Census Bureau, 2012), 2007-2011 ACS

Chart 14 compares educational attainment for the state, county and the three largest communities of Decorah, Calmar and Ossian. It is interesting to note the differences in educational distribution across jurisdictions. The City of Decorah has the highest percentage of residents with a bachelor's degree or higher at 36%. Both Decorah and Calmar have higher percentages of residents with some college or higher than the county and state as a whole, at 58% and 57% respectively. Over 12% of Calmar residents over the age of 25 have not yet received a high school diploma, or equivalent. While not included on the chart, Castalia has the lowest percent of population with some college or higher at only 21% and 79% of the residents over the age of 25 have a high school diploma or less.

Chart 14: Comparison of Educational Attainment, State, County and Three Largest Communities



Source: (U.S. Census Bureau, 2012), 2007-2011 ACS

Not all persons over the age of 25 are in the labor force for a variety of reasons. The following section will focus on the segment of the population that is considered to be in the labor force.

Labor Force

An aging workforce and a shortage of critical talent are among the biggest challenges facing today's rural businesses. As such, an area's labor force will play a key role in expanding or creating new businesses or industries within the county. County stakeholders can monitor education levels, current worker skill sets, occupations and unemployment rates to target economic development efforts that fit its existing workforce strengths. The availability of skilled workers is critical to the success of all businesses, especially when competing in an increasingly global economy. A community can further seek out opportunities and partnerships to develop its workforce to meet existing industry trends. Table 14 breaks down the labor force characteristics for Winneshiek County as it compares to the state.

Table 14: Labor Force Characteristics

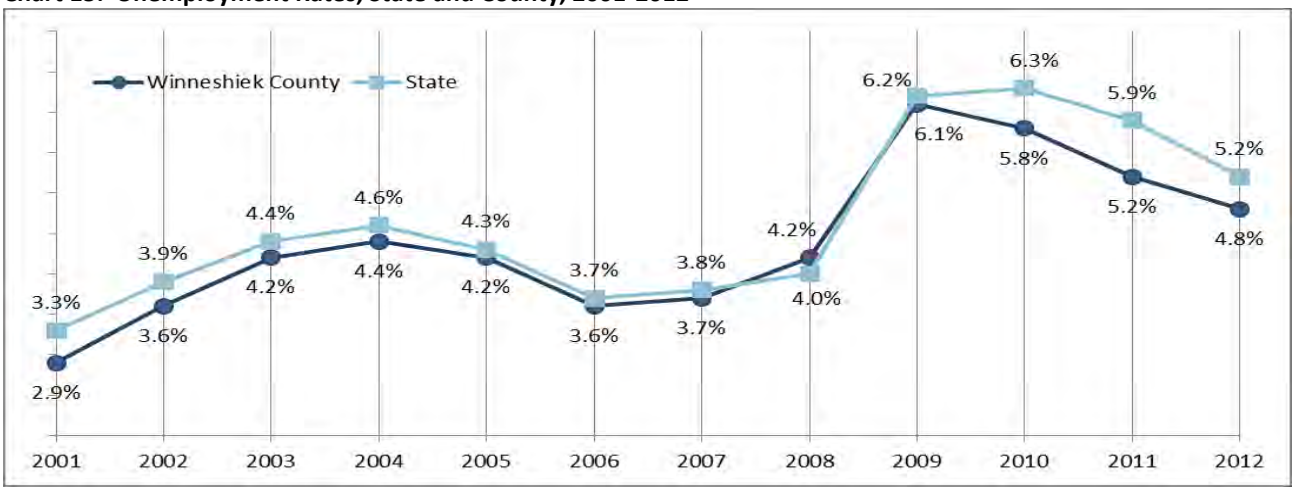
	Winneshiek County	State of Iowa
Total population 16 years and over	17,265	2,392,818
Total in labor force	12,176	1,647,363
Percent in labor force	70.5%	68.8%
Employed labor force	11,682	1,554,416
Percent employed in labor force	67.7%	65.0%
Females 16 years and over	8,745	1,220,892
Females in labor force	5,690	784,084
Percent of females in labor force	65.1%	64.2%

Source: (U.S. Census Bureau, 2012), 2007-2011 ACS

Unemployment Rates

Unemployment rates for the county and state are shown on Chart 15. Winneshiek County as a whole, has fluctuated along with the state and has consistently reported lower unemployment rates than the state for the time period shown. The only exception was in 2008. The unemployment rates have recently begun to drop in the state and county with the average rate as of December 2012 at a four-year low for the county. Table 15 compares the state and county to national rates. It should be noted that national rates have been higher than those of the state and county for most of the last decade.

Chart 15: Unemployment Rates, State and County, 2001-2012



Source: (Iowa Workforce Development, 2012)

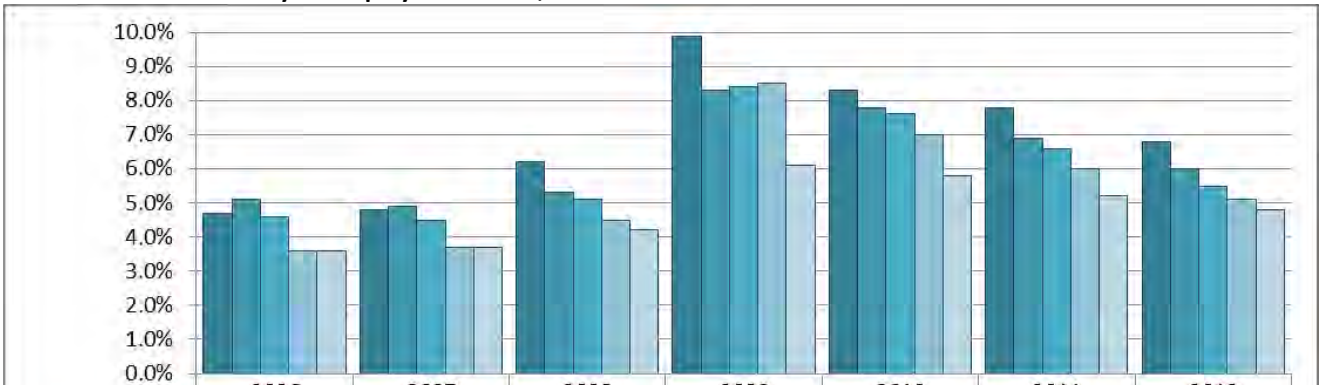
Table 15: Unemployment Rates by Year, County, State and Nation

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Winneshiek County	2.9%	3.6%	4.2%	4.4%	4.2%	3.6%	3.7%	4.2%	6.1%	5.8%	5.2%	4.8%
State of Iowa	3.3%	3.9%	4.4%	4.6%	4.3%	3.7%	3.8%	4.0%	6.2%	6.3%	5.9%	5.2%
U.S.	4.7%	5.8%	6.0%	5.5%	5.1%	4.6%	4.6%	5.8%	9.3%	9.6%	8.9%	8.1%

Source: (Iowa Workforce Development, 2012); (U.S. Department of Labor, n.d.)

The trends in Winneshiek County follow the same general pattern as other northeast counties have experienced in the past several years, as most have seen increases in their unemployment rates through the nationwide recession. Chart 16 compares the unemployment rates of Winneshiek County to other Northeast Iowa counties. Winneshiek County has been fortunate to have maintained one of the lowest rates in the area, even throughout the past years of economic challenges.

Chart 16: NE Iowa County Unemployment Rates, 2006-2012



	2006	2007	2008	2009	2010	2011	2012
Allamakee	4.7%	4.8%	6.2%	9.9%	8.3%	7.8%	6.8%
Clayton	5.1%	4.9%	5.3%	8.3%	7.8%	6.9%	6.0%
Fayette	4.6%	4.5%	5.1%	8.4%	7.6%	6.6%	5.5%
Howard	3.6%	3.7%	4.5%	8.5%	7.0%	6.0%	5.1%
Winneshiek	3.6%	3.7%	4.2%	6.1%	5.8%	5.2%	4.8%

Source: (Iowa Workforce Development, 2012)

Commuting

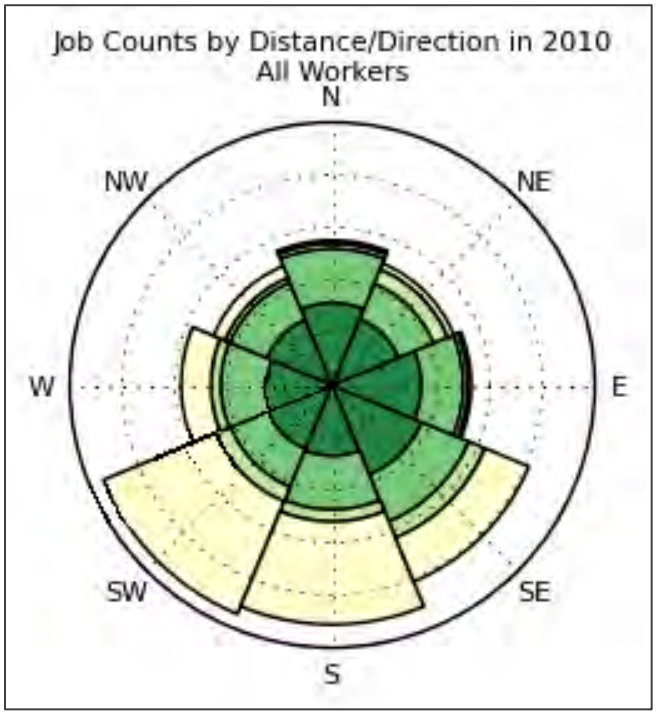
The working residents of Winneshiek County often commute for employment. About 41% of the county's residents commute out of the county for jobs (U.S. Census Bureau, Center for Economic Studies, 2010). Table 16 indicates where county residents are employed and where the county's workforce lives, by county. While the majority of workers stay within the county, some residents commute across county lines for employment. The Center for Economic Studies identifies the top six places of work for Winneshiek County residents as Decorah, Cresco, Cedar Rapids, Ossian, Postville and Calmar. Winneshiek County provides many jobs for the region and as the table shows, the majority, 59%, are filled by county residents. The top six communities from which the county's workforce is drawn include Decorah, Waukon, Cresco, Ossian, Calmar and Dubuque. Figure 4 illustrates the jobs by count and distance for county workers.

Table 16: Commuter Data, Winneshiek County

Counties in which Winneshiek County Residents Work	% of Residents	Counties in which Winneshiek County Workers Live	% of Workers
Winneshiek	58.3%	Winneshiek	59.2%
Howard	5.5%	Allamakee	7.0%
Linn County	3.7%	Howard	4.5%
Allamakee	3.5%	Fayette	4.0%
Black Hawk	3.1%	Dubuque	2.4%
Polk	2.5%	Chickasaw	2.3%
Fayette	2.4%	Clayton	1.6%
Dubuque	1.9%	Linn	1.4%
Chickasaw	1.7%	Clinton	1.3%
Clayton	1.4%	Fillmore, MN	1.2%
All Other Locations	16.0%	All Other Locations	15.0%

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

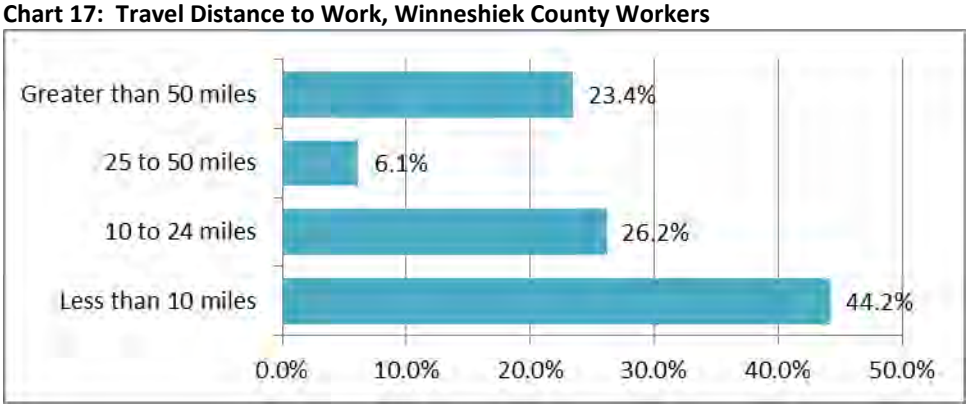
Figure 4: Radar Chart of Jobs by Distance and Direction



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

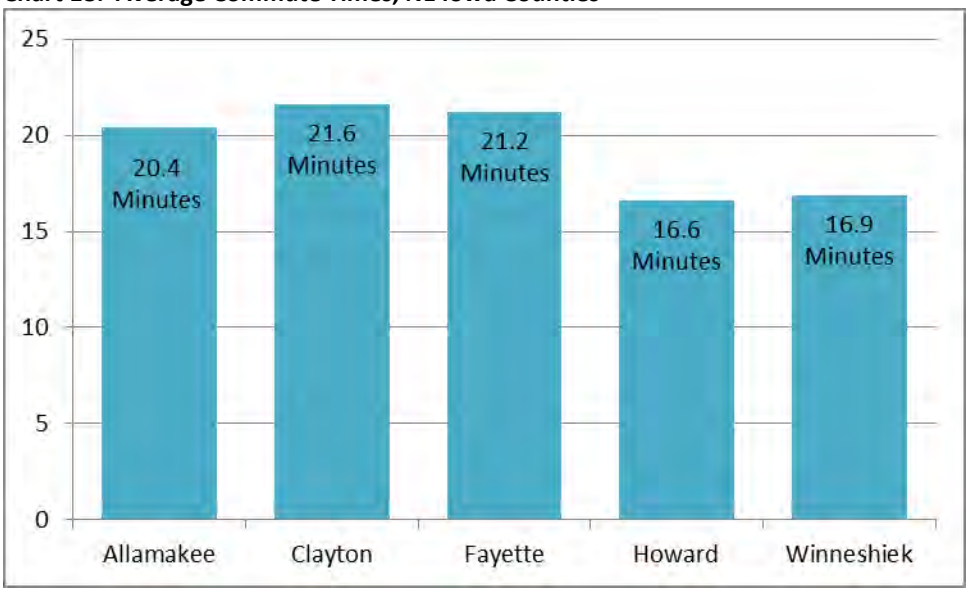
Chart 17 indicates how far Winneshiek County workers commute for employment. While a majority travel less than 10 miles, over 23% commute over 50 miles to work. According to a 2011 Laborshed Analysis for the county, those who are seeking to change or accept employment in the Winneshiek County laborshed area are willing to commute an average of 26 miles one way for employment opportunities (Iowa Workforce Development, 2011). Census data indicates that as a whole, county residents travel an average of 17 minutes for daily commutes to work (U.S. Census Bureau, 2012). Chart 18 compares the average commute time of Winneshiek County residents to other neighboring counties.

Chart 17: Travel Distance to Work, Winneshiek County Workers



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

Chart 18: Average Commute Times, NE Iowa Counties



Source: (U.S. Census Bureau, 2012), 2007-2011 ACS

Economic Base

Employment by Industry

Employment by industry identifies the types of industries in which the residents of Winneshiek County are employed. As noted in the commuting section, some of these industries are located outside of the county. Table 17 indicates that the two leading employment industries for both the state and the county's residents are "Educational services, health care and social services" and "Manufacturing."

Table 17: Economic Base of Winneshiek County and the State of Iowa in 2011

Industry Category	Winneshiek County		State of Iowa	
	Number	Percent	Number	Percent
Agriculture, forestry, fishing, mining	1,039	8.9%	62,454	4.0%
Construction	850	7.3%	96,548	6.2%
Manufacturing	1,375	11.8%	229,209	14.7%
Wholesale trade	227	1.9%	48,874	3.1%
Retail trade	1,200	10.3%	181,020	11.6%
Transportation, warehousing and utilities	406	3.5%	74,270	4.8%
Information	97	0.8%	32,305	2.1%
Finance and insurance, real estate, rental and leasing	420	3.6%	119,404	7.7%
Professional, scientific, management, admin and waste services	586	5.0%	103,952	6.7%
Educational services, health care and social assistance	3,910	33.5%	368,788	23.7%
Arts, entertainment, recreation, accommodation and food	865	7.4%	117,495	7.6%
Other services, except public administration	459	3.9%	69,260	4.5%
Public administration	248	2.1%	50,837	3.3%
Total Employed Persons	**11,682**	**100.0**	**1,553,594**	**100.0**

Source: (U.S. Census Bureau, 2012), 2007-2011 ACS

Table 18 classifies employees into categories by occupation for the county and state. Occupations describe the type of work in which an employee is engaged, regardless of the industry. The leading occupation classifications for the county and the state are the same. First ranked is "Management, business, science, arts" and second-ranked is "Sales and Office."

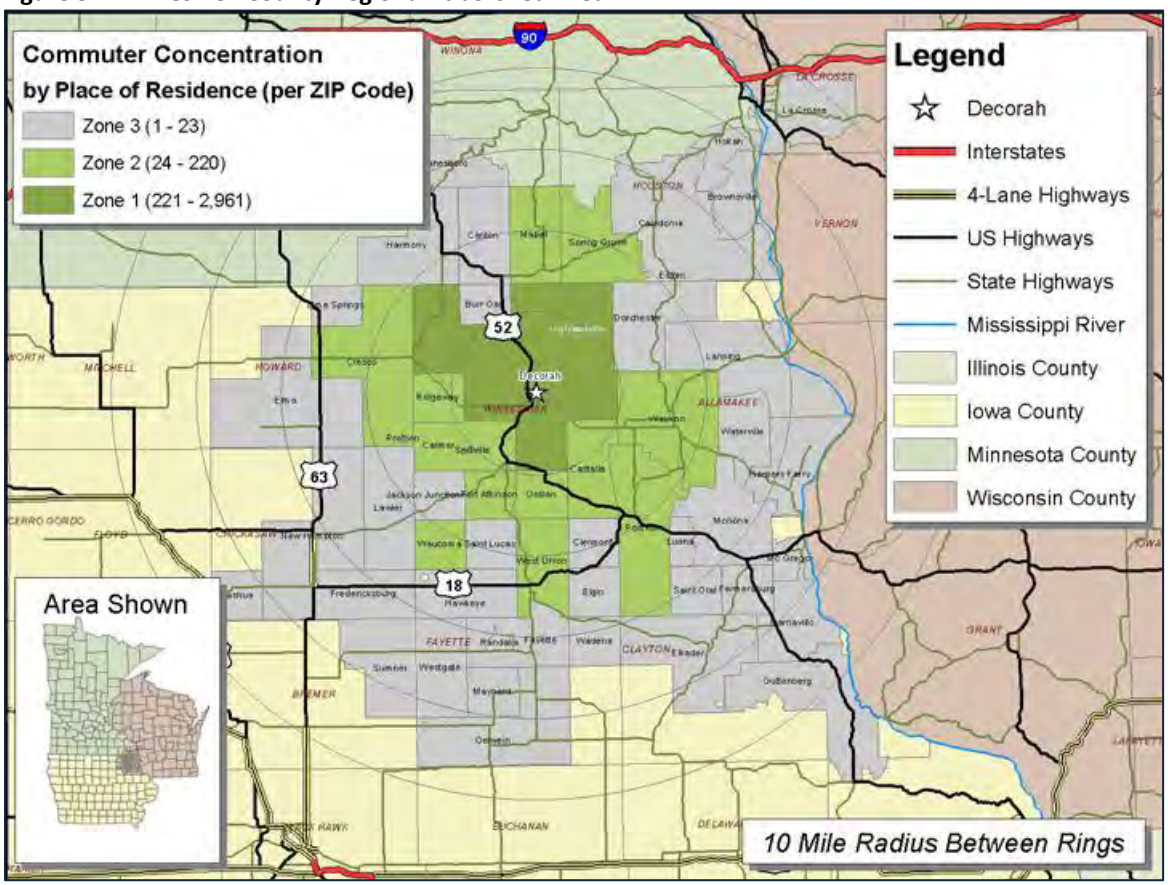
Table 18: Occupation Classification of Winneshiek County Workers

Occupation Description	Winneshiek County		State of Iowa	
	Number	**Percent**	**Number**	**Percent**
Management, business, science, arts	3,876	33.2%	519,373	33.1%
Service	2,236	19.1%	256,508	16.3%
Sales and office	2,453	21.0%	376,960	24.5%
Natural resources, construction, maintenance	1,230	10.5%	149,703	9.6%
Production, transportation, material moving	1,887	16.2%	251,872	16.5%
Total Employed Persons	**11,682**	**100.0**	**1,554,416**	**100.0**

Source: (U.S. Census Bureau, 2012), 2007-2011 ACS

Table 19 originates from the 2011 Winneshiek County Laborshed Analysis. The Laborshed study is based on surveys of respondents from the Winneshiek County Regional Laborshed area as shown in Figure 5. The table demonstrates the breakdown of education levels and wages by industry for the laborshed.

Figure 5: Winneshiek County Regional Laborshed Area



Source: (Iowa Workforce Development, 2011)

Table 19: Education and Current Median Wage Characteristics by Industry

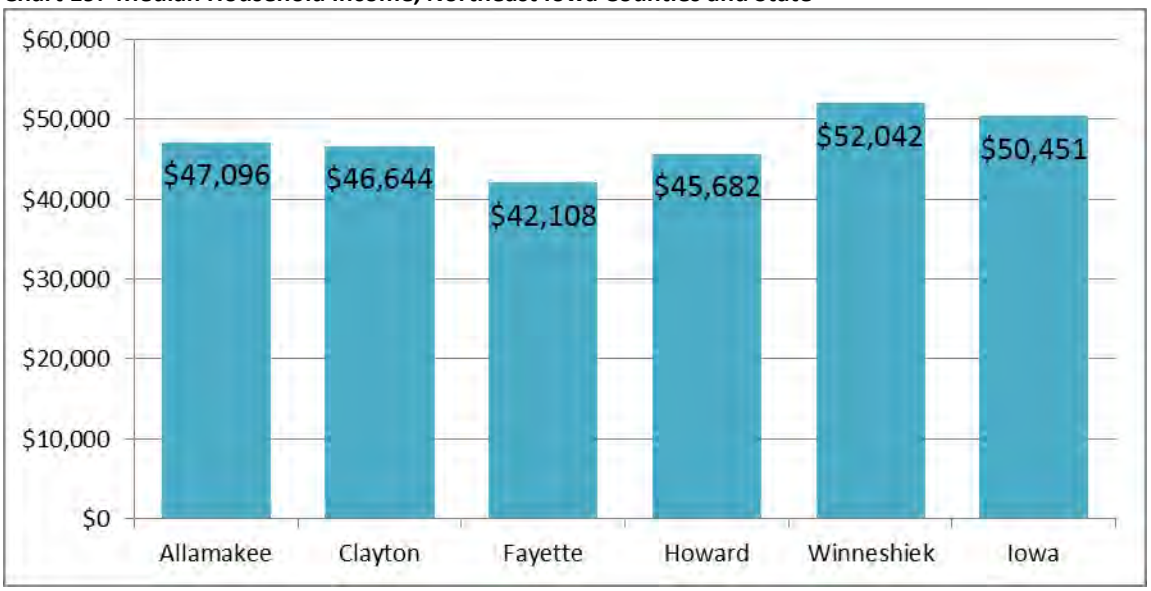
Industry	Education			Median Wages	
	Some Level Beyond High School	Associate Degree	Under-graduate Degree or Higher	Salary Wages (per year)	Non-salary Wages (per hour)
Agriculture, Forestry, Mining	57.9%	15.8%	26.4%	$50,000	*
Construction	60.0%	6.7%	33.3%	*	$23.00
Manufacturing	50.9%	11.3%	11.3%	$51,000	$15.54
Transportation, Communication, Utilities	72.7%	18.2%	18.2%	*	$20.58
Wholesale & Retail Trade	63.5%	9.6%	30.7%	$41,000	$10.88
Finance, Insurance, Real Estate	85.7%	14.3%	42.9%	*	*
Health Care, Social Services	81.0%	20.7%	37.9%	$40,000	$15.23
Personal Services	94.1%	5.9%	41.2%	$36,000	$10.33
Entertainment, Recreation	*	*	*	*	*
Professional Services	64.3%	14.3%	42.8%	$24,000	$12.00
Public Administration, Government	82.8%	17.2%	37.9%	$50,000	$19.45
Education	91.0%	13.4%	71.7%	$50,000	$11.55

Source: (Iowa Workforce Development, 2011); *insufficient data available

Income

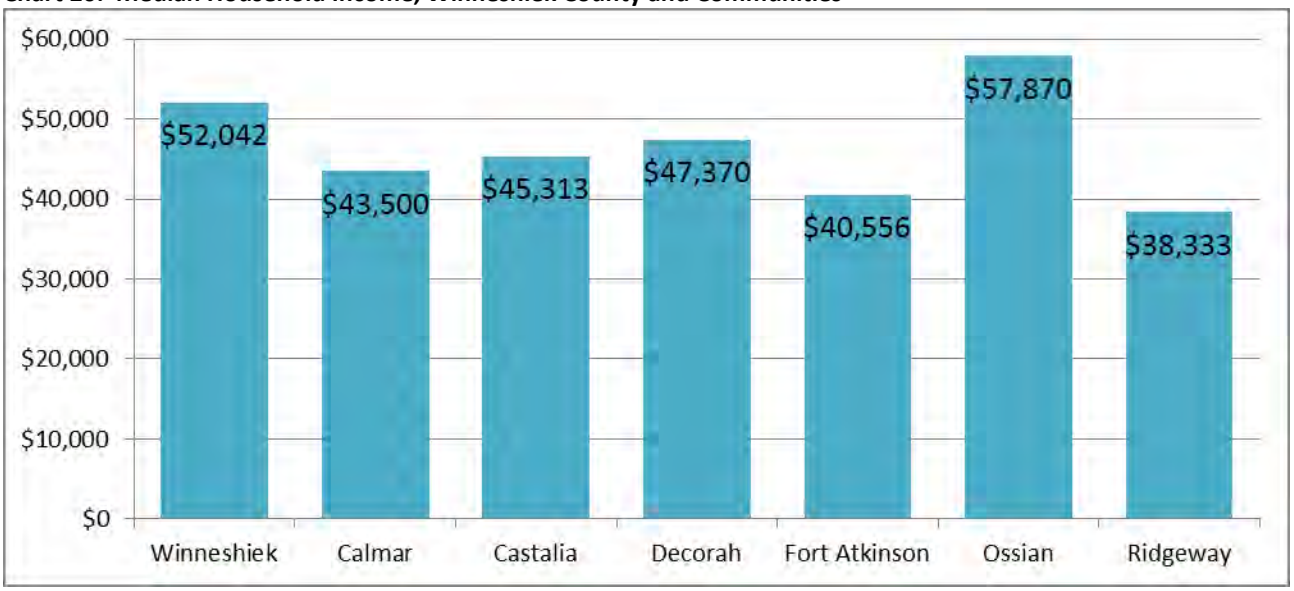
The median household income in Winneshiek County is higher than its neighboring counties and the state. Chart 19 illustrates this comparison. Chart 20 compares the median household incomes for each of the incorporated communities and the county, with the exclusion of Jackson Junction and Spillville because of extreme margins of error (over $22,000) in the available data. In this comparison, Ossian stands out as having the highest median income, while Ridgeway has the lowest.

Chart 19: Median Household Income, Northeast Iowa Counties and State



Source: (U.S. Census Bureau, 2012), 2007-2011 ACS

Chart 20: Median Household Income, Winneshiek County and Communities



Source: (U.S. Census Bureau, 2012), 2007-2011 ACS

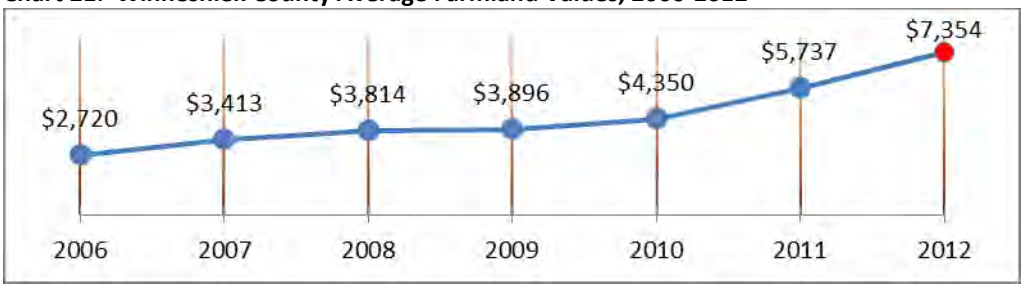
Agriculture

The agriculture industry is a major element of the economy in rural Iowa. While crop and livestock production are visible as part of the agricultural economy, other agricultural-related businesses contribute as well by producing, processing and marketing farm and food products. These businesses generate income, employment and economic activity throughout the region.

A 2009 report from Iowa State University Extension noted that agriculture and ag-related businesses provided 2,358 jobs in Winneshiek County, nearly 16% of its workforce. This compares to an average of nearly 17% of the workforce statewide. The majority of these jobs are directly involved in agricultural production. The report also calculated that "all ag-related production, processing and input supplying activities in Winneshiek County" amounted to 20% of the county's total industrial output (Otto & Parkinson, 2009).

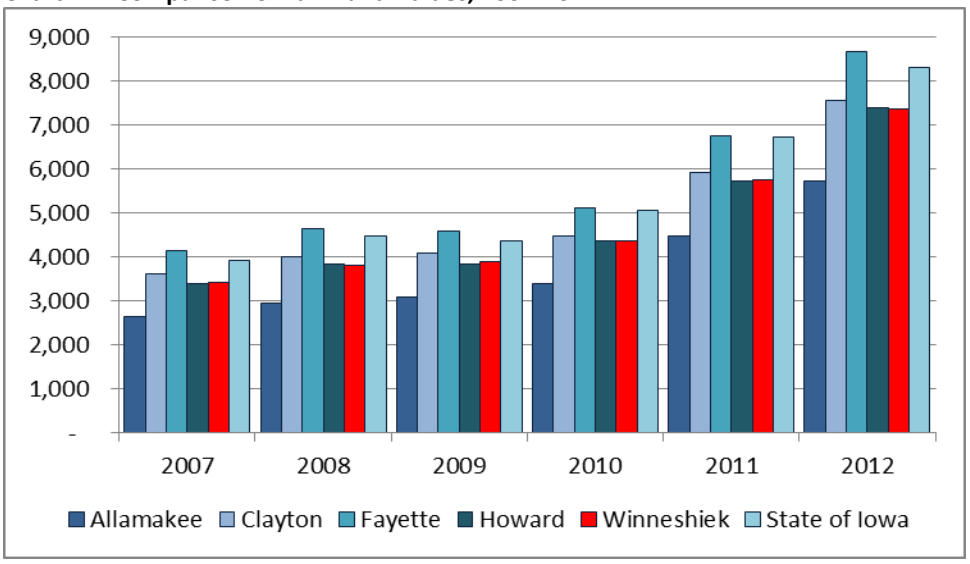
Farmland values continue to rise in the county, with a 115% increase in value over the five year time period from 2007 to 2012. Chart 21 illustrates this trend over time. Chart 22 compares the change in Winneshiek County farmland values to neighboring counties and the state. Winneshiek County values have been consistently lower than the state average and Clayton and Fayette Counties.

Chart 21: Winneshiek County Average Farmland Values, 2006-2012



Source: (Iowa State University Extension, 2012)

Chart 22: Comparison of Farmland Values, 2007-2012



Source: (Iowa State University Extension, 2012)

Tourism

Tourism plays an important role in the economic health of the county. From the Eagle Cam near Decorah to its rich history and recreational assets, tourism is a big part of what brings people to Winneshiek County. In a 2011 report from the Iowa Tourism Office, Winneshiek County ranked 36th in the state for traveler spending, with nearly 27 million in travel expenditures occurring within the county. Industries impacted by traveler spending include transportation, lodging, foodservice, entertainment and recreation and general retail trade. These expenditures account for 310 jobs and nearly 4.5 million in payroll. Local tax receipts totaled $260,000, a nearly 3% increase over 2010. Given the unique natural resources and abundant recreational opportunities, along with historic sites and community events, tourism will continue to serve as a strong source of economic development within the county.

Economic Development Programs and Organizations

Winneshiek County Development, Inc. (WCDI) is a valuable resource for the county and its communities. WCDI works with prospective businesses to provide assistance in starting or relocating a business in the county. WCDI also provides support to existing businesses, large or small, through consulting, workshops, seminars and many other initiatives. Business services can include business planning consulting and information, research, governmental liaison and facilitating connections with appropriate regional, state and federal resources.

County and Regional Programs and Incentives

Million Dollar Loan Fund

Run by participating Winneshiek County banks, business loans are available for new and expanding businesses and industries. Loan funds can be used for real estate, remodel, rehab, business acquisition, inventory, equipment and fixtures, and working capital.

Upper Explorerland Regional Planning Commission Loan Programs

Economic development loans are available for new or expanding businesses and industries. The Revolving Loan Fund and Intermediary Relending Programs can be utilized for eligible projects that create permanent employment, diversification of the local economy or increase the local tax base. Funds may be used for land acquisition, site preparation, building acquisition, building construction, building remodeling, machinery and equipment, furniture and fixtures and working capital for business start-up and expansion activities.

Local Utilities

The local utility providers work closely with the communities of Winneshiek County to assist existing and prospective industries. Their participation in projects is driven by the utility load that prospective industries will generate.

Northeast Iowa Resource Conservation & Development (RC&D) Revolving Loan Fund (RLF)

RC& D offers loans for natural resource-based business development. The fund has $50,000 to $60,000 available for lending. Businesses cannot be in agricultural production.

Tax Incentives

Winneshiek County and some incorporated communities offer tax abatement and tax increment financing in select situations to assist new or expanding businesses. Generally tied to job creation or other investment, these tools can help with business attraction and retention.

Other Programs

A list of additional federal and state programs available to the county and its businesses is attached as Appendix B.

Economic Development Summary

Winneshiek County is in a strong economic position. With one of the lowest unemployment rates in the region, the county has a well-educated workforce where 92% of the population over 25 has at least a high school diploma, compared to 90% statewide and 85% nationally. Over 27% of this population has at least a bachelor's degree or higher, compared to 25% statewide. Data indicates that of the five counties in Northeast Iowa, median household incomes are highest within Winneshiek County, which is also the only county in the five-county region with a median household income higher than the state median. Workers report a comparatively short commute of 17 minutes, on average, and the majority of residents who live in the county also work in the county.

Over a third of the workforce is in management, business, science and arts occupations in the educational services, healthcare and social assistance industries. Agriculture and tourism play a large role in the economy as well, not only through direct jobs, but in supporting and ancillary business jobs. These are both reliant on the county's natural resources, so ensuring a good balance and avoiding conflict between the two will be part of the county's role throughout the life of this plan.

The county's economic development plans are reliant on the various local, regional and state partners working together to make the most of limited resources. The county's economic development organization and the county leadership have taken proactive approaches to developing incentives and assistance to both business and workforce in the county. The goals and strategies identified have been developed to strengthen and promote the economic environment in the county.

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 improve the quality of the workforce and provide incentives for business expansion.

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

Action: Consider incentive programs to promote development investment in infrastructure.
Action: Conduct cost-benefit analysis to ensure public investment is recovered through increased tax revenues in a reasonable amount of time.
Action: Provide education to city leaders on incentive programs available through the county.

Strategy 1.3: Support the development goals and recognize the economic impact of area institutions and businesses.

Action: Maintain and strengthen the relationship with county educational institutions.
Action: Local development groups maintain active Business Retention and Expansion (BRE) efforts and records.
Action: Establish an appreciation program for local businesses.
Action: Implement a "shop local" campaign.

Goal 2: The natural resource-based economy is strengthened and preserved.

Strategy 2.1: Encourage and promote natural resource-based activities and industries (agriculture, mining, tourism, forestry) that are consistent with natural resource goals.

Action: Emphasize natural resources to attract recreation-based businesses in community business recruitment initiatives.

Goal 3: Tourism and the recreation-based economy are flourishing.

Strategy 3.1: Support the development of programs, activities and facilities that increase tourism and recreation opportunities.

Action: Develop Highway/tourist commercial (HC) zoning to provide areas for commercial establishments which offer accommodations, supplies, services or recreational opportunities to the traveling public to promote and enhance the recreation and tourism industry.
Action: Use local resources and other grant programs to promote the planned growth of tourism in the county.
Action: Maintain a strong marketing plan to increase tourism.

Strategy 3.2: Encourage the preservation and appropriate development of historic sites.

Action: Partner with local, regional and national organizations to maximize the impact of investments made for future generations.

Strategy 3.3: Conserve and expand recreational facilities and public access to parks and other recreation uses, including transportation and recreation trails and pathways between communities.

Action: Ensure adequate maintenance plan exists for acquisitions.
Action: Before accepting or purchasing property for expansion of recreational facilities and parks, consider costs and public benefit.

Goal 4: Residents will have adequate and diverse employment opportunities. Jobs will be plentiful and high-quality.

Strategy 4.1: 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.
Action: Consider the creation of community-specific incentive programs in partnership with private entities.
Action: Participate in NIBN and other economic development networking meetings.
Action: Support the county economic development position.
Action: Explore venture capital opportunities.
Action: Explore opportunities to attract mid-range office/professional jobs.

Goal 5: Land use policies and economic development are compatible and support each other.

Strategy 5.1: Minimize negative impacts of growth by reducing conflicts from incompatible land uses.

Action: Strongly encourage buffer zones (including green belts and bike paths) to separate industrial and commercial areas from residential areas.
Action: Identify flood zone areas to avoid with potential development.

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, technical and educational assistance.

Strategy 6.2: Support home-based businesses that do not adversely change the character of the neighborhood or area.

Action: Encourage participation in local business organizations.

Goal 7: Economic growth occurs while maintaining environmental quality.

Strategy 7.1: Build a diverse economic environment that is compatible with the natural environment.

Action: Provide incentives for industrial and commercial development to preserve open space and natural areas and to provide for active recreation facilities.
Action: Strongly encourage buffer zones in the form of natural barriers between incompatible uses.
Action: All business and industry should be strongly encouraged to mitigate their impact upon light pollution, air quality including particulate matter and odor, noise pollution and water contamination.

Goal 8: The County can support economic growth from new business and industry.

Strategy 8.1: Encourage public and private efforts to develop commercial, industrial and agricultural sites.

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

Strategy 8.2: Encourage commercial, industrial and agricultural development to locate in concentrations that promote the most efficient use of land, utilities and transportation infrastructure.

Action: Identify and create a plan for long term infrastructure needs to meet "shovel ready" specs.
Action: Consider incentive "districts" (TIF, urban renewal, historic, main street, SSMID, etc.) to encourage development in efficient land-use areas.
Action: Promote the use of infill development or revitalization of existing buildings before allowing construction in outlying areas, when feasible.

Strategy 8.3: 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: Access federal, state and local programs to make transportation and public facility improvements where appropriate.

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.

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 new and existing workforce to support economic development.

Action: Collaborate with area education centers and workforce agencies to provide programming that supports local business needs.
Action: Support the enhancement of educational facilities and systems to ensure continued access by the county workforce.
Action: Link employment and training activities with economic development programs.

CHAPTER 5: TRANSPORTATION

Iowa Smart Planning Guidance: This section includes goals, strategies 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.

Introduction

The transportation network is the backbone upon which a community bases its economy. It provides access to resources and connection to other communities, forming a critical link for continued development and growth. Maintenance and repair, in addition to periodic additions and enhancements to this system, are essential for preserving connectivity for residents, visitors and businesses. Keeping pace with changes in transportation trends and network use is also essential to anticipate needed improvements and potential additions to the transportation network.

Inventory of Existing Transportation Facilities

Winneshiek County roads consist of approximately 1,175 total miles of roadway. The Winneshiek County Road Department is responsible for the maintenance of all county roads with the exception of state highways and roads and streets within the boundaries of incorporated cities in the county, approximately 1,056 miles. Paved roads under the county's jurisdiction amount to about 250 miles total, and include over 400 bridges, 328 of which are on the National Bridge Inventory. Winneshiek County has pursued an aggressive approach to bridge replacement and pavement rehabilitation. With the high number of bridges, the county has a large task ahead in maintaining these aging structures. As of 2013, 107 of the bridge structures are posted with weight restrictions and three are closed to traffic. Over the past decade, 32 miles of pavement has been placed or rehabilitated and the current five-year program has an additional 25 miles of pavement slated for rehabilitation (Winneshiek County Engineer's Office, 2013).

The engineer's office and its staff are responsible for all surveys, plans and estimates for road, bridge and culvert construction projects. Inspection of all construction projects, as well as material testing are also the responsibility of this office. The office issues all permits pertaining to Winneshiek County roads, such as entrance, oversize/overweight, utility and dust control, as well as issuing addresses under the county E-911 system, creating and installing the signs and maintaining the maps.

The county continues to work on low cost safety measures including, but not limited to, implementing High Intensity Prismatic (HIP) signage county-wide, white edge-line of paved roadways, installation of rumble strips at paved intersections, overhead lighting and flashing red lights on stop signs at intersections, runoff lanes at "T" intersections, chevrons on paved curves greater than 5 degrees and partial paved shoulders on curves greater than 5 degrees.

Funding issues have hampered the abilities of the county to be more aggressive in their attention to the needs of the system. The Board of Supervisors has actively lobbied the Iowa Legislature to increase funding to more appropriate levels. The county works with its smaller communities to develop road maintenance agreements as needed by the communities to ensure all city roads are maintained.

Functional Classification System

Chapter 306 of the Code of Iowa sets the functional classification of all highways, roads and streets in the state into categories according to the character of service they provide. The classification of streets and roads in each county is periodically updated to be current with city boundary changes and the function of the streets. The classification system serves as a basis for determining future priorities, funds distribution and jurisdiction over the various highway, roads and streets in the state.

Rural roads are labeled, and jurisdiction is determined, by the following classifications: local roads, minor collectors, major collectors, minor arterials, other principal arterials and interstates. Federal aid money is available to maintain major collectors, minor arterials and principal arterials. Table 20 indicates the classifications and jurisdictions of the county's "federal aid" roadways and provides a description of each classification as defined by the Federal Highway Administration.

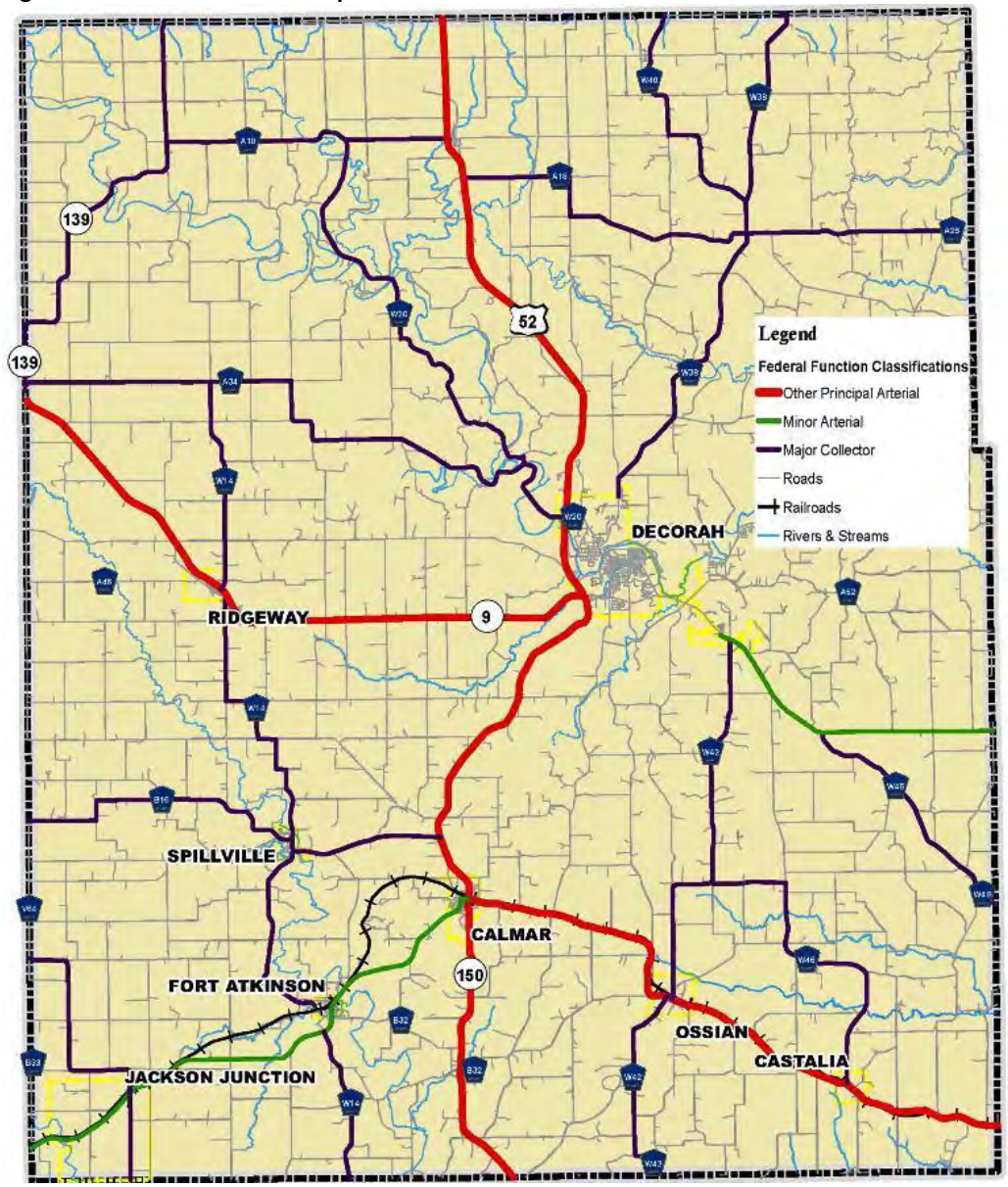
Table 20: Federal Functional Classifications, Winneshiek County

Roadway	Classification	Jurisdiction	Miles	Classification Description
US Hwy 52	Principal Arterial	State	62	Consists of a connected network of continuous routes that have substantial trip length and travel density for statewide or interstate travel.
State Hwy 150	Principal Arterial	State		
State Hwy 9 (west of Decorah)	Principal Arterial	State		
State Hwy 9 (east of Decorah)	Minor Arterial	State	21	With the principal arterials, form rural networks that link cities and larger towns and provide interstate and inter-county service. These roads are spaced so that all developed areas of the State are within a reasonable distance of an arterial highway.
State Hwy 24	Minor Arterial	State		
State Hwy 139	Major Collector	County	155	These routes, also known as federal aid farm to market roads, provide service to any county seat not on an arterial route, to the larger towns not directly served by the higher systems, and to other traffic generators, such as schools, shipping points, county parks, important mining and agricultural areas and link these places with nearby larger towns or cities, or with routes of higher classification. Federal aid can be used by the county in conjunction with farm to market funds to maintain these roads.
A18 (from 139 to 52)	Major Collector	County		
W20 (from A18 to Decorah)	Major Collector	County		
W14 (from A34 So.)	Major Collector	County		
W40	Major Collector	County		
W38	Major Collector	County		
A26	Major Collector	County		
A34	Major Collector	County		
W42	Major Collector	County		
W4B	Major Collector	County		
B16	Major Collector	County		
V64	Major Collector	County		
W46	Major Collector	County		

Source: (Iowa Department of Transportation, 2011); (Federal Highway Administration, 2012)

Minor collectors and local roads are not eligible for federal aid, and use only farm to market funds. There are several minor collectors throughout the county that account for about 216 miles of roadway. Minor collectors are also considered farm to market only roads and are spaced at intervals, consistent with population density, to collect traffic from local roads and bring all developed areas within a reasonable distance of a collector road. They also provide service to the remaining smaller communities and link the locally important traffic generators with the rural areas. Local roads constitute the rest of the roadways in the county, with over 720 miles. The rural local road system provides access to adjacent land and provides service to travel over relatively short distances as compared to collectors or other higher systems. There are no interstates within the county boundaries. Figure 6 illustrates the FCC roads in the county.

Figure 6: FCC Classification Map



Source: (Iowa Department of Transportation, 2011)

Traffic Volumes

Traffic counts in Winneshiek County were last conducted in the summer of 2009 by the Iowa Department of Transportation (IDOT). These counts indicate that the most heavily traveled areas in the rural parts of the county are those on the principal arterial road system: Highways 52, 9 and 150. The highest rural traffic count was 4,830, and was measured north of Calmar, on Highway 52 just south of the B16 turn to Spillville. The lowest counts on Highway 52 were 1,360 and were measured in both Ossian and Castalia. Rural traffic counts on Highway 9 ranged from a low of 2,600 after the split with W4B heading east to a high of 4,250 from that same split west to the Decorah City limits. Highway 150 noted rural traffic counts ranged from a low of 2,140 measured by NICC south of Calmar to a high of 2,600 measured just south of the B32 turn to Fort Atkinson. The highest count was taken in the urbanized area of Decorah and was 14,100, measured on Highway 9 just west of the intersection with Old Stage Road. Traffic Counts are due to be updated for the area in the summer of 2013 should be reviewed by county stakeholders to determine road usage for thoughtful prioritization of road maintenance. The counts are also used by the state to produce volume, classification, speed and weight data as well as safety evaluation, pavement design, funding decisions, forecasting, modeling, and much more.

Alternate Modes of Transportation

There are several modes of transportation utilized in Winneshiek County for both people and commerce. This section will highlight the availability of alternative methods of travel within the county.

Rail

The Canadian Pacific Railroad, owner of Dakota, Minnesota & Eastern Railroad Corp. (DME) has been operating a line through Winneshiek County since 2008 when it acquired DME. The railroad operates track running parallel to the Mississippi River through Iowa as well as the line across Northern Iowa. Total Iowa operations consist of about 660 miles of rail and in Winneshiek County it runs through the communities of Jackson Junction, Fort Atkinson, Calmar, Ossian and Castalia. The main products handled by the rail include coal, farm products, food products, chemicals, waste products, primary metal products, nonmetallic metals and stone (Iowa Department of Transportation, 2012). Calmar experiences five trains a day, Jackson Junction and Fort Atkinson, four trains a day and Ossian and Castalia, three trains a day (Federal Railroad Administration, 2011).

Air

Winneshiek County has one publicly owned general aviation airport, the Decorah Municipal Airport. Located southeast of the city along Highway 9, the airport is an "uncontrolled" facility with a fulltime Fixed Based Operator available 24/7 to service any aviation need. The Airport facilities include a lighted 4,000’ concrete runway, jet fuel and aviation gas for purchase, a tie-down area and 16 rental hangers. A small terminal building with a parking area is also located on the site. The airport has 22 aircraft based on the field, 21 single engine planes and one ultralight. The airport averages around 25 operations per

day, 55% of which are local general aviation and 45% transient general aviation (AirNav, LLC, 2010/2012), (City of Decorah, n.d.).

Public Transportation

The Northeast Iowa Community Action Corporation (NEICAC) - Transit Program is designated by the Iowa DOT as the Regional Public Transit Provider for the counties of Allamakee, Clayton, Fayette, Howard and Winneshiek in the Northeast corner of Iowa. NEICAC–Transit offers public transportation to all citizens residing in their service area. NEICAC -Transit offers demand response transportation through a fleet of 53 vehicles, equipped with ramps or lifts to provide accessible transportation for individuals confined to wheelchairs or affected with other disabilities restricting mobility. In addition to demand-response service in all parts of the county on a cost per mile basis, NEICAC-Transit offers "Scheduled County Trips" twice a month to allow rural residents affordable access to expanded medical, social & retail opportunities. The county trips run from West Union through Waucoma, St. Lucas and Spillville to Decorah. NEICAC-Transit also runs a regular in-town service in Decorah from 9:30 a.m. to 1:30 p.m., Monday through Friday. With the addition of a Regional Mobility Manager to the Transit staff, NEICAC is continuing to seek ways to make transportation more affordable and accessible throughout its service area. In addition, the Mobility Manager will be developing a comprehensive list of alternative ride sharing options for regional residents, including carpooling. Currently, taxi service is available within county and is based in Decorah.

Multi-Modal Transportation

Winneshiek County residents can utilize several walking and biking trails as options for non-vehicular transportation. The Prairie Farmer Recreation Trail stretches 20 miles from Calmar to Cresco through the community of Ridgeway. There are plans to expand this trail to connect to the Trout Run Trail in Decorah. This 11 mile urban trail system complements the existing sidewalk infrastructure to create a safe environment for walking and biking around the community. All county communities have sidewalk infrastructure to some degree that supports walking and biking as a form of transportation.

Transportation Summary

There are approximately 1,175 miles of roads in Winneshiek County. The county road department is responsible for maintaining 1,056 miles, of which 250 are paved. Maintaining road infrastructure is a top priority for the county. With costs increasing for road projects, the county will encourage the state to seek new sources of state revenue and work with the DOT to determine the most cost-effective method for distributing federal aid to the county. The road department is currently undergoing a reorganization of its supervisory structure to be more cost effective and adaptable in day to day operations. The busiest roadways in the county are Highways 52, 9 and 150. While the highest rural traffic count occurred north of Calmar on Highway 52 just south of the B16 turn to Spillville, the highest overall count (14,100) occurred on Highway 9 in Decorah just west of the Old Stage Road intersection. Implementing safety measures are an ongoing project for the road department, and include signage upgrades, intersection improvements and curve improvements.

County residents are interested in connecting communities, recreational areas and other amenities by trail. This would provide alternative transportation options for county residents as well as strengthen its value as a recreation destination. Public transportation is expected to be a growing need in the county and ongoing efforts to expand affordable and accessible public transportation options will need to be supported.

Transportation Goals, Strategies and Actions

Goal 1: The county and community neighborhoods, parks, recreational facilities, businesses and schools are linked by safe walking and biking pathways.

Strategy 1.1: Develop a plan for connectivity.

Action: Develop plan to extend existing trail/sidewalk system to county amenities such as Lake Meyer, NICC and the Dairy Center.
Action: Develop a plan to connect to regional trail system.
Action: Provide public access to public 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.

Goal 2: The transportation system is in good condition and is well-maintained.

Strategy 2.1: Road repairs are timely and cost effective.

Action: Develop a capital improvements plan.
Action: Complete an inventory of all infrastructure the county is obligated to maintain, which includes the condition of each, an estimation of remaining life and the approximate replacement or maintenance costs.
Action: Review and prioritize road maintenance and improvements schedule on regular basis.

Strategy 2.2: Develop a plan to strengthen the transportation system.

Action: Develop a plan to prioritize roads to be hard surfaced.
Action: Update roadside management plan for public safety and wildlife habitat.
Action: Work with the state to increase allowable funding for road maintenance and improvement.
Action: Approach new technologies for transportation infrastructure and maintenance in a visionary manner.
Action: Pursue all appropriate types and sources of funding in a proactive and equitable manner.
Action: Develop a plan to address fugitive dust.

Goal 3: Alternate transportation modes are welcomed and encouraged.

Strategy 3.1: Support diverse transportation options.

Action: Promote and encourage the development of natural trails, paths, etc. for use by residents and visitors.
Action: Seek out new or alternative funding sources to develop trails.
Action: Recognize the needs of future transit service when planning transportation projects.

Strategy 3.2: Support land use strategies and site design methods that promote and accommodate multimodal usage such as, but not limited to, bike paths and walkways to worksites, schools, population centers and recreation facilities.

Action: Encourage multimodal transportation usage with the development of new or existing residential, commercial or recreational sites.

Strategy 3.3: Develop a comprehensive system that supports transportation connectivity for all modes of travel.

Action: Assess existing systems to identify gaps.

CHAPTER 6: PUBLIC FACILITIES

Iowa Smart Planning Guidance: This section includes goals, strategies 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.

Public Facilities and Services

Public facilities are buildings, lands and programs that provide desired and essential services to the public, such as parks, schools, police and fire protection, health care facilities and libraries. Winneshiek County and its communities, along with some private and nonprofit agencies, maintain several public facilities for residents. This section will identify the use and capacity of existing county facilities and the need for improvements or additions to ensure continued service to the residents of the county.

County Courthouse

The Winneshiek County Courthouse is located in Decorah. The original structure was built in 1858 and was replaced in 1904 with the structure that is still in use today. The three-story building is built of buff Bedford stone. The windows were replaced in the 70s and the 2nd and 3rd floors were renovated in 1990 and 1991. As with all older buildings, the courthouse will require significant maintenance and repairs over the life of this plan. The courthouse houses administrative offices for the various county departments including the assessor, auditor, treasurer, recorder, county supervisors among others. The courthouse is part of the Broadway-Phelps Park Historic District, added in 1976 to the National Register of Historical Places.



Photograph 6: Winneshiek County Courthouse

County Shops

Winneshiek County is divided into five maintenance districts, each with a central shop and two with an additional satellite shop. Five of these shops are over 25 years old, with one over 50 years old. The county is considering moving the shops to more centralized locations to improve service times and increase efficiency. Funding issues have delayed the completion of such a move and have also forced the department to purchase used equipment, reducing capital investment costs but increasing routine maintenance costs and shortening the life cycle return on investments.

Roadside Vegetation Management

The management of the vegetation in the roadside ditches is the joint responsibility of the County Engineer, County Weed Commissioner, and the Executive Director of the Winneshiek County Conservation Board working with the local Soil Conservation District Office. Current policy includes the employment of summer workers to cut brush and clear undesirable vegetation from the ditches. The road department is involved in seeding areas disturbed by construction and maintenance with grasses and native species.

Law Enforcement

The Winneshiek County Sheriff's office is located in the Law Enforcement Center in Decorah. The department provides law enforcement services by contract to all of the communities in the county except for Decorah, Calmar and Ossian. Decorah's police department shares the Law Enforcement Center with the Sheriff's department and provides 911 dispatch services for the entire county. Calmar and Ossian share police services and have two officers on staff. The Sheriff's department has mutual aid agreements with local police departments and surrounding county law enforcement to assist as appropriate and when needed. The Sheriff's department moved to its location with the Decorah Police Department in the Law Enforcement Center in 1994 and completed its own addition to the building in 1996. Construction of a new jail was completed in 2000 and can house up to 36 persons. Area for expansion of the jail was built in to the project to be utilized as needed in the future. The Sheriff's department operates with a staff of 23, including the sheriff, one chief deputy, eight deputies, two civil clerks, 10 jailers and one assistant jailer.

Fire Departments

Fifteen fire departments serve the residents of Winneshiek County. Eight are stations located within the county's boundaries. Table 21 indicates the communities with fire departments within the county.

Table 21: Winneshiek County Fire Departments

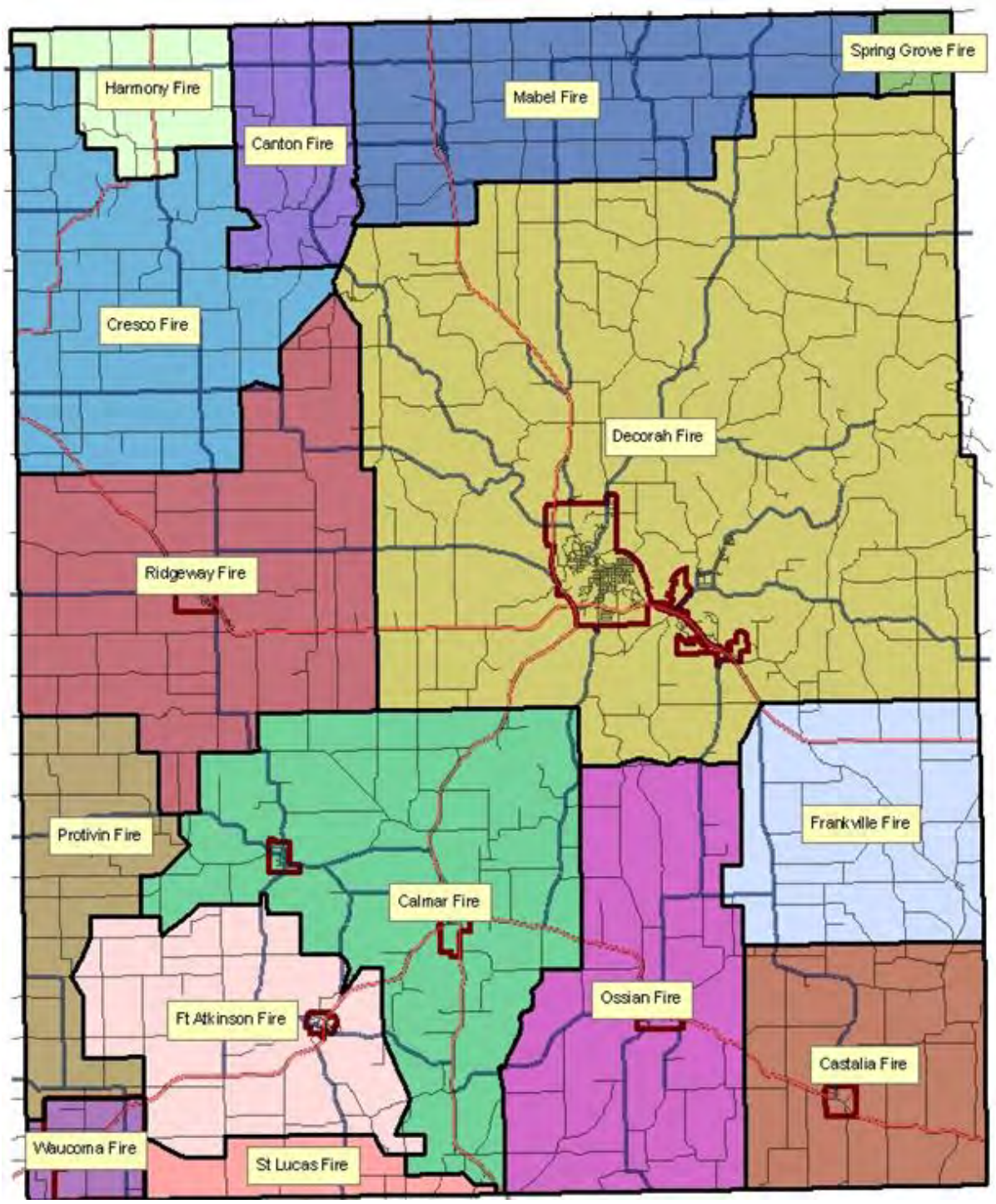
Fire Department Name	City	Department Type	Active Firefighters - Career	Active Firefighters - Volunteer
Calmar Fire Department	Calmar	Volunteer	0	22
Castalia Volunteer Firemen Inc.	Castalia	Volunteer	0	24
Decorah Fire Department	Decorah	Mostly Volunteer	3	32
Fort Atkinson Fire Department	Fort Atkinson	Volunteer	0	26
Frankville Fire Department	Frankville	Volunteer	0	25
Ossian Fire Department	Ossian	Volunteer	0	30
Ridgeway Fire Department	Ridgeway	Volunteer	0	22

Source: (USFA, 2012)

In addition to the county fire departments, some residents in Winneshiek County are also protected by neighboring fire departments including Harmony, MN, Canton, MN, Mabel, MN, Spring Grove, MN, St.

Lucas, Waucoma, Protivin and Cresco. The departments have mutual aid agreements which allow them to assist other departments as needed. Figure 7 indicates the jurisdictions of each department serving the county.

Figure 7: Winneshiek County Fire Districts



(Winneshiek County, 2011)

Medical Services

Hospitals

One hospital and several clinics serve the residents of Winneshiek County. The hospital is located in Decorah. Clinics can be accessed in Decorah, Calmar and Ossian.

Winneshiek Medical Center

The Winneshiek Medical Center is a 25-bed Critical Access Hospital located in Decorah. The hospital is owned by Winneshiek County and is governed by an elected Board of Trustees. The Winneshiek Medical Center has been in the community for nearly 100 years, and throughout the years has been known as the Decorah Hospital, the Smith Memorial Hospital and the Winneshiek County Memorial Hospital. Currently, the Center is managed by the Mayo Clinic Health System (Winneshiek Medical Center, 2013). In 2011, the Winneshiek Medical Center employed 413 staff members, delivered 180 babies, attended to 6,847 emergency room visits, conducted 3,052 surgeries and had over 57,000 outpatient visits (Iowa Hospital Association, 2012). The Center offers many services and programs including urgent care, geriatrics, midwifery, rehabilitation and sports medicine, surgery, radiology, audiology, oncology, home health care, hospice and pharmacy.

Clinics

Table 22 lists the clinics, home health agencies and specialty care available to county residents throughout the county:

Table 22: Health Care Entities in Winneshiek County

Facility Name	Facility Type	City
Gundersen Lutheran - Calmar Clinic	Rural Health Clinic	Calmar
Gundersen Lutheran - Decorah Clinic	Rural Health Clinic	Decorah
Mayo Dialysis Center	End Stage Renal Disease	Decorah
Winneshiek County Public Health Nursing Service	Home Health Agency	Decorah
Winneshiek Medical Center – Mayo Decorah Clinic	Rural Health Clinic	Decorah
Northeast Iowa Community Action Health Services	Family Planning	Decorah

Source: (Iowa DIA, Health Facilities Division, 2012); (Gundersen Lutheran, 2013)

Child, Senior and Other Care Services

As communities plan for the future, making sure the elderly, the young and the disabled are properly provided for is very important. Having the necessary facilities and services available to the elderly when they can no longer live by themselves or would rather have fewer responsibilities is an important consideration for an aging community. Providing the necessary childcare facilities to allow parents to work is also important to a community as a whole.

Child Care

Winneshiek County has 25 registered home care providers offering slots for 304 children in five different communities. There are 8 licensed child care centers in the county that provide slots for 416 children. Table 23 lists the child care centers, their locations and licensed capacities. Only a few of the centers offer extended full day care, five days a week and include: NICC Child Development Center, Sunflower Child Care and Ossian De Sales Child Care Center. The NEICAC Child Development Center is a Head Start program and does offer full day care.

Table 23: Child Care Providers, Winneshiek County

Community	Provider Name	Provider Capacity
Calmar	NICC Child Development Center	90
Decorah	Kinderhaus	15
Decorah	NEICAC Child Development Center	20
Decorah	Nisse Preschool and Kid's Place	30
Decorah	Northeast Iowa Montessori School	52
Decorah	Sunflower Child Care	123
Ossian	Ossian-De Sales Child Care Center	68
Ossian	South Winneshiek Early Childhood Program	18

Source: (Iowa DHS, 2012)

Senior Care

Senior care within the county ranges from assisted living facilities to skilled nursing facilities. Table 24 lists the options for senior care available in two communities. Combined, these facilities provide over 240 nursing home beds and over 80 assisted living apartments for area seniors.

Table 24: Senior Care Facilities, Winneshiek County

Facility Name	Facility Type	City
Aase Haugen Assisted Living	Assisted Living Program	Decorah
Aase Haugen Home	Free Standing Nursing Facility/Skilled Nursing Facility	Decorah
Arlin Falck Assisted Living	Free Standing Nursing Facility/Skilled Nursing Facility	Decorah
Barthell OES Home	Free Standing Nursing Facility/Skilled Nursing Facility	Decorah
Oneota Housing, Assisted Living	Assisted Living Program	Decorah
Ossian Senior Hospice	Free Standing Nursing Facility/Skilled Nursing Facility	Ossian
Wellington Place	Free Standing Nursing Facility/Skilled Nursing Facility	Decorah
Wellington Place	Assisted Living Programs	Decorah

Source: (Iowa DIA, Health Facilities Division, 2012)

Other Residential Care Facilities

Wellington Place offers residential care to individuals with a variety of disabilities and disadvantages. The Winneshiek County Mental Health & Disabilities Services Central Point of Coordination (CPC) Office partners with several agencies to offer residential care for residents with disabilities in facilities and

group homes throughout the county and region. These agencies and facilities include: Cedar Valley Ranch, Chatham Oaks, North Iowa Transition Center, Prairie View, Wellington Place, St. Coletta's School, North Central Human Services, Exceptional Persons, Crestview, DAC, G&G Living, Harmony House, North Central Human Services, Opportunity Living, SNH-Iowa and Krysilis.

Parks and Recreation

The county is home to several parks, recreation and natural areas. These are maintained by various public and private entities. The county is responsible for 17 sites in the county. Municipal parks maintained by the communities add nearly 25 additional parks, along with several state preserves and wildlife management areas operated by the state. These, along with several privately operated sites provide residents and visitors alike with many parks and natural areas to enjoy.

County Parks and Wildlife Areas

The Winneshiek County park system is managed and maintained by the Winneshiek County Conservation Board. The conservation employees maintain, manage and develop several parks, trail areas, river access sites and wildlife areas totaling over 20 areas open for public use. The Lake Meyer Nature Center between Calmar and Fort Atkinson serves as the headquarters for educational programming. The parks and public hunting and fishing areas cover over 475 acres and vary in size from 1 acre to 160 acres. The Prairie Farmer Trail and the rural section of the Trout Run Trail add 236 acres to the total county park system.

Black Oak Hollow
Located two miles north of Kendallville, this 33-acre is managed by the County Conservation Board for public hunting. The upland oak woods provide habitat for deer, turkey and squirrel.

Bluffton Bluffs
This 20-acre public hunting area is located off Bluffton Road near Bluffton. Upland bluffs provide habitat for deer and turkey.

Chattahoochie Park
Located northwest of Decorah off of Highway 52, this 27-acre park offers access to the Upper Iowa River for canoeing and fishing. A picnic shelter is available for visitors.

Chimney Rock Park
Another point of canoe and fishing access to the Upper Iowa River, this 17-acre park is located north of Bluffton. Primitive camping is available for visitors. Highlights of this park include the scenic views of Chimney Rock limestone formations.

Chipera Prairie
Chipera Prairie is a 90-acre hunting area located west of Fort Atkinson. Prairie and grassland habitat provide a home to pheasant and rabbits.

Frankville Park
Located in Frankville, this one-acre park is the home of the historic Old Franklin Stone School. In addition, the park offers a playground, picnic shelter and baseball diamond.

Freeport Park
The Freeport Park consists of four acres in the unincorporated community of Freeport. The park has a picnic shelter and baseball diamond.

Highway 52 Surplus
This 10-acre park is accessed by trail from Will Baker Park in Decorah. Located east of Highway 52, the park offers hiking and mountain biking trails.

Kendallville Park
Located on the western edge of the county, Kendallville Park covers 15 acres off of Highway 139, northeast of Cresco. The park provides canoeing and fishing access to the Upper Iowa River, along with modern camping facilities, picnic shelters, playground area and baseball diamond.

Lake Meyer Park
Home to the County Conservation Board's Nature Center and offices, Lake Meyer Park consists of 160 acres, including a 38-acre lake. Electric motor boating is allowed on the lake which offers a handicap-accessible dock and fishing jetty. Modern camping facilities are available along with picnic shelters and playground. Visitors can enjoy fishing, hiking along the trails and a baseball diamond.

Ludwig Park
Located west of Spillville, Ludwig Park is a 20-acre area offering hiking and cross-country skiing opportunities. The park has access to Bohemian Creek for trout fishing. A picnic shelter is also available.

Ludwig Preserve
Near Ludwig Park, the 3.5-acre preserve sustains native upland prairie and several limestone outcroppings.

Marilie Educational Forest Reserve
This hunting and educational forest reserve is located south of Frankville and includes 20 acres of oak, maple and basswood timber. The reserve provides habitat to deer, turkey and squirrel.

Moe Park
Moe Park is located between Decorah and Waukon on Old Stage Road. The park covers 40 acres and offers a picnic area, playground and baseball diamond.

Silver Springs Park
Located on the south edge of Ossian, this 10-acre park includes a two-acre pond for fishing. Once the site of an old creamery, the park now offers picnic areas and a baseball diamond.

Smallest Church Park
The park adjoins the St. Anthony of Padua Chapel near Festina, the "World's Smallest Church." The park offers canoe and fishing access to the Turkey River along with a picnic area.

Trout Run Park

This six-acre park is located off Highway 9 on the east edge of Decorah and offers canoe and fishing access to the Upper Iowa River. The park has picnic shelters and is the home of the historic bowstring bridge. Visitors can also access the Trout Run Trail from the park.

Prairie Farmer Recreation Trail

This 20-mile paved trail runs from Calmar to Cresco through the community of Ridgeway. The trail has five designated access points with ample parking, but users can easily connect with the trail at any road crossing along the route. The trail offers a scenic route in any season for bicycling, hiking, jogging, cross-country skiing and from Ridgeway to Cresco, snowmobiling.

Trout Run Trail

This 11-mile asphalt loop runs through the community of Decorah and the surrounding rural area with five designated access points along the route offering ample parking. The Trail passes through scenic bluffs and valleys, and offers views of the Upper Iowa River, The Decorah Fish Hatchery, Siewers Springs, the Decorah Eagle's nest, trout streams and art installations. Non-motorized use is allowed year-round and the trail is a popular destination for bicyclers, joggers, walkers and cross-country skiers.

County Park Source: (Winneshiek County Conservation Board, n.d.)

State Parks, Preserves and Wildlife Areas

The state operates and maintains several public areas within Winneshiek County. Table 25 provides a list of these sites and their locations.

Table 25: State Operated Parks, Preserves and Wildlife Management Areas in Winneshiek County

Area Name:	Area Type:	Acreage/Description:	Location:
Bluffton Fir Stand State Preserve	Wildlife Management Area	209 acres; Timber, Upper Iowa River, sheer limestone bluff	Adjacent to Bluffton
Canoe Creek	Wildlife Management Area	495 acres; Timber, Canoe Creek & Upper Iowa River	8 miles NE of Freeport
Cardinal Marsh	Wildlife Management Area	1,171 acres; 1/2 Timber, 1/4 Upland, 1/4 Marsh, Turkey River	1 mile NW of Ridgeway
Cold Water Creek	Wildlife Management Area	232 acres; 3/4 Timber, 1/4 Upland, Coldwater Creek	0.5 mile N of Bluffton
Cold Water Spring State Preserve	Preserve	60 acres; cave system and exit for underground stream	8 miles west of Burr Oak
Coon Creek	Wildlife Management Area	1,713 acres; 3/4 Timber, 1/4 Upland, Coon Creek	4.3 miles NE of Freeport
Decorah Ice Cave State Preserve	Preserve	3 acres; geologic preserve, cave	3 miles E of Decorah
Falcon Springs	Wildlife Management Area	256 acres; 3/4 Timber, 1/4 Upland	2 miles N of Hwy 9 & 52 junction
Malanaphy Springs State Preserve	Wildlife Management Area	64 acres; Timber, Upper Iowa River, spring and waterfall	2 miles N of Hwy 9 & 52 junction

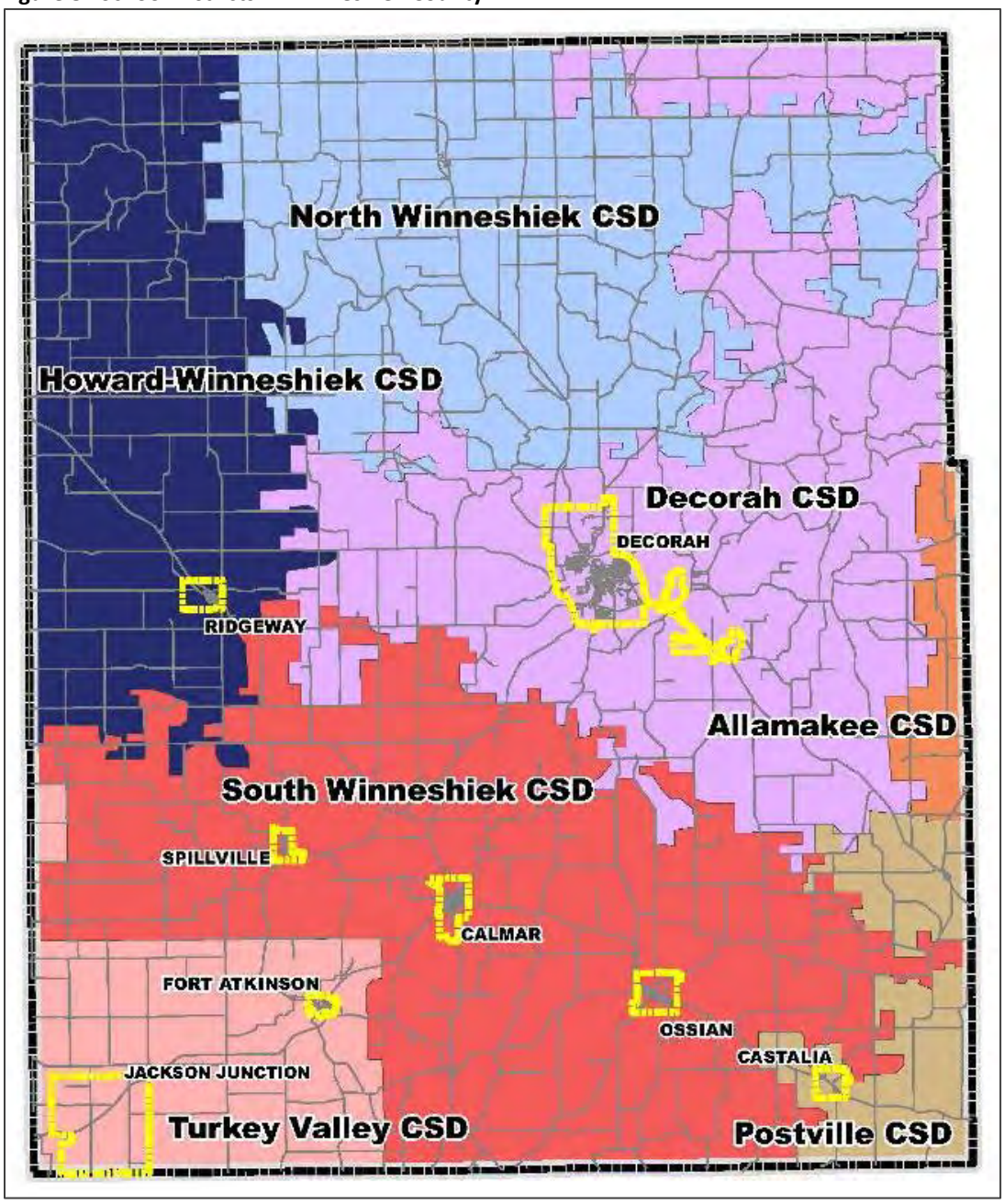
North Bear Creek	Wildlife Management Area	827 acres; 3/4 Timber, 1/4 Upland, North Bear Creek	3.1 miles E of Highlandville
Siewers Spring Hatchery	Hatchery	24 cement flow-through raceways and 3 rubber lined earthen ponds, growing Shasta strain rainbow and St. Croix strain brook trout	1 mile south of Decorah
South Bear Creek	Wildlife Management Area	586 acres; 3/4 Timber, 1/4 Upland, South Bear Creek	W edge of Highlandville
South Pine Creek	Wildlife Management Area	217 acres; 3/4 Timber, 1/4 Upland, South Pine Creek	4 miles S of Highlandville
Trout River	Wildlife Management Area	171 acres; 1/2 Timber, 1/2 Upland, Trout River Creek	6.5 miles E of Decorah
Trout Run	Wildlife Management Area	106 acres; Timber	SE edge of Decorah
Upper Iowa River - Bohr	Wildlife Management Area	111 acres; 2/3 Timber, 1/3 Upland, Upper Iowa River	1 mile NE of Kendallville
Upper Iowa River - Bolson Bridge	Wildlife Management Area	146 acres; Floodplain timber, Upper Iowa River	4.3 miles NE of Freeport
Upper Iowa River - Bronner	Wildlife Management Area	20 acres; Floodplain timber, Upper Iowa River	1 mile NE of Kendallville
Upper Iowa River - Chimney Rock	Wildlife Management Area	434 acres; 1/3 Timber, 2/3 Upland, Upper Iowa River	10 miles NW of Decorah
Upper Iowa River - Houdek	Wildlife Management Area	11 acres; Floodplain timber, Upper Iowa River	0.5 mile N of Freeport
Upper Iowa River - Loras	Wildlife Management Area	234 acres; 4/5 Timber, 1/5 Upland, Upper Iowa River	4 miles NE of Decorah
Upper Iowa River - Lowell's Bridge	Wildlife Management Area	66 acres; Floodplain timber, Upper Iowa River	1 mile NE of Kendallville
Upper Iowa River - Malli	Wildlife Management Area	141 acres; Timber	2 miles NE of Freeport
Upper Iowa River - McCabe	Wildlife Management Area	78 acres; 4/5 Timber, 1/5 Upland, Upper Iowa River	5 miles W of Burr Oak
Upper Iowa River - Mikesh	Wildlife Management Area	30 acres; Timber, Upper Iowa River	
Upper Iowa River - Nicola	Wildlife Management Area	49 acres; 2/3 Timber, 1/3 Upland, Upper Iowa River	0.3 mile S of Kendallville
Upper Iowa River - Plymouth Rock	Wildlife Management Area	65 acres; Floodplain timber, Upper Iowa River	6 miles W of Burr Oak
Upper Iowa River - Seegmiller	Wildlife Management Area	131 acres; 2/3 Timber, 1/3 Upland, Upper Iowa River	2.2 miles NE of Freeport
Upper Iowa River - Sollien	Wildlife Management Area	42 acres; 2/3 Floodplain timber, 1/3 Upland timber	1 mile NW of Decorah
Upper Iowa River - TNC Engbertson	Wildlife Management Area	165 acres; 2/3 Timber, 1/3 Upland, Upper Iowa River	2 miles NW of Decorah
Upper Iowa River - Upper Dam	Wildlife Management Area	202 acres; 3/4 Timber, 1/4 Upland, Upper Iowa River	3.2 miles NE of Freeport

Source: (Iowa DNR, 2012)

Public Schools

As Figure 8 illustrates, Winneshiek County children attend one of seven school districts covering the county. There are four independent community school districts with administrative headquarters located within the county: Decorah Community School District, South Winneshiek Community School District, North Winneshiek Community School District and Turkey Valley Community School District. Three other districts serve children from the county, but are physically located in neighboring counties: Howard-Winneshiek, Allamakee and Postville School Districts.

Figure 8: School Districts in Winneshiek County



Source: (UERPC, 2012)

Decorah Community School District

The Decorah Community School District serves an area of nearly 175 square miles. The district includes the incorporated city of Decorah, and the unincorporated communities of Freeport, Locust and Nordness. Decorah CSD operates an early childhood center, two elementary schools, a middle school and senior high school in Decorah. Decorah CSD reported a certified enrollment of 1,419 for the 2012-2013 school year (Iowa Department of Education, 2012). Recent facility improvements include: a remodel and addition to be completed in the 2013-2014 school year at the high school building; a new middle school in 2006; remodeled elementary buildings in 2007; and the addition of a modern playground, basketball courts, updated tennis courts, soccer fields and updated the baseball field. The school district offers a full range of athletics and arts opportunities for students.

North Winneshiek Community School District

The North Winneshiek Community School District serves an area of approximately 135 square miles in the northern part of the county and includes the unincorporated communities of Bluffton, Burr Oak, Hesper and Highlandville. The school campus is located in a rural area three miles from Burr Oak. The district serves children in grades PK through 8th grade. High school students in the district boundaries attend the Decorah High School through a whole grade sharing agreement with the Decorah CSD. North Winn reported a certified enrollment of 293 for the 2012-2013 school year (Iowa Department of Education, 2012). The school offers athletics and art opportunities for students on campus and has recently added a school garden.

South Winneshiek Community School District

The South Winneshiek Community School District covers an area of approximately 180 square miles and serves children in the incorporated communities of Calmar, Ossian and Spillville and the unincorporated communities of Festina and Conover. The district operates an elementary and middle school in Ossian that enrolls children in Pre-K through 8th grade and a high school in Calmar. The district's administrative offices are also located in Calmar. South Winn reported a certified enrollment of 573 for the 2012-2013 school year (Iowa Department of Education, 2012). Recent facility improvements include: middle school gym improvements in 2008, high school library and business lab room improvements in 2009, high school weight room and auditorium renovations in 2010, a new storage garage at the high school in 2010, a new concession stand at the high school in 2011, and track and football complex renovations in 2012 (South Winneshiek Community School District, 2012).

Turkey Valley Community School District

The Turkey Valley Community School District covers an area of approximately 170 square miles in the southwestern corner of the county. The district includes the incorporated communities of Jackson Junction and Fort Atkinson. The campus is laid out with an elementary school and a middle/high school and is located in Jackson Junction. The large rural campus offers a track and football field, ball fields,

soccer field, playgrounds and a school garden. The district reported a certified enrollment of 381 for the 2012-2013 school year (Iowa Department of Education, 2012).

School District Enrollment and Projections

All of the school districts within the county have noted a loss in enrollment over time. All but the Decorah CSD have experienced double-digit percentage losses, with the greatest percentage reduction in the past decade at Turkey Valley, with a 35% decline in certified student enrollment. Table 26 indicates the certified enrollment figures for each county school district and the percent change in enrollment over the past 10 school years. Table 27 shows the enrollment projections out to the 2016-2017 school year based on certified enrollment. The expectations are that enrollment will decline in all of the districts but South Winneshiek. Turkey Valley is expected to fare the worst with a possible decline of 56 total children, or a 15% decline by 2017. Over all the districts, enrollment is expected to decline by over 4%.

Table 26: School District Certified Enrollments, 2003-2013

	2003-2004	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	% Change 03-13
Decorah CSD	1,467	1,451	1,445	1,418	1,428	1,432	1,418	1,436	1,394	1,419	-3%
North Winn CSD	354	359	329	331	311	303	305	278	289	293	-17%
South Winn CSD	701	643	651	667	633	616	621	604	601	573	-18%
Turkey Valley CSD	587	568	538	503	486	465	438	411	388	381	-35%
Totals:	3,109	3,021	2,963	2,918	2,858	2,816	2,782	2,730	2,672	2,666	-14%

Source: (Iowa Department of Education, 2012)

Table 27: School District Certified Enrollment Projections, 2012-2017

	Certified, 2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	Percent Change
Decorah CSD	1,419	1,377	1,364	1,368	1,360	-4.2%
North Winn CSD	293	286	283	284	282	-3.8%
South Winn CSD	573	576	579	583	581	1.4%
Turkey Valley CSD	381	342	343	322	325	-14.6%
Totals:	2,666	2,580	2,568	2,558	2,549	-4.4%

Source: (Iowa Department of Education, 2012)

Non-public Education

Residents in Winneshiek County have options for non-public schools. Table 28 indicates the private school options located in the county.

Table 28: Private Schools in Winneshiek County

	Location	Grades	Certified Enrollment
St. Benedict School	Decorah	K-8	137
Calmar, Festina, Spillville (CFS) Catholic School	Calmar and Spillville	K-8	97
De Sales School	Ossian	K-8	93

Higher Education

In addition to primary education, Winneshiek County offers two secondary education opportunities to families in the county. They include Luther College in the City of Decorah and Northeast Iowa Community College in Calmar.

Luther College

Luther College was founded in 1861 by Norwegian immigrants and is currently affiliated with the Evangelical Lutheran Church of America (ELCA). Luther is an undergraduate liberal arts college enrolling about 2,500 students with more than 700 faculty and staff members. The college offers more than 60 majors and pre-professional and certificate programs leading to the Bachelor of Arts degree. Luther's campus in Decorah covers nearly 200 acres and includes eight academic buildings, seven residence halls, one village of townhouses, an athletic complex and a student union. The college also owns nearly 800 additional acres of the surrounding land preserved for native plants and farmland (Luther College, 2013).

Northeast Iowa Community College (NICC)

The NICC Campus in Calmar is one of two main campuses (the other is in Peosta) and six centers that comprise the NICC network. NICC is a public, two-year educational institution, serving seven counties in Northeast Iowa. NICC was founded in 1966 as a Vocational-Technical School and became a community college in 1988. NICC offers credit and non-credit academic programming in more than 75 academic program areas. NICC also offers workforce training, adult literacy programming and distance learning opportunities for community members and businesses. Over 2,240 students are enrolled at the Calmar Campus, with over half at part-time status. The campus covers approximately 210 acres and is home to nine buildings including a Child Development Center, with onsite childcare, student center and the Dairy Center (Northeast Iowa Community College, 2013).

Community Libraries

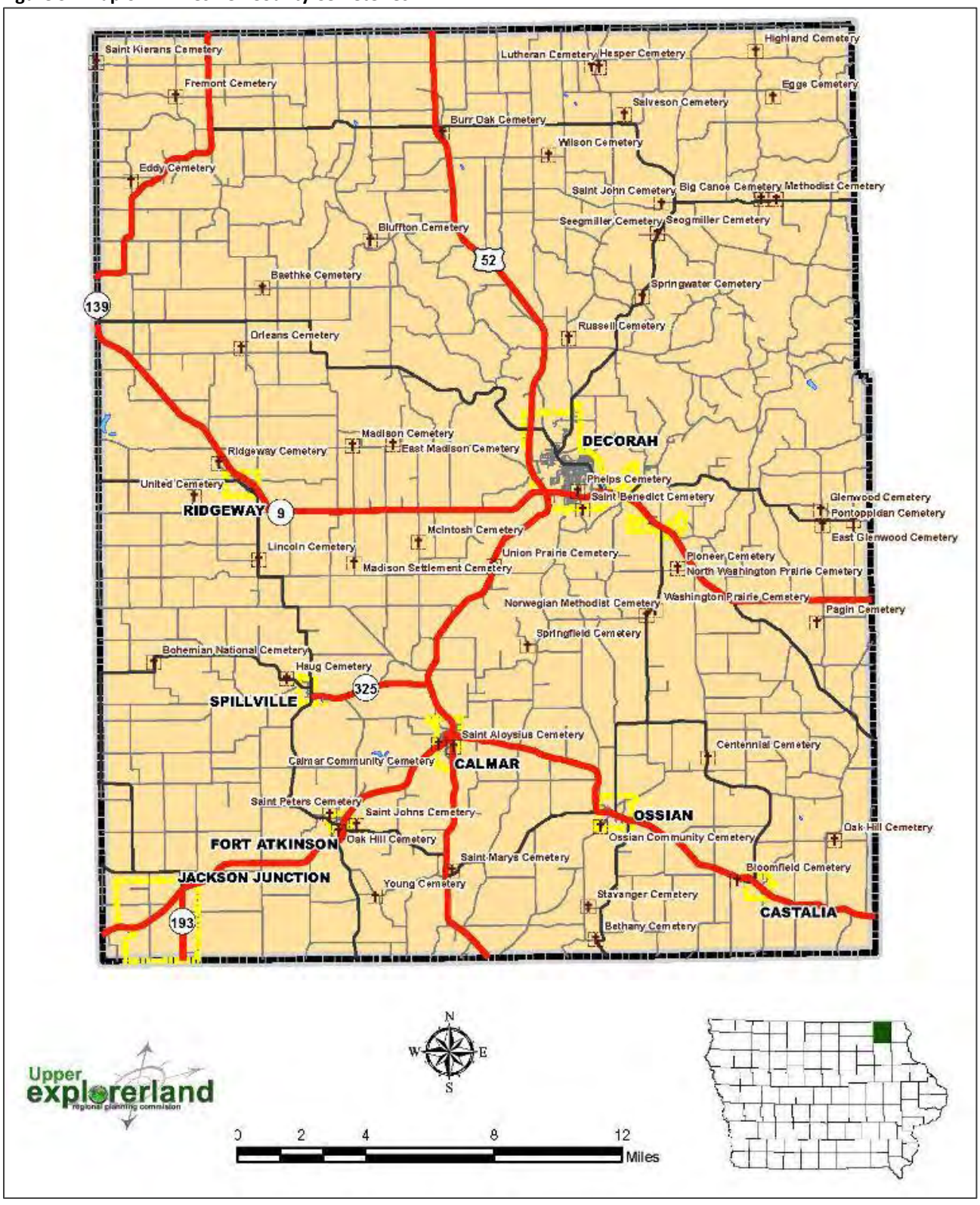
There are five public libraries located in various communities throughout the county. In addition, members of the general public may utilize the NICC Calmar Campus Library in the Student Center. Community libraries include:

- Calmar Public Library
- Decorah Public Library
- Fort Atkinson Public Library
- Ossian Public Library
- Spillville Public Library

Cemeteries

One of the interesting elements of Winneshiek County is that it is one of only 27 counties in the state to have a Pioneer Cemetery Commission. The Winneshiek County Pioneer Cemetery Commission was created to help maintain and preserve a number of pioneer cemeteries spread across the county. Its mission is to "identify, protect, preserve and maintain these cemeteries and the monuments in them." The maintenance and improvement of a pioneer cemetery may include restoration of native prairie grasses and wildflowers. (Winneshiek County, 2012) There are a total of 96 documented cemeteries in the county. Pioneer cemeteries are so designated when there have been fewer than 12 funerals in the previous 50 years. These old cemeteries provide insight for many in discovering the rich history of the county. Figure 9 shows the location of both active and pioneer cemeteries across the county.

Figure 9: Map of Winneshiek County Cemeteries



Public Facilities and Services Summary

The county is fortunate to have many public facilities and services for its residents. Facilities owned by the county include the courthouse, county shops, jail, conservation buildings and park facilities. These facilities support and maintain quality of life throughout the county. In addition to county-owned facilities, several other public facilities operate within the county. The school districts covering the county provide high-quality educational opportunities for area children. In addition, the county is home to two post-secondary education options: Luther College and Northeast Iowa Community College. Clinic and hospital care is available to residents, generally within 30 miles of any location within the county. Emergency services from well-trained fire departments and first responders are provided by 15 different agencies, eight of which are located within the county. These departments are ready and able to assist neighboring departments if necessary. Senior care options are available in two communities, childcare in three. County stakeholders will want to monitor these care options and services to ensure that the needs of its current and future population are being met.

Public Facilities and Services Goals, Strategies and Actions

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

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

Action: Encourage energy audits of all public buildings/facilities.
Action: Encourage the Implementation of audit suggestions to increase energy efficiency of buildings.
Action: Encourage the Installation of technology upgrades in county buildings.
Action: Pursue and support the replacement of the County Conservation Board office and shop facilities.
Action: Support the replacement of the Environmental Education Center.
Action: Support the paving of the road to Lake Meyer County Park.
Action: Support the development of playgrounds and campgrounds in the county parks and recreation areas.

Goal 2: County protection is adequate and cost-effective.

Strategy 2.1: Develop cost-effective police protection

Action: Complete a cost-benefit analysis for county police protection or collaboration with other communities.

Strategy 2.2: Support local fire departments.

Action: Support adequate training opportunities for members.

CHAPTER 7: PUBLIC INFRASTRUCTURE AND UTILITIES

Iowa Smart Planning Guidance: This section includes goals, strategies 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.

Introduction

Public infrastructure and utilities provide essential services to residents. Services such as sanitary sewers, water, electricity, natural gas, communications and waste and recycling facilities are integral to a high quality of life. This section identifies and evaluates existing infrastructure and utilities serving the county's residents. Understanding the location, use and capacity of infrastructure and utilities is important when planning for the future. In Winneshiek County, water and wastewater treatment systems are typically municipally owned and operated, or residents have private wells and septic systems in the rural areas. The county operates a non-hazardous landfill, governed by the Winneshiek County Area Solid Waste Agency.

Water Supply

The water supply for Winneshiek County residents comes from two sources, public or private systems, depending on the location. Both public and private systems operate on groundwater wells located throughout the county and draw from several aquifers, depending on the depth of the well. For the most part, water is drawn from the Galena, St. Pete or Jordan Aquifers (Groux, 2013). The Winneshiek County Environmental Health Department is responsible for wells in the rural areas and requires residents to file for permits and approval before installation. Municipal water systems provide water to nearly 12,000 residents and include the following systems (Iowa DNR, n.d.):

Calmar Water Supply
Castalia Water Works
Decorah Water Department
Fort Atkinson Water Works
Frankville Water System
Freeport Water District
Ossian Water Supply
City of Ridgeway
Spillville Water Supply

Several rural locations that serve the public outside of municipal service areas operate water systems regulated by the DNR as well. They include:

Barneys Bar And Grill
Big Canoe Lutheran Church
Big Springs Well
Bluffton Store
North Terrace Mobile Home Park
North Winneshiek Com. School
Pine Bluff 4H Camp
Pinters Garden Center & Pumpkin Patch

Chimney Rock Canoe Rental & Campground
Decorah Fish Hatchery
Decorah Implement Company
Decorah Sales Commission
Deerfield Heights Association
Harvest Farm Campground
Haugen Hummel Enterprises
Haugen Hummel, Subdivision 2
High Point East
Highland General Store & Campground
Jackson Heights Golf Course
Jewels Skate Country
Kendallville Park
Lake Meyer Park
Laura Ingalls Wilder Museum Well
Nob Hill Supper Club
Plantation Country View Subdivision
Pulpit Rock Camp Grounds
Scenic View Estates
Seed Savers Exchange
Shermans Water & Road, Inc.
Silvercrest Golf & Country Club, Inc.
South Winn Golf Club
The Country Express
The Old Store
The Zipper
Turkey Valley Community School
Twin Springs Camp Area
Twin Springs West
Washington Prairie Lutheran Church
Windridge Implements

Sanitary Sewer

Winneshiek County household wastewater is treated by either public sanitary systems or a private sewage disposal system such as a septic system. The Iowa Department of Natural Resources is responsible for the regulation of public sewer systems to ensure compliance with the state's minimum standards for wastewater treatment and disposal. The Winneshiek County Environmental Health Department, under the authority of the Winneshiek County Board of Health, is responsible for regulating sewer systems that serve no more than four homes or no more than 15 people. The department requires residents to file for permits before installation and enforces the minimum standards as adopted by the county. The following communities maintain public sewer systems:

Festina
City of Calmar
City of Castalia
City of Decorah
City of Fort Atkinson
City of Ossian
City of Ridgeway
City of Spillville

Stormwater Management

Stormwater management, although generally divided among federal, state, county, and local government jurisdictions, should be a collaborative effort as water runoff affects the water quality throughout the county. Runoff to surface waters (lakes, rivers, streams, wetlands) can occur on new and or existing development - from roads, landscaping, agriculture and residential development among many other activities. The county may consider establishing a stormwater management authority to promote proper stormwater management practices.

Solid Waste Disposal and Recycling Facilities

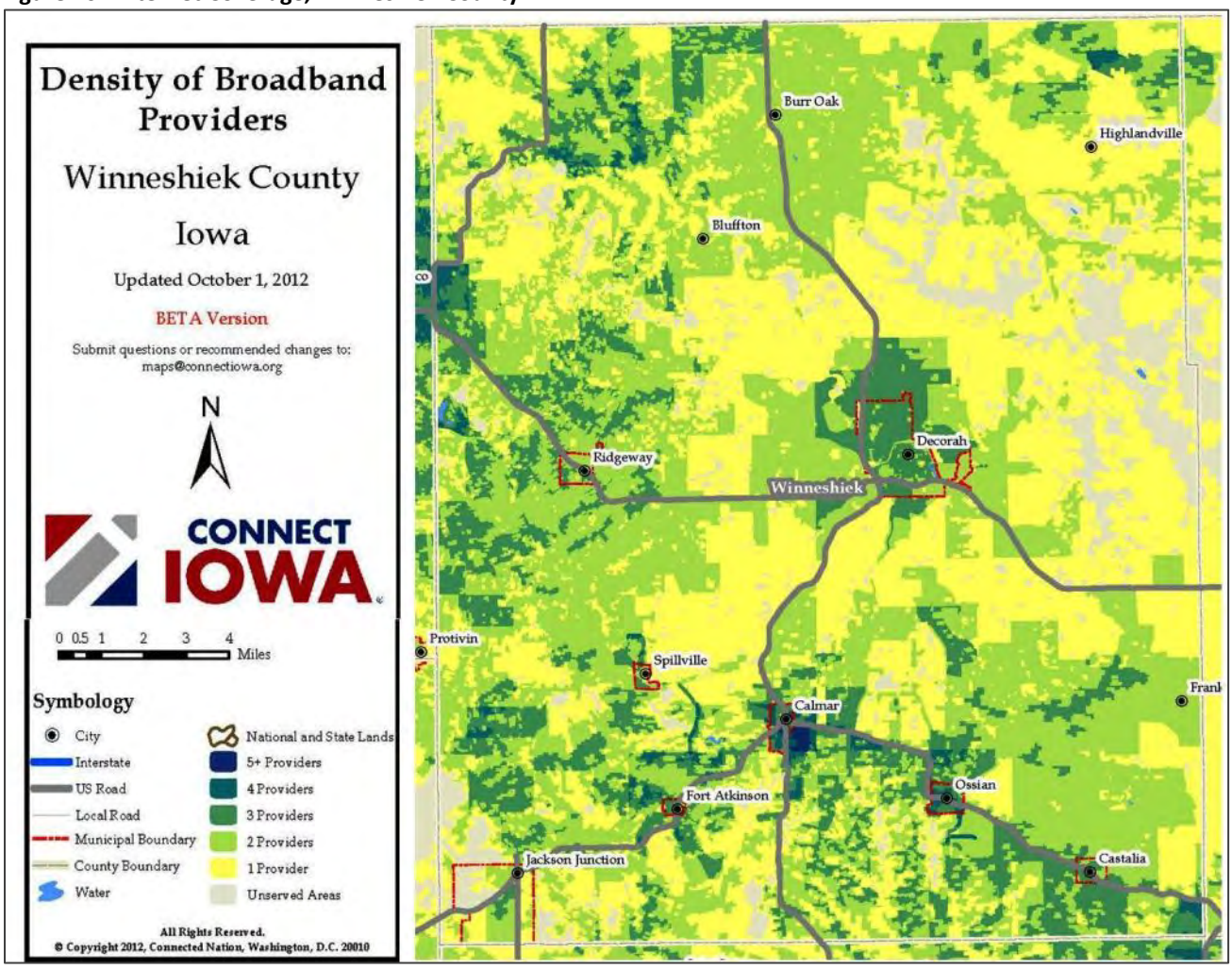
The Winneshiek County Area Solid Waste Agency operates 140-acre non-hazardous landfill southeast of Decorah on 140th Avenue. The landfill serves Winneshiek, Clayton and Howard counties, as well as the City of Postville and Fillmore County in Minnesota. Fees are collected by the ton and household appliances and TVs are accepted for an additional charge. These are sent off for disassembly and recycling. The landfill also operates six rural collection sites in Kendalville, Bluffton, Locust, Ridgeway, Fort Atkinson and Ossian.

Recycling is operated by Winneshiek County Recycling. There are 12 collections sites throughout the county in Hesper, Kendallville, Decorah (2), Freeport, Ridgeway, Jackson Junction, Spillville, Calmar, Fort Atkinson, Festina and Ossian. Cardboard, paper, plastic, metal and glass, with some restrictions, are taken for recycling.

Communication Infrastructure

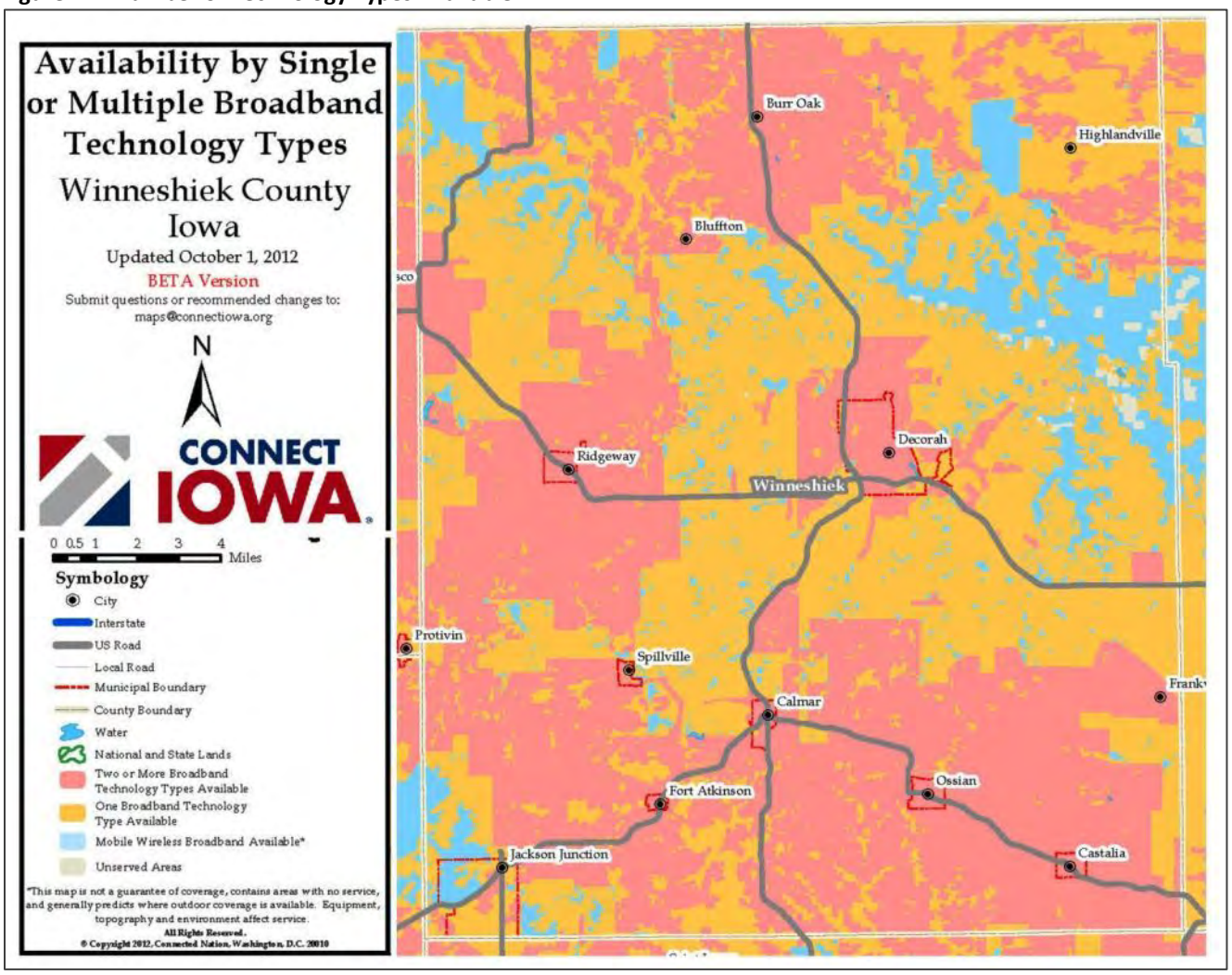
Landline telephone service is provided throughout the county by a variety of telecommunications companies depending on location. Ensuring that residents and businesses have acceptable telephone service, as well as access to high speed internet and cell phone coverage is an issue that impacts economic development and quality of life. According to the FCC, there are cellular towers in Calmar, Decorah, Ossian, Ridgeway and Spillville. Internet service is available at some level throughout most of the county as shown in Figure 10. Connect Iowa reports that there are four DSL providers, three mobile providers, three fixed wireless, two fiber, three satellite and one cable provider. Not all providers reach all areas of the county. Figures 11 and 12 indicate how many technology types are available in each section of the county (Figure 11) and the level of types available (Figure 12). Table 29 provides a list of county communication providers.

Figure 10: Internet Coverage, Winneshiek County



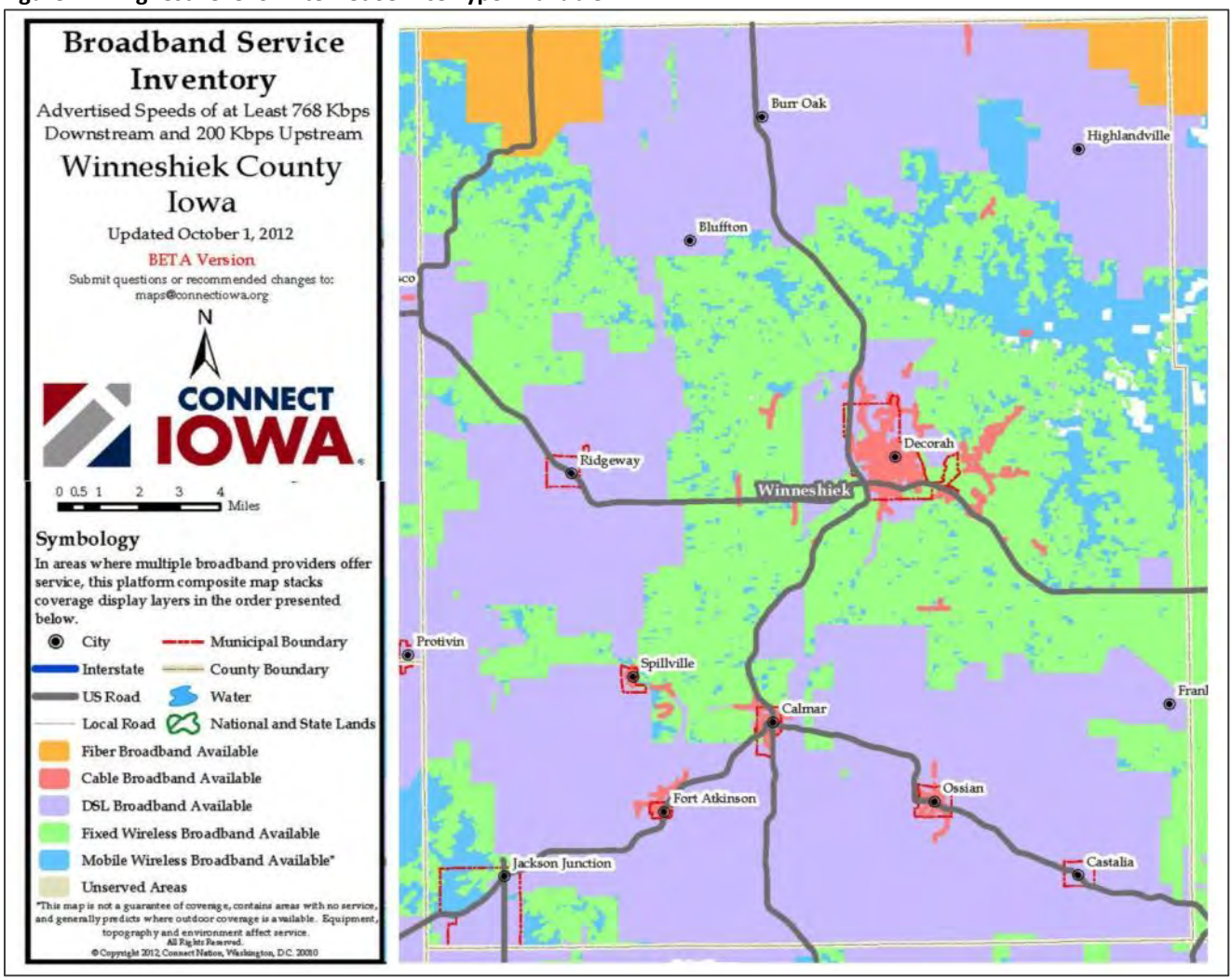
Source: (Connect Iowa, 2012)

Figure 11: Number of Technology Types Available



Source: (Connect Iowa, 2012)

Figure 12: Highest Level of Internet Service Type Available



Source: (Connect Iowa, 2012)

Table 29: Communications Provider List

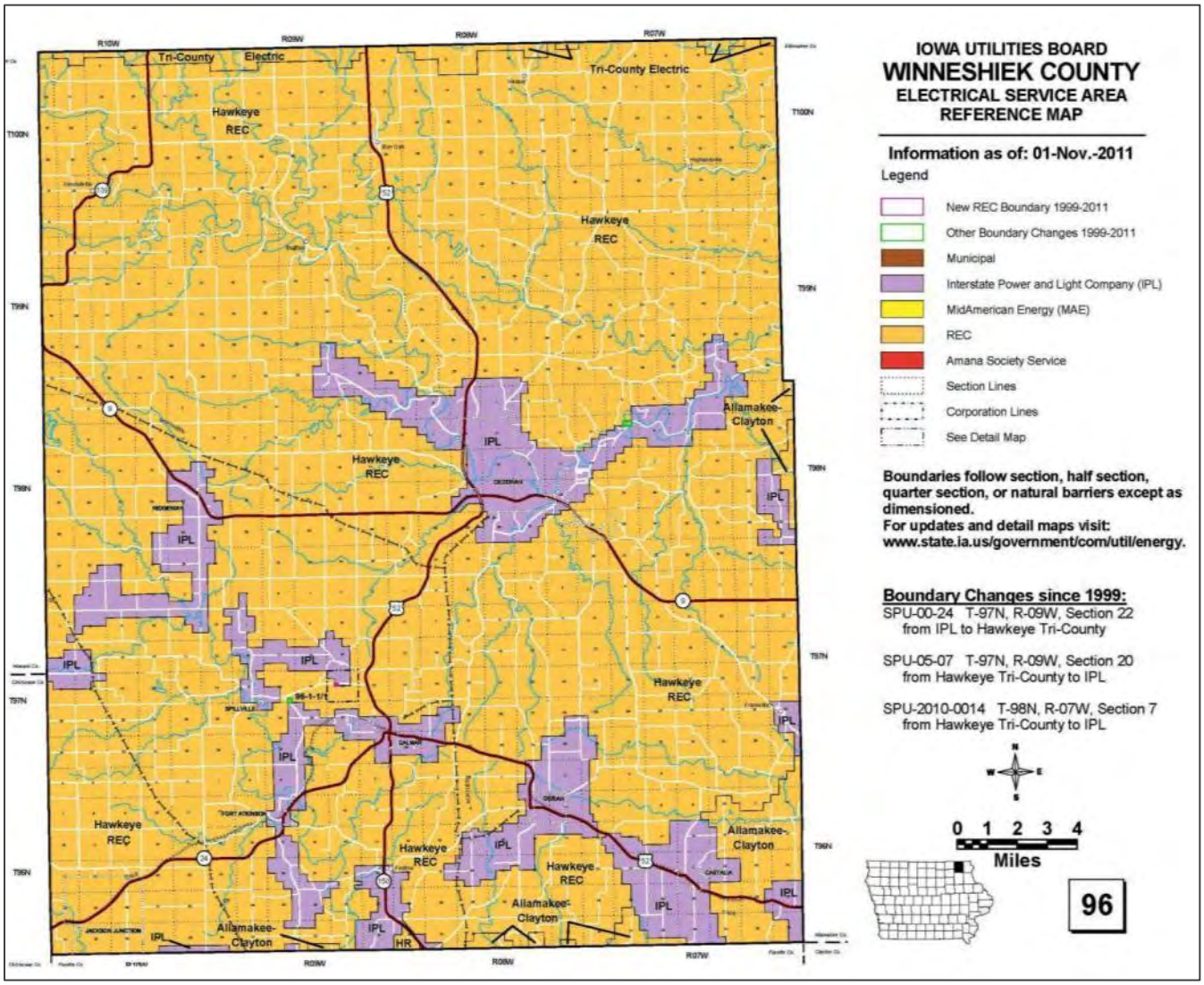
Provider:	Landline	Cellular	Internet	Provider:	Landline	Cellular	Internet
Ace Communications	X		X	NE Iowa Telephone	X		X
Century Link	X		X	OminTel Communications	X		X
Community Digital Wireless			X	Spring Grove Communications	X		X
Harmony Telephone Company	X		X	StarBand Communications			X
Hughes Net Systems			X	U.S. Cellular		X	X
iWireless		X		Verizon		X	X
Mabel Cooperative Telephone Company	X		X	ViaSat			X
Mediacom	X		X	Windstream	X		X

Electric and Gas Utilities

Electric Providers

Residents throughout the county are provided electrical service from a mixture of investor-owned utilities (IOU) and rural electric cooperatives (REC). The largest power suppliers for the county are Hawkeye Rural Electric Cooperative and Interstate Power and Light (Alliant Energy). Figure 13 delineates the electrical service area for the county and indicates the provider responsible for that area. Recent Census data indicates that nearly 14% of county residents utilize electricity for home heating.

Figure 13: Electrical Service Area Map by Provider



Source: (Iowa Utilities Board, 2012)

Natural Gas and LP Providers

Natural gas is not available in all parts of the county. Black Hills Energy provides natural gas service to the communities. Residents also have access to LP gas from a variety of private providers. Over 43% of the county's residents rely on natural gas for home heating and 31% on bottled, tank or LP gas.

Public Infrastructure and Utilities Summary

Residents in Winneshiek County have access to water, sewer, stormwater, solid waste, communications, electricity and natural gas services through a variety of providers, or maintain their own private drinking water wells and private sewage disposal systems. About 57% of the county's residents are on a municipal water system, with slightly fewer on municipal sewer systems. The remaining residents have private wells and septic systems. The Winneshiek County Area Solid Waste Agency operates a non-hazardous landfill in the county with an additional six rural collection sites. Recycling is managed by Winneshiek County Recycling with 12 collection sites throughout the county and its communities. Most of the county is served by some form of broadband internet, cellular service and landline telecommunication. There are still some areas of the county that remain un-served by any internet service and have limited cell phone reception. Electricity in the county is provided mainly by rural electrical cooperatives (REC) or investor-owned utilities. Hawkeye REC serves the most rural residents and communities are served by the investor-owned utility, Interstate Power and Light (Alliant Energy). Natural gas is provided by Black Hills Energy in communities throughout the county. LP gas is available from several private providers. Overall, resident needs are being met by the existing services, but areas for improvement include higher strength internet and cellular services. In addition, county residents are interested in green energy and the prospects for wind or solar in the county.

Public Infrastructure and Utilities Goals, Strategies and Actions

Goal 1: Utility systems are accessible, reliable and cost-effective.

Strategy 1.1: Promote the use of efficient, renewable and sustainable energy resources.

Action: Encourage energy efficiency and renewable energy in new construction.
Action: Consider public health when approving future energy infrastructure.
Action: Conduct feasibility study for wind/solar energy generation in the county.
Action: Support efforts to generate more local power.
Action: Consider natural gas refill stations or electrical outlets for alternative vehicles.

Goal 2: Communication is reliably available and cost-effective for members of the public, public institutions and businesses.

Strategy 2.1: Develop regulations that are flexible and receptive to innovations and advances in telecommunications technology.

Action: Review and update ordinances as needed.

Goal 3: Clean drinking water is assured for all residents.

Strategy 3.1: Quality of groundwater is protected for human consumption.

Action: Consider regulations regarding well construction.
Action: Identify and cap/plug abandoned wells.
Action: Enforce existing codes regarding the adequate separation of wells and septic tanks.

Strategy 3.2: Minimize impacts of development and agricultural practices on groundwater supplies.

Action: Incorporate infiltration-based systems that encourage water retention and cleansing.

Goal 4: Sanitary sewer and private sewage disposal systems preserve the environment and protect public health.

Strategy 4.1: At minimum, require compliance with state standards.

Action: Include state sanitary sewer/private sewage disposal system standards on county sanitarian website
Action: Enforce existing codes regarding the adequate separation of wells and septic tanks.

Goal 5: Governmental coordination is encouraged and supported.

Strategy 5.1: 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.
Action: Engage utility partners to bury utility lines as practical.

Goal 6: Appropriate solid waste disposal and recycling is encouraged and utilized by county residents.

Strategy 6.1: Encourage waste reduction and recycling programs.

Action: Offer education programs regarding recycling.
Action: Sponsor hazardous waste pickup days.
Action: Pair recycling bins with household waste dumpsters at county rural collection sites.
Action: Establish goals and practice to reduce volume of waste stream into county landfill.

CHAPTER 8: HAZARDS

Iowa Smart Planning Guidance: This section includes goals, strategies 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.

Introduction

This section identifies hazards that carry the greatest risk of negatively impacting Winneshiek County. The Winneshiek County Multi-Jurisdictional Multi-Hazard Mitigation Plans, MJ-4 and MJ-5 were approved by the Federal Emergency Management Agency (FEMA) in 2010. These plans go into great detail regarding these risks and the mitigation strategies identified to address or avoid potential damage, injury and destruction that can be caused by an event. The county-wide plans ranked tornados, thunderstorms and lightning, windstorms, severe winter storms and railway transportation incidents, as the hazards with the highest significance for various jurisdictions within the county. Each of these is likely to occur in the county at some point.

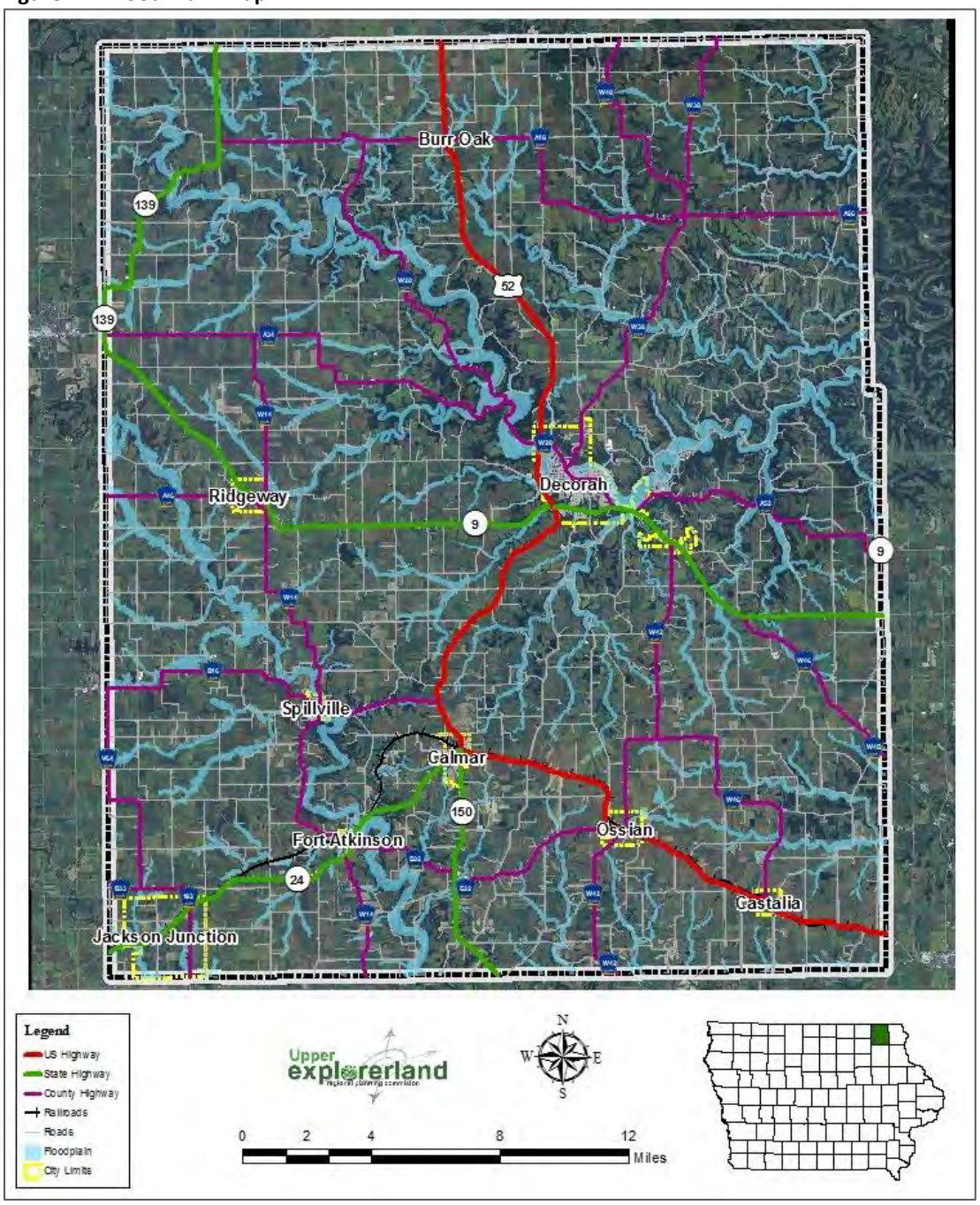
Existing and Potential Hazards

In addition to the hazards identified by the county as "high" in significance, other hazards exist that have the potential to negatively impact the county. Some are typical of any location in Iowa, such as hail, wind and other severe weather. Other hazards are common to almost any area such as fire, infrastructure failure and traffic incidents. Hazards can have a devastating impact on the county so being aware of the potential hazards can assist in future mitigation.

Flooding

Winneshiek County enjoys the benefits of its lovely rivers and streams, but is aware of the potential danger and destruction that can occur from flooding. The county has experienced both flash flooding and river flooding throughout its history. Several communities within the county have been impacted by flooding at some time or another. Flooding has resulted in six federal disaster declarations since 1990 and three USDA declared disasters since 2005. The county will continue to support its residents by moving forward with the mitigation activities for flooding included in the MJ-4 and MJ-5 hazard mitigation plans. Figure 14 illustrates the flood plains within the county.

Figure 14: Flood Plain Map



Source: (UERPC, 2012)

Severe Weather

Severe weather, in the form of tornados, winter storms, thunderstorms, hail and lightning can all wreak havoc throughout the county. Generally isolated in location by occurrence, the number and severity of storms is still an issue in the county as a whole. Hail storms have devastated crops in wide swaths in the past, and snowstorms have left many residents stranded as blowing and drifting snow blocks rural

roadways as fast as they can be cleared. Rural communities can prepare for severe weather by ensuring that their residents have access to appropriate well-stocked shelters and that emergency equipment is in good condition and ready to respond.

Hazardous Materials

Heavily traveled highways, as well as and railroads, bring hazardous materials through the county, often sharing the roadways with slow-moving, large agricultural vehicles. This combination can lead to accidents. In addition, the agricultural use of chemicals is high within the county, given the volume of conventional farm operations. Some rural areas have had trouble with methamphetamine production and other dangerous drugs. The county will ensure that its first responders and law enforcement personnel are appropriately trained and have the equipment they need to respond effectively to such incidents.

Hazard Summary

Winneshiek County is susceptible to several hazards including flooding, severe weather and hazardous materials. Flooding from local rivers and streams, along with sudden heavy downpours can be troublesome and sometimes dangerous for residents. Severe weather, as in all of Iowa, is a potential hazard for the county and county road and emergency crews work hard to be prepared for the worst conditions. The county supports an emergency management office with a full time coordinator. The coordinator partners with all county responders and law enforcement to provide support and training for hazard mitigation and response efforts. Having a FEMA-approved hazard mitigation plan will help the county implement strategies to reduce the impact of hazards on its citizens and most importantly, save lives.

Hazard Goals, Strategies and Actions

Goal 1: The vulnerability of the people and their property to the impacts of hazards is minimized.

Strategy 1.1: Maintain functions of facilities and services during power loss events.

Action: Purchase and install generators as needed for critical facilities and functions.
Action: Purchase and install power supply transfer switches.

Strategy 1.2: Provide early warning system of hazards.

Action: Purchase and implement automated reverse 911 system to warn county residents of pending hazard conditions.
Action: Purchase, update, and maintain water gauge equipment for water source monitoring during high water events.
Action: Purchase, install, and maintain warning siren equipment.

Strategy 1.3: Protect residents from severe weather elements.

Action: Construct FEMA-compliant storm shelter/Safe Room(s).

Strategy 1.4: Be prepared and equipped to respond for any incident at any time.

Action: Improve data collection software and technology resources.
Action: Maintain a well-equipped and well trained emergency response capability for appropriate and effective response.

Strategy 1.5: Maximize pre-planning efforts.

Action: Obtain an oblique photography product/program.

Goal 2: Critical facilities, infrastructure and other community assets are protected from the impacts of hazards.

Strategy 2.1: Maximize preparedness and afford protection of government, critical facilities and road infrastructure.

Action: Identify safe routes for hazmat travel (hazmat routes) and educate stakeholders on the proper use of these routes.

Strategy 2.2: Improve and protect infrastructure.

Action: Upgrade water and wastewater treatment infrastructure.
Action: Encourage the development of wellhead protection.

Strategy 2.3: Reduce further damages from flood events.

Action: Purchase and maintain flood mitigation equipment.
Action: Acquisition and demolition of damaged structures.
Action: Improve land use management to minimize water runoff and maximize soil conservation.

Goal 3: The public is educated and aware of potential hazards and risk.

Strategy 3.1: Afford residents maximum protection for flooding events while providing opportunity for residents to purchase flood insurance.

Action: Continue the process to rejoin the National Flood Insurance Program (NFIP).

Strategy 3.2: Ensure that the public and key officials are aware of hazards and the resources available for pre-planning and recovery.

Action: Promote Winneshiek County Multi-Jurisdiction (MJ-9) Multi-Hazard Mitigation Plan to the public.

Action: Continue the conversion of Multi-Hazard Mitigation Plan to Emergency Support Functions (ESF).

Goal 4: Communication among agencies and between agencies and the public is strengthened.

Strategy 4.1: Maximize warning time for flood conditions or harmful chemicals/materials released into and around the Turkey River.

Action: Create and maintain a communication system among the Turkey River Corridor.

Strategy 4.2: Improve interagency communications.

Action: Purchase and implement region-wide interagency portable mobile data.

CHAPTER 9: NATURAL AND AGRICULTURAL RESOURCES

Introduction

This element includes an inventory and an analysis of the natural and agricultural resources in Winneshiek County. Within the following narrative, various components of the county's natural resource base are examined at a broad level in order to provide the county with the necessary information to make informed decisions about future growth and development.

Environment

Climate

The area experiences a temperate climate with both warm and cold season extremes. The summer high is around 84 degrees and the winter low is 6. Winter months can bring occasional heavy snows, intermittent freezing precipitation or ice and prolonged periods of cloudiness. On average, there are 176 cloudy days per year in the county. While true blizzards are rare, winter storms impact the area about four times per season. The average cumulative snowfall for the county is 37 inches. Occasional arctic outbreaks bring extreme cold and dangerous wind chills. Temperatures and snowfall can vary greatly between river valleys and surrounding ridges.

The county receives an average of 34 inches of rain per year. Thunderstorms occur between 30 to 50 times a year, mainly in the spring and summer months. The strongest storms can produce associated severe weather such as tornadoes, large hail or damaging wind. Both river flooding and flash flooding can occur, along with urban-related flood problems. The terrain can lead to mudslides in the area. Heat and high humidity are typically observed in June, July and August.

The fall season usually has the quietest weather. Valley fog can commonly be seen in the late summer and early fall months. On calm nights, colder air settles into valleys leading to cooler low temperatures, compared to ridge top locations. Due to Winneshiek County's topography, high wind events occasionally occur in the spring or fall. Table 30 compares the average county climate to the average U.S. climate.

Table 30: Winneshiek County Average Climate

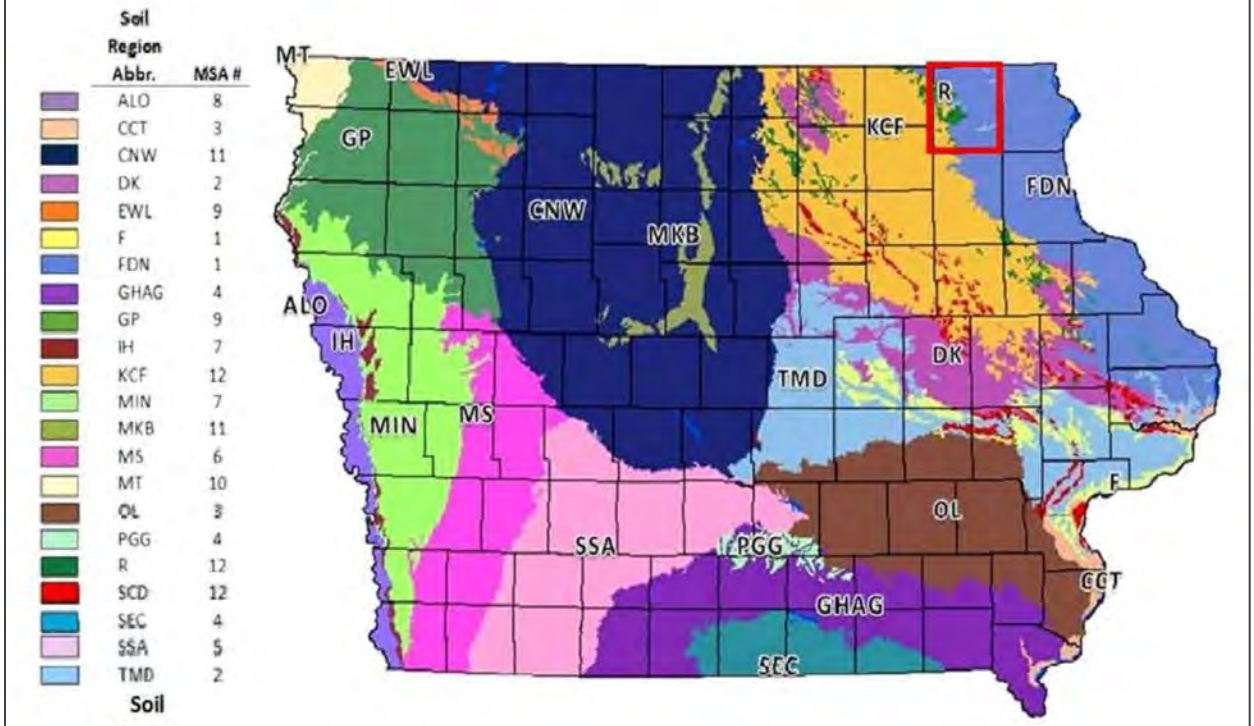
Climate	Winneshiek County	U.S.
Annual Rainfall (inches)	33.9	36.5
Annual Snowfall (inches)	37	25
Precipitation Days (annual total)	94	100
Sunny Days (annual total)	189	205
Average July High Temperature (°F)	83.8	86.5
Average January Low Temperature (°F)	6.1	20.5

Source: (Sperling's Best Places, 2012)

Soils

The predominate soil regions in Winneshiek County belong to the Fayette-Downs-Nordness, Kenyon-Clyde-Floyd and Rockton associations. The Fayette-Downs-Nordness soils are identified as areas of loess (silt-sized sediment, deposited by wind) with bedrock outcrops. Scenic landscapes with deep valleys, high bluffs, caves, springs, crevices, sinkholes and an angular stepped skyline are prevalent in this area. Along many of the steepest slopes, bare limestone forms rock outcrops. Nearly all this area is in farms, but only about one-half is cropland. Feed grains and forage for dairy cattle and other livestock are principal crops. Native vegetation on the upland soils is mainly hardwood forest. The Kenyon-Clyde Floyd soil association is a group of soils in the Iowa erosion surface. The association is characterized by land that is level to gently rolling with long slopes, low relief and wide views. The soils in this area formed in layers of silty or loamy sediments and the underlying glacial till. Soils deposited by water, consisting of clay, silt, sand and gravel fill the major river valleys. The soil is moderately well drained, although stream gradients are often low and a few areas of poor drainage or bog conditions occur. A common feature of this association is scattered large boulders partially buried or lying on the surface. These boulders are composed of rock types not found in the area and are clearly of glacial origin. Nearly all of this area is farmed. Corn and soybeans are the major crops. A small portion is wooded, mainly on wet bottom land and on steep slopes bordering stream valleys. Many of the wet soils require tile drainage for timely field operations and good crop growth. Native vegetation is mixed tall and short grass prairie. Rockton soils are also noted in the county. The association is characterized by nearly level to very steep soils over limestone and shale. Limestone is found at a depth of 20 to 40 inches and occurs on sides slopes and tops of upland ridges and on stream terraces. Row crops are typically grown on the nearly level to gently sloping uplands and on the flat stream terraces. The moderately sloping to very steep areas are left to pasture or woodland (USDA-NRCS, 2008). Figure 15 illustrates the location of Winneshiek County on a map of the principal soil associations in Iowa.

Figure 15: Principal Soil Associations and Major Soil Areas in Iowa



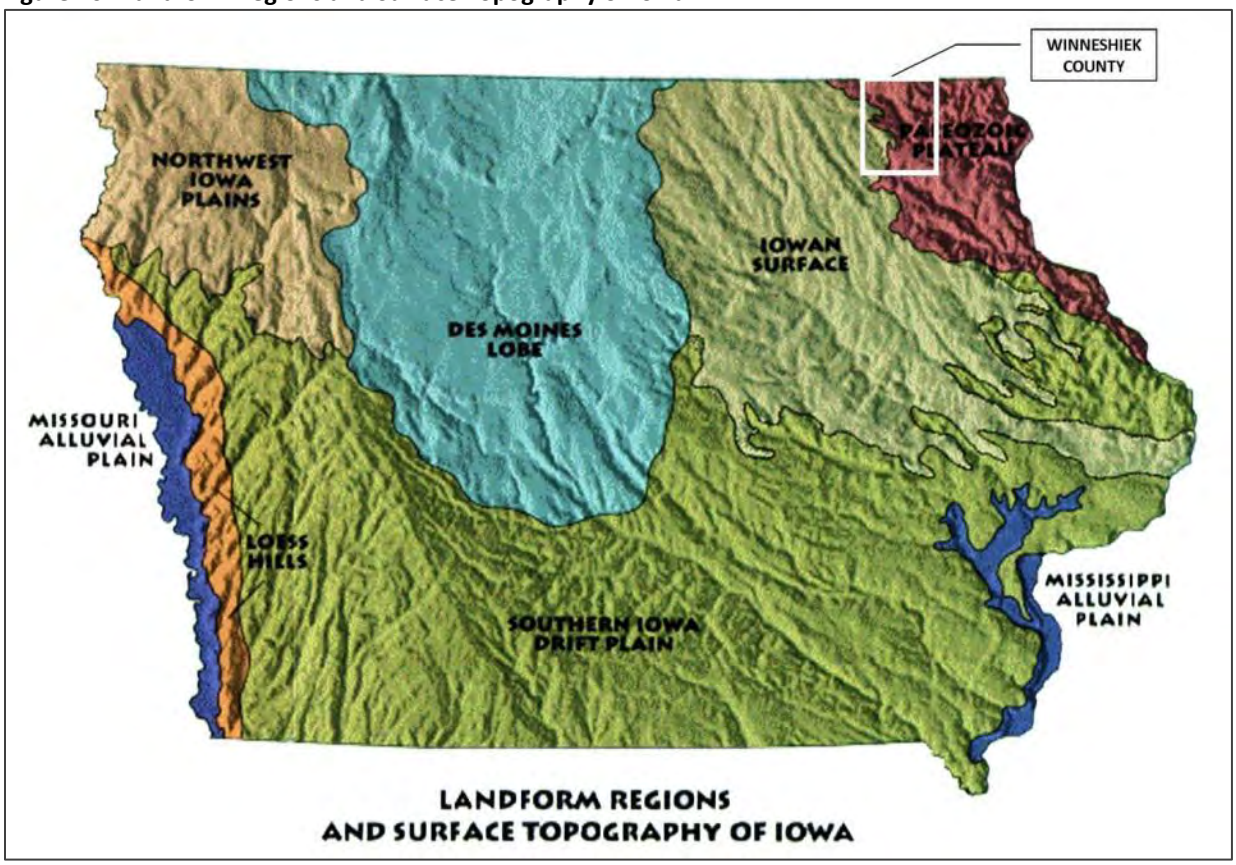
Soil Region Abbr.	MSA #	Soil Names	Parent Material and Associated Features
ALO	8	Albaton-Luton-Onawa	Missouri River Alluvium
CCT	3	Colo-Chequest-Titus	Mississippi River Alluvium
CNW	11	Clarion-Nicollet-Webster	Loamy Wisconsinan Glacial Till
DK	2	Dinsdale-Klinger	Thin Loess over Till
EWL	9	Everly-Wilmonton-Letri	Tazewell Glacial Till
F	1	Fayette	Thick Loess on steep slopes
FDN	1	Fayette-Downs-Nordness	Loess with Bedrock Outcrops
GHAG	4	Grundy-Haig-Arispe-Gara	Loess on Ridges with outcrops of Till-SC and SE Iowa
GP	9	Galva-Primghar	Loess - NW Iowa
IH	7	Ida-Hamburg	Very thick Loess on Missouri River Bluffs
KCF	12	Kenyon-Clyde-Floyd	Iowan Erosion Surface on pre-Wisconsinan Till
MIN	7	Monona-Ida-Napier	Thick Loess
MKB	11	Marna-Kossuth-Bode	Lacustrine Deposits
MS	6	Marshall-Shelby	Loess with outcrops of Till - SW Iowa
MT	10	Moody-Trent	Loess over Till - NW Iowa
OL	3	Otley-Ladoga	Loess on broad Ridges and outcrops of Till - SE Iowa
PGG	4	Persing-Gosport-Gara	Loess, Shale, and Till - SC Iowa
R	12	Rockton	Shallow to Bedrock
SCD	12	Sparta-Chelsea-Dickinson	Eolian Sand
SEC	4	Seymour-Edina-Clarinda	Loess on broad Ridges with outcrops of Paleosols
SSA	5	Sharpsburg-Shelby-Adair	Loess on broad Ridges and outcrops of Till - SW Iowa
TMD	2	Tama-Muscatine-Downs	Loess on Ridges and Sideslopes

Source: (Iowa State University Extension and Outreach, 2012)

Topography

Winneshiek County covers two landform regions, the Paleozoic Plateau and the Iowan Surface. Figure 16 illustrates the location of the county in relation to the landform regions. The Paleozoic Plateau, covers much of the of the county and is an area of Iowa missed by glacial activity (commonly called the Driftless Area) and is known for its bluffs, waterfalls, caves, springs and sinkholes. The Iowan Surface, covering a section of the western part of the county, is characterized by gently rolling terrain scattered with glacial boulders and is a result of weathering and leveling during the last period of intense glacial cold (The Iowa Department of Natural Resources, 2012). These landforms are visually identifiable in the county with the land in the southwestern part of the county appearing as very gentle slopes and the area in the northeast part of the county illustrating the characteristics of the Paleozoic Plateau, especially near the Upper Iowa, Turkey and Yellow Rivers.

Figure 16: Landform Regions and Surface Topography of Iowa



Source: (The Iowa Department of Natural Resources, 2012)

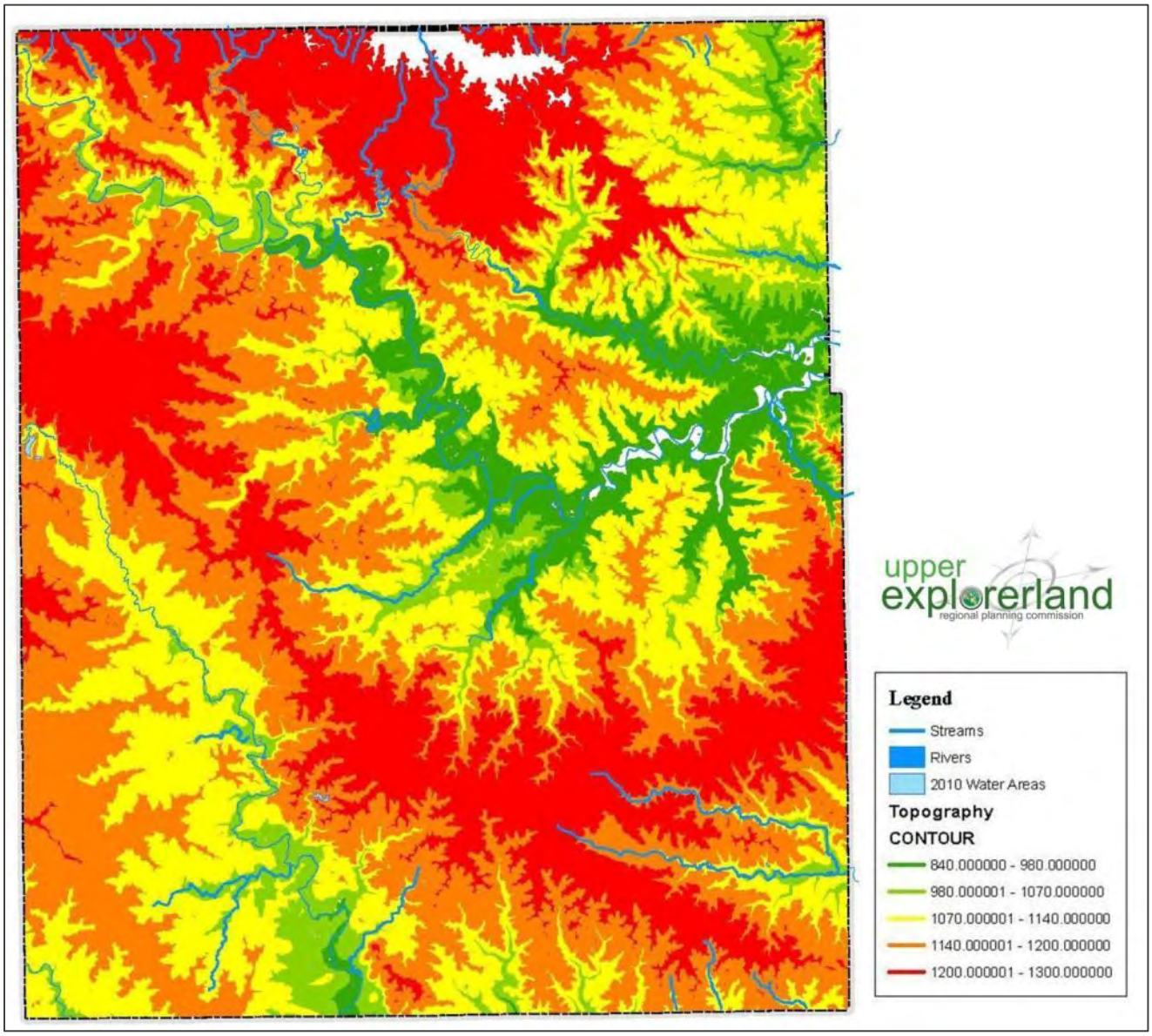
The topography ranges greatly with relatively flat farm land to hilly terrain with bluffs. The lowest elevation in Winneshiek County is approximately 615 feet and the highest elevation is approximately 1360 feet. The highest point in the county is located near Burr Oak (Peakbagger, 2012).

Table 31: Community Elevations

City	Elevation	City	Elevation
Calmar	1,260	Jackson Junction	1,125
Castalia	1,247	Ossian	1,220
Decorah	866	Ridgeway	1,180
Fort Atkinson	1,030	Spillville	1,076

Source: (Onboard Informatics, 2012)

Figure 17: Winneshiek County Topography Map

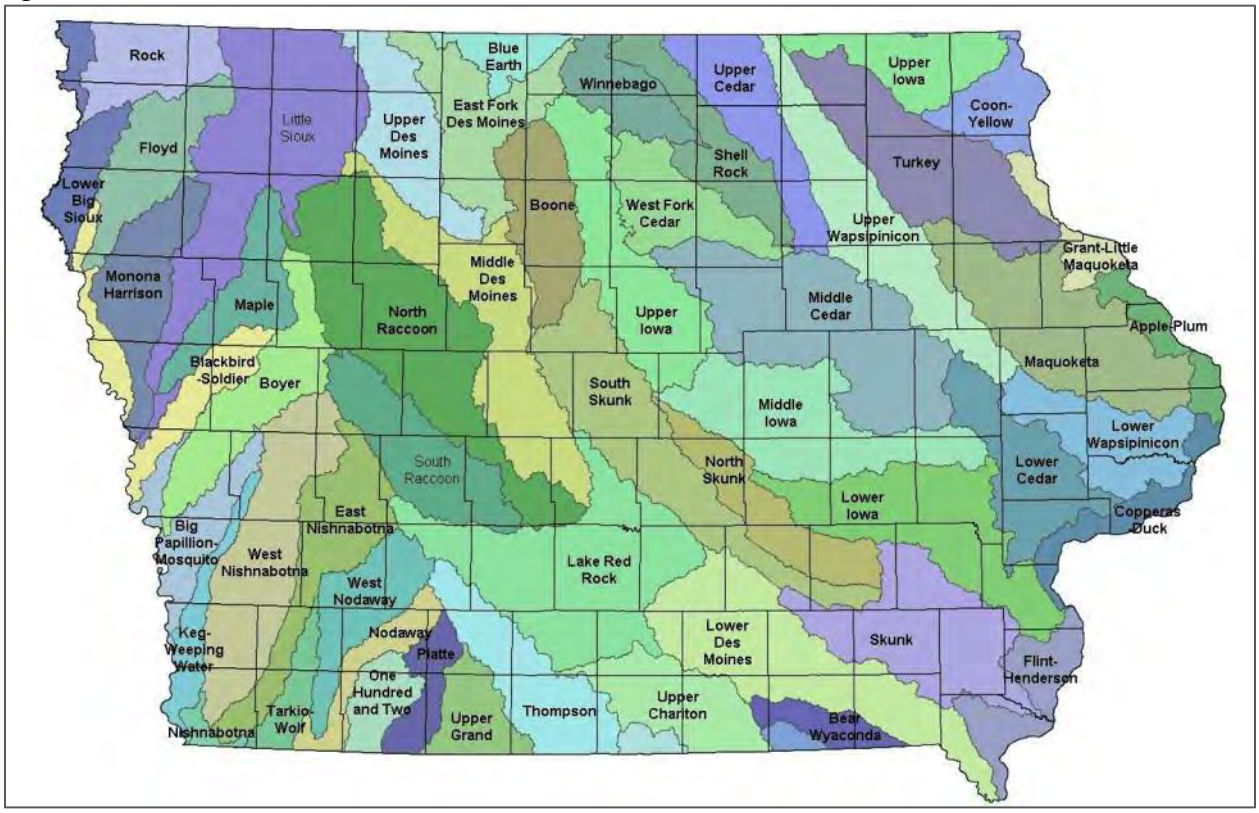


Watersheds, Wetlands and Surface Water Resources

Watersheds

Watersheds are divided and subdivided into successively smaller units; each is given a number, called a Hydrologic Unit Code, or HUC. Eight-digit HUCs, called sub-basins, are the largest watershed units. As illustrated in Figure 18, Winneshiek County crosses three watershed sub-basins: Upper Iowa, Coon-Yellow and Turkey. It should be noted that a negligible portion of the Root Watershed falls within the county on the very north edge. The Upper Iowa watershed covers the largest area within the county and consists of six 10-digit HUCs, five of which fall within Winneshiek County borders. They are: Staff Creek, Cold Water Creek, Trout Creek, Canoe Creek, Bear Creek and French Creek. The Turkey watershed has nine smaller HUCs, only three of which fall within the southeastern corner of the county, called the Little Turkey River, the Upper Turkey River and the Middle Turkey River sub-basins. The Coon-Yellow watershed juts into Winneshiek County on the southeastern corner and is further divided into six smaller HUCs, only one that falls within the county, the Yellow River watershed.

Figure 18: Iowa Watersheds



Source: (ISU College of Agriculture and Life Sciences, 2012)

The Upper Iowa watershed covers an area of about 640,812 acres. The watershed extends to parts of Howard, Mitchell and Allamakee counties in Iowa and to Fillmore, Houston and Mower counties in Minnesota. About 44% of the land use within the watershed is in row crop production. Another 48% is in grass or forest (USDA-NRCS, 2012). A collaboration of several local, regional and state entities have formed the Upper Iowa River Watershed Alliance through which the group intends to work together to

improve the water quality and enhance the recreational opportunities available in the watershed (Northeast Iowa RC&D, 2012).

The Turkey watershed covers an area of about 1,083,425 acres. The watershed extends to parts of Allamakee, Chickasaw, Clayton, Delaware, Dubuque, Fayette, Howard, and Winneshiek counties. About 49% of the land use within the watershed is corn and soybean production. Nearly 32% is in ungrazed grass or deciduous forest (Iowa DNR, n.d.). In the summer of 2012, cities, counties and Soil and Water Conservation Districts (SWCD) in the Turkey watershed came together to form the Turkey River Watershed Management Authority. The Authority works with local governments and residents to "assess and reduce the flood risks, assess and improve water quality, monitor the federal flood risk planning and activities, offer education to residents of the watershed regarding flood risks and water quality, and allocate moneys made available for purposes of water quality and flood mitigation in the watershed." Winneshiek County, the Winneshiek County SWCD and the communities of Calmar, Fort Atkinson and Spillville have all resolved to participate in the 28E Agreement creating the Watershed Management Authority (Turkey River Watershed Management Authority, 2012).

The Coon-Yellow watershed covers an area of 911,189 acres, with only a small portion in Winneshiek County. Row crop production makes up 17% of the land use in the watershed. Nearly 70% is pasture hay and deciduous forest.

Major Surface Water

The Upper Iowa River, Turkey River and Lake Meyer are the largest surface waters in Winneshiek County with the Yellow River originating in the county and many tributaries, small creeks and streams.

The Upper Iowa River winds 156 miles from southeastern Minnesota and Northeast Iowa through Howard, Winneshiek and Allamakee counties to the Mississippi River. The river travels through Kendallville, Bluffton and Decorah, with public access points at Chimney Rock Park north of Bluffton, Chattahoochie Park near Decorah, Kendallville Park and Trout Run Park east of Decorah within the county. The Upper Iowa is noted for its scenic bluffs and bass fishing along most of its length. The river is also a good canoe and kayak river for most of the year. Several campgrounds are located along the Upper Iowa River.

The Turkey River is a 153 mile long tributary of the upper Mississippi River. It flows from the northwest starting north of Cresco in Howard County and flows southeast through Winneshiek County before entering Fayette County, joining the Little Turkey River in Eldorado. The river offers scenic beauty through picturesque cliffs, ledges and bluffs as well as recreational opportunities and habitat for a diverse fish and wildlife species.

Lake Meyer is a 38- acre artificial lake managed by the Winneshiek County Conservation Board. The lake has a maximum depth of 25 feet and supports a diverse stocked fish population including Northern Pike, Bluegill, Black Crappie, Largemouth Bass and Channel Catfish. Boating and canoeing are also popular on the lake. Amenities include a 60-foot fishing jetty, handicap accessible dock, picnic shelters, camping and hiking trails. The Turkey River is fed by Lake Meyer.

Other Surface Waters

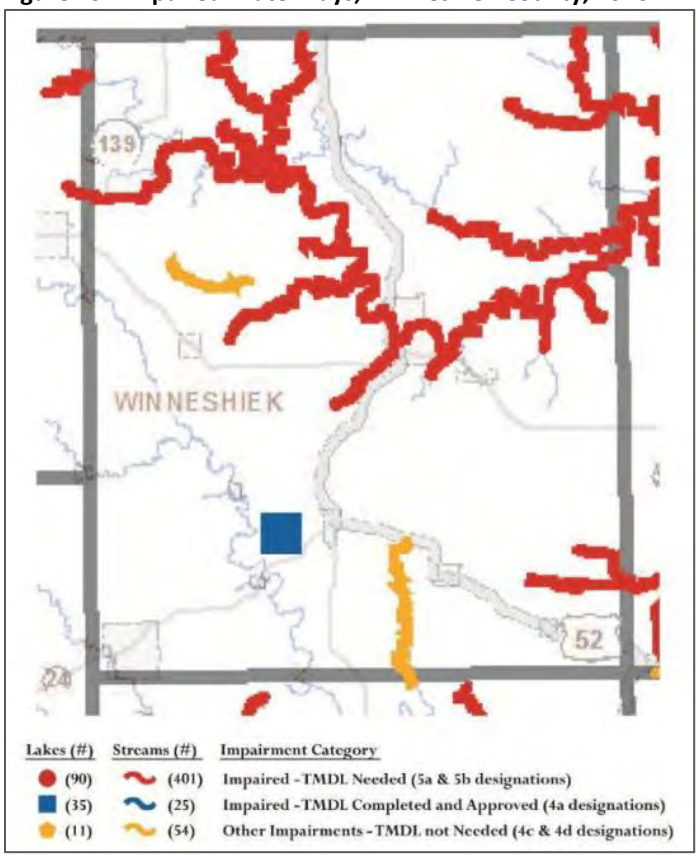
The following list indicates additional lakes, streams and creeks within the county:

- Bohemian Creek
- Canoe Creek
- Cardinal Marsh
- Casey Springs
- Coldwater Creek
- Coon Creek
- Dry Run
- Dunning Spring
- East Pine Creek
- North Bear Creek
- Pine Creek
- Silver Creek
- Silver Springs Pond
- South Bear Creek
- Ten Mile Creek
- Trout Creek
- Trout River
- Twin Springs

Impaired Waterways

Waterways placed on the 303(d) list require a water quality improvement plan or a "Total Maximum Daily Load'' (TMDL). A TMDL is a calculation that determines how much of a pollutant can enter a specific stream or lake in one day and still allow the lake or stream to meet the state's water quality standards (Iowa DNR, n.d.). This calculation is just one part of the larger water quality improvement plan. According to the Iowa Department of Natural Resources, Winneshiek County has 9 water bodies on the 2010 impaired waters list: Upper Iowa River, Bear Creek, North Bear Creek, Canoe Creek, Coon Creek, Trout Creek, Dry Run, Ten Mile Creek and Pine Creek. Figure 19 illustrates the impaired waterways within the county as of 2010.

Figure 19: Impaired Waterways, Winneshiek County, 2010



Source: (Iowa DNR, n.d.)

Forest

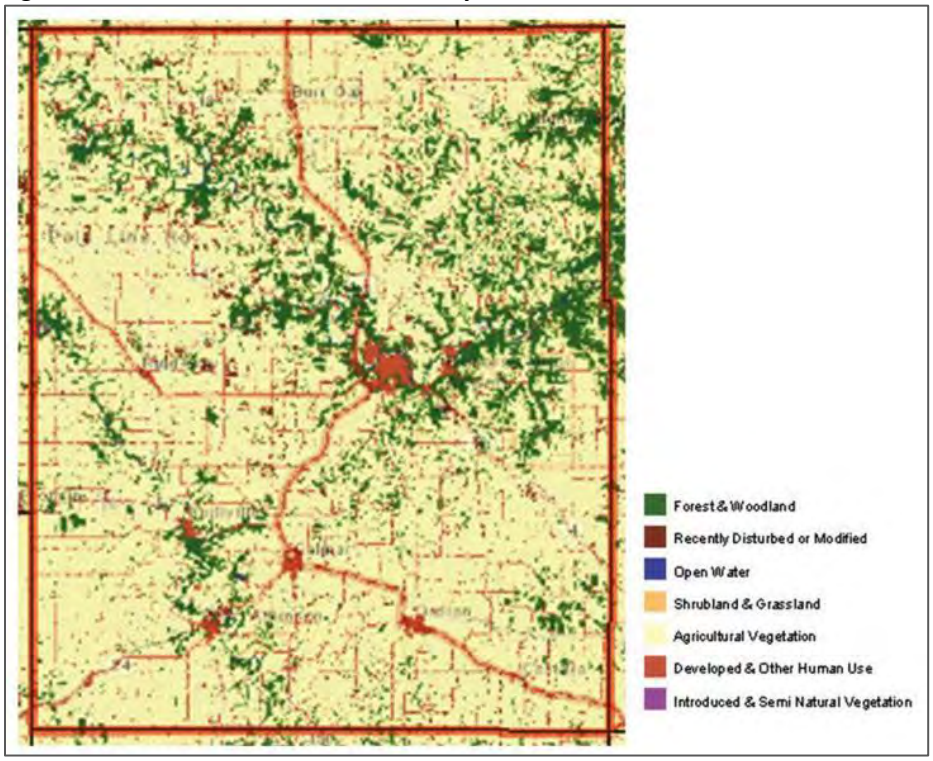
Forestland offers both scenic and natural benefits to the residents of Winneshiek County. Forests help decrease soil erosion on the bluff lands and play a role in preventing pollution from reaching streams, rivers and watersheds. Forest coverage is also necessary for some wildlife habitat within the county. The recreational benefits from forestland are also important for the county as it provides great opportunities for hunting, hiking, camping and many other outdoor activities.

According to the USDA Forest Service, the area of forestland in the county from 1990 to 2010 has increased significantly. In 1990, acres of forest numbered 50,996, or approximately 12% of the total land cover. In 2010, 71,569 acres were in forestland, or approximately 16% (USDA Forest Service, 2011).

Agricultural Resources

Originally, the land surrounding and including Winneshiek County was covered with prairie grass and light forestation. Modern agricultural practices have changed this setting to predominately row crop and pasture settings in the rural areas. Agriculture is an important resource to Winneshiek County and the State of Iowa. It provides an economic boost to the county through production, processing, farm products and employment. Agricultural operations utilize 339,558 acres of land in the county, 77% of the total land cover (USGS, 2012). Figure 20 illustrates the land cover for the county, with a clear majority in agricultural vegetation.

Figure 20: Land Cover, Winneshiek County



Source: (USGS, 2012)

Farm Trends

The number of farms in Winneshiek County has declined steadily since 1982. With a nearly 18% decrease in the number of farms from the 1982 Census of Agriculture to the 2007 Census of Agriculture, Winneshiek County experienced the largest decline. Table 32 compares the number of farms over the 25-year time period from 1982 to 2007 for the five counties in the region. The county noted an increase in the size of farms from 1982 to 2002, but a decrease in farm size from 2002 to 2007, a possible indication that some farmland is changing to a different use, such as residential. Table 33 compares the change in farm sizes for the counties in the region over the 25-year time frame.

Table 32: Comparison of the Number of Farms over 25 Years in NE Iowa Counties

	1982	1987	1992	1997	2002	2007	25-Year % Change	10-Year % Change
Allamakee	1,134	1,062	1,000	1,025	1,083	1,032	-9%	1%
Clayton	1,725	1,705	1,617	1,738	1,601	1,655	-4%	-5%
Fayette	1,641	1,510	1,416	1,295	1,344	1,398	-15%	8%
Howard	1,055	938	881	915	891	877	-17%	-4%
Winneshiek	1,724	1,633	1,495	1,561	1,501	1,418	-18%	-9%

Source: (USDA Census of Agriculture, 2007)

Table 33: Comparison of the Average Farm Size in Acres over 25 Years in NE Iowa Counties

	1982	1987	1992	1997	2002	2007
Allamakee	310	302	322	301	301	266
Clayton	259	264	283	267	270	247
Fayette	266	279	284	304	309	298
Howard	264	287	296	304	302	318
Winneshiek	232	231	239	240	253	221

Source: (USDA Census of Agriculture, 2007)

As of the last Census of Agriculture in 2007, approximately 9% of farm operations were tenant operated. The 2012 Cash Rental Survey indicates that the average cash rent for corn and soybeans in Winneshiek County was $214.00 per acre. This is lower than the neighboring counties. One measure of agricultural value is the Corn Suitability Rating (CSR). CSR is an index that rates soil types based on their productivity for row-crop production and can be used to help set rents. CSR values can range from a high of 100 to a low of 5 index points per acre. The average cropland CSR in Winneshiek County is 75 (ISU Extension and Outreach, 2010) and can be calculated down to any size tract of land. Table 34 compares averages across the five Northeast Iowa counties.

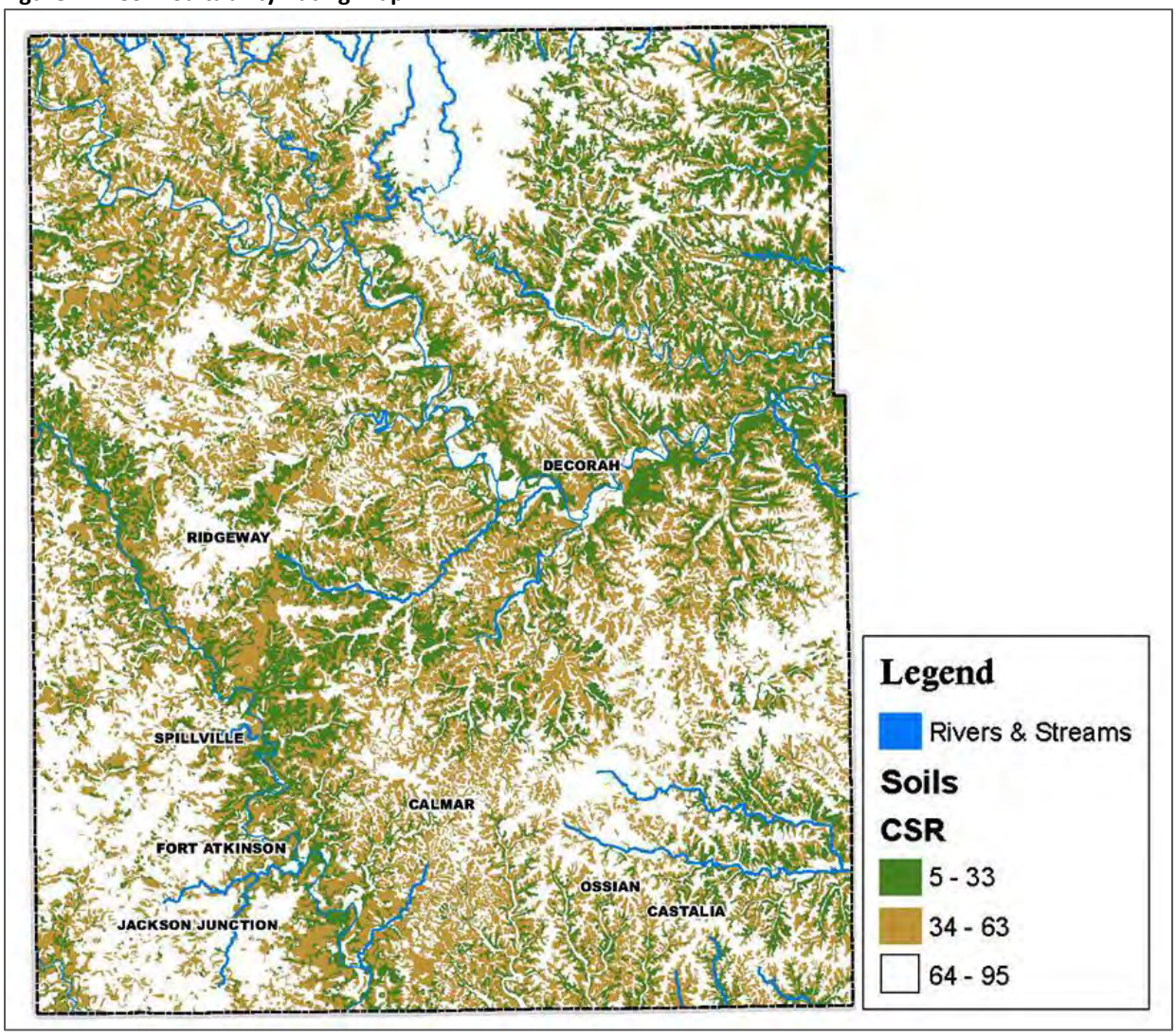
Table 34: Average Cash Rent and CSR for NE Iowa Counties

	Average Cash Rent	Average Cropland CSR
Allamakee	$229	77
Clayton	$233	69
Fayette	$296	76
Howard	$233	76
Winneshiek	$214	75

Source: (ISU Extension and Outreach, 2012); (ISU Extension and Outreach, 2010)

As development occurs, the county and its communities are encouraged to consider alternate sites for growth, if possible, to avoid taking valuable cropland out of production. CSRs can help the county and its communities determine the value of cropland as well as set cash rent on farmland they may own. Figure 21 illustrates the CSR for each area of the county.

Figure 21: Corn Suitability Rating Map



Source: (UERPC, 2012)

Natural and Agricultural Resource Protection Programs

There are many programs in place to assist with the protection of natural and agricultural resources. A few examples of the opportunities available are the Watershed Protection Program, Iowa Conservation Reserve Enhancement Program (CREP), Iowa Water Quality Loan Fund, Conservation Reserve Program (CRP), Environmental Quality Incentives Program (EQIP) and Wildlife Habitat Incentive Program (WHIP). The USDA Customer Service Center located in Decorah houses the Natural Resources Conservation Service (NRCS) and Farm Services Agency (FSA) offices, where most of these programs are administered.

The Winneshiek Soil and Water Conservation District (SWCD) is the official clearinghouse and administrator for several state cost-share programs including the Iowa Financial Incentive Program (IFIPS), Resource Enhancement And Protection (REAP) and the Watershed Protection Fund (WPF) from the Iowa Department of Agriculture and Land Stewardship (IDALS). These state funds are allocated and invested throughout the county to lessen the effects of sediments and nutrient loading. In addition, extra funding through programs such as the WPF are allocated to priority watersheds as designated by the District's elected Commissioners and have been instrumental in improving the long-term health and welfare of the county's cold water streams. Many of the programs listed are currently being utilized by landowners in the planning area. Iowa State Extension also offers many programs to county farmers and residents through its local office in Decorah.

The Winneshiek Energy District is another resource for county residents hoping to lessen their impact on the environment through a reduction in energy usage, or by utilizing renewable or sustainable energy sources. In addition to homes and businesses, the District is developing programs to promote and assist with sustainable agricultural energy use. These resources are available to all residents and businesses within the county.

Natural and Agricultural Resources Summary

Winneshiek County is fortunate to be located in an area with many natural resource assets accessible to the public. Situated on two landforms, the Paleozoic Plateau and the Iowan Surface, the county takes full advantage of the natural resources representative of each. Slowly rolling landscapes, great for farming, characterize the county on the southwest, and the Driftless Area with its distinctive bluffs, caves and rivers covers the majority of the county. Foresight on the part of local, county and state organizations has preserved many natural sites for public enjoyment in the county. Recreational tourism plays a large role in the county's economic development and natural resource assets contribute to a high quality of life for residents. Integral to being able to receive benefit from recreation and natural resource diversity is the ability to protect these assets from harm. The county intends to do its part by encouraging residents, businesses and farmers to adopt practices that protect and improve the environment. Agricultural land is also an asset to be protected and the placement of new development will need to be carefully considered so as not to jeopardize this strong economic driver, or create land use conflicts.

Natural and Agricultural Resources Goals, Strategies and Actions

Goal 1: Natural Resources are valued and protected.

Strategy 1.1: Open space, bluff land and recreational areas are accessible, protected and retained.

Action: Promote incentive programs to protect open space, bluff land and recreational areas.
Action: Encourage the purchase of public access easements or conservation easement to protect or give public access to valuable open space, bluff land and recreational areas after considering costs and public benefit.
Action: Promote policies and guidelines for the development of open space boundaries between incompatible uses.
Action: Promote policies and guidelines for the development of open space within residential and commercial areas.
Action: Preserve and develop open space with educational, cultural and historical significance.
Action: Review and update bluff land protection regulations to preserve pristine river corridors.

Strategy 1.2 Significant natural areas, including geologic formations, are preserved and protected.

Action: Create an inventory of significant natural areas.
Action: Adopt programs to address invasive species.
Action: Coordinate education efforts with area conservation organizations.

Strategy 1.3: Air, water and soil quality are protected.

Action: Provide leadership, educational materials and technical support for property owners that improve air, water and soil quality.
Action: Encourage filtration-based systems for the management of storm water runoff and analyze current best management practices to protect and control contamination of surface water and ground water from fields, lawns and man-made facilities.
Action: Promote policies and guidelines to protect ground water quality through the regulation of working land associated with karst topography and features such as sinkholes, caves and springs.
Action: Promote policies and guidelines to protect air quality through regulation and management of the following, but not limited to: fugitive dust[1], odor, particulate contamination.
Action: Promote policies and guidelines to protect soil from erosion through good land management practices in commercial, residential and agricultural use.
Action: Promote policies and guidelines to facilitate best practices in the extraction of natural resources to ensure protection of air, water and soil quality. Natural resources include, but are not limited to: sand, gravel, rock, soil and water.
Action: Promote policies and guidelines to address future development and location of wind, solar and communication systems.
Action: Promote policies and guidelines to facilitate best practices for spraying of pesticides and other chemicals onto agricultural, commercial and residential lands that consider wind, weather and adjoining land uses.

Goal 2: Wildlife habitat will be protected and enhanced.

Strategy 2.1: Institute best practices in land management to preserve and protect critical areas and natural systems.

Action: Incorporate infiltration-based systems for the management of storm water runoff.
Action: Coordinate mowing and weed control efforts to minimize negative effects on wildlife habitat.
Action: Collaborate with watershed authorities and conservation organizations to identify best practices to preserve and protect critical areas and natural systems.
Action: Act as area resource to direct landowner questions to the appropriate natural resource agency.
Action: Implement roadside management program to identify, establish and protect wildlife habitat.

[1] Fugitive dust: particulate matter which becomes airborne and has the potential to adversely affect human health or the environment. The most common forms of particulate matter are known as PM10 (particulate matter with a diameter of 10 microns or less) and PM 2.5 (particulate matter with a diameter of 2.5 microns or less). High levels of dust particles often originate from activities such as agricultural, mining, construction and manufacturing.

Goal 3: Suitable land will be reserved for open space and public recreation.

Strategy 3.1: Encourage preservation of high-quality natural areas.

Action: Identify soil conservation, water supply conservation, flood control, and surface water drainage and removal areas for potential preservation.

Strategy 3.2: Be prepared to consider natural resource acquisitions as appropriate.

Action: Consider costs and public benefit before accepting or purchasing property for open space and recreation.

Goal 4: Park facilities and recreation services are well-maintained and accessible to the public.

Strategy 4.1: The provision of park facilities and recreation services will be coordinated between various governmental units and private providers.

Action: Consider 28E agreements for the development and maintenance of parks and recreation areas.
Action: Encourage recreation needs assessment.
Action: Coordinate with school districts to provide community use of school facilities.
Action: Provide public access to public 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.
Action: Provide adequate funding and staff for maintenance of parks and recreation areas.

Goal 5: Agricultural production is preserved and compatible with surrounding uses.

Strategy 5.1: Encourage the continued use of high-quality agricultural land for crop production.

Action: Review Corn Suitability Rating when considering possible agricultural land sites for other uses.
Action: Allow for higher density rural residential development to limit impacts to agricultural production.

Strategy 5.2: Encourage both traditional and emerging agriculture systems that focus on value-added local food systems.

Action: Promote incentives that encourage agricultural diversity including, but not limited to, aquaculture, apiaries, viticulture and fruit-vegetable-seed production.

Goal 6: Agricultural production techniques protect natural resources.

Strategy 6.1: Encourage agricultural practices that maintain the quality of the air, surface water and ground water.

Action: Promote guidelines to encourage stewardship practices on prime production soils to prevent erosion or contamination of all waters by the loss of excess nutrients and soils.

Action: Promote guidelines to encourage best practices in livestock management including the management of livestock waste.

Action: Promote policies and guidelines to encourage adherence to conservation plans for soil, water and air.

CHAPTER 10: LAND USE

Iowa Smart Planning Guidance: This section includes goals, strategies 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 character. 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.

Introduction

This section examines the existing land use patterns and development projections and proposes a future land use scenario for Winneshiek County. A primary purpose of land use planning is to ensure the protection of existing conforming properties and future development from encroachment by incompatible uses. This protection benefits residents, landowners, developers and investors alike.

Existing land uses are evaluated, and the proposed distribution, location and extent of future land uses are designated. The principles and standards for implementing the Future Land Use Plan will need to be specifically defined in the county's land development regulations and the zoning codes and regulations. The land development regulations are the foremost means of implementing the strategies in the Winneshiek County Comprehensive Plan and controlling the uses of land in the county.

Current Land Use

The current land uses in Winneshiek County, as categorized by the County Assessor for taxing purposes, are identified in Table 35. While not completely accurate as actual use and classification may differ slightly, the data provides a snapshot of how the land in the county is being utilized and taxed. The largest land use category is agricultural, accounting for 92% of the land area. The category of exempt property includes non-taxable properties such as religious organizations, libraries, low rent, nonprofits, schools, government land and a small amount to private land, mostly used for trails. The “other” category includes right-of-ways and constitutes the second highest land use in the county. After “other” uses, the next largest categories are exempt, residential, commercial and industrial.

Table 35: Land Use Breakdown by Property Tax Classification

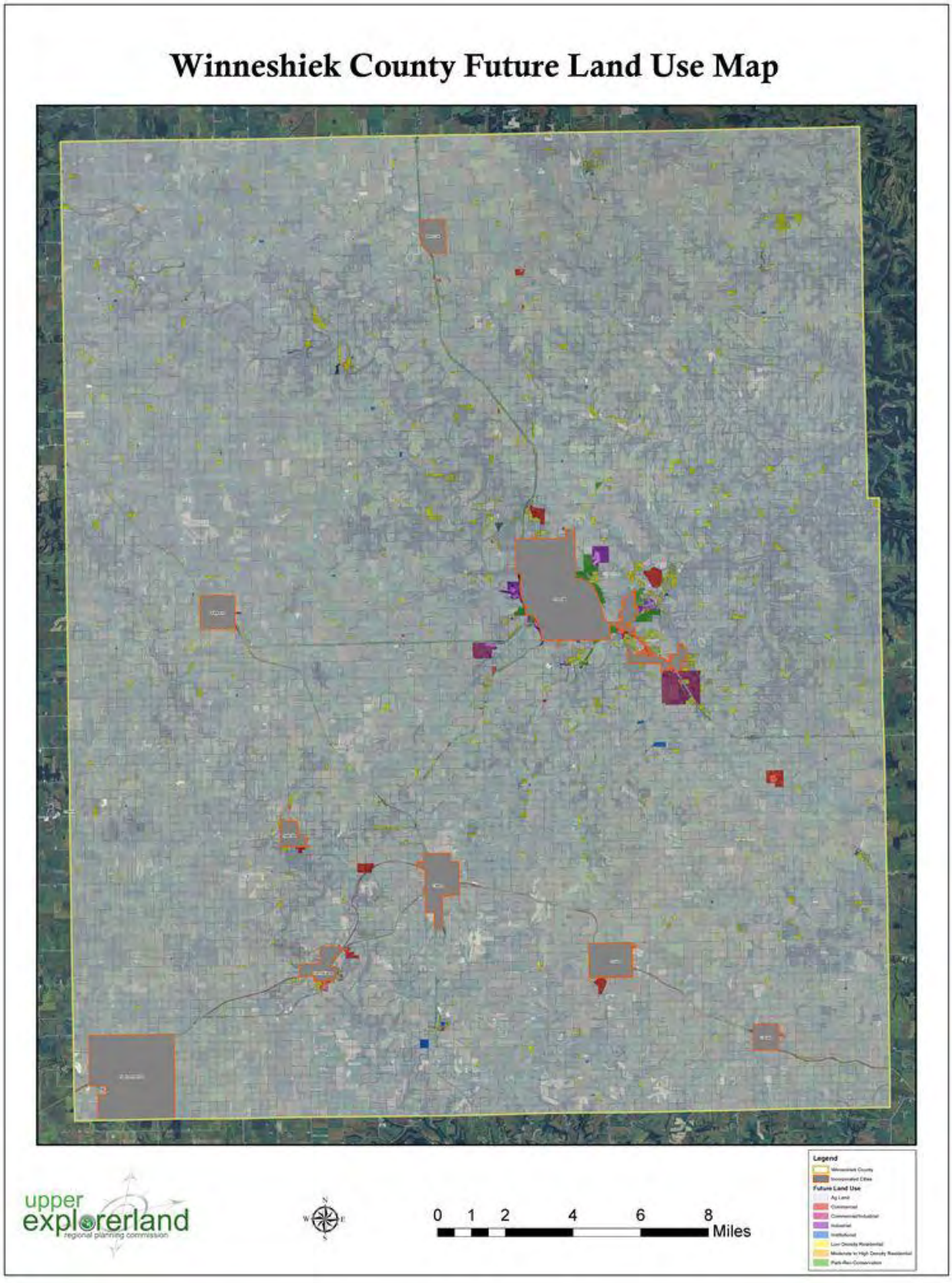
Land Use Classification	Acres	Percent
Agriculture	406,563	92.05%
Residential	8,880	2.01%
Commercial	1,388	.31%
Industrial	126	.03%
Exempt Properties	11,107	2.51%
Other	13,620	3.08%
Total	441,684	100%

Source: (Winneshiek County, 2011)

Future Land Use

The County has developed a Future Land Use Map (Figure 22) to guide decisions regarding future growth and development. The map offers a graphic view of anticipated, potential or future land use growth for the entire county. The county expects to see future development to occur around existing communities as each considers its own annexation plans. This map reflects potential annexation areas for the communities of Calmar, Fort Atkinson, Ossian and Spillville. Otherwise, the map is relatively unchanged from current use, except for a few areas that are experiencing some current growth activities beyond potential city annexation areas. While the future land use map designates how the county would like to utilize the land, the county'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 22: Winneshiek County Future Land Use Map



Land Use Summary

Winneshiek County expects changes to the current land use to occur near existing communities and possibly along major roadways such as highways 52, 9 and 150. The county will work with communities to understand and support their annexation goals and have reflected potential city annexations for Calmar, Fort Atkinson, Ossian and Spillville on their future land use map. The county expects to maintain existing public lands and ensure that new development does not conflict with surrounding uses. The Natural and Agricultural Resources section of this plan also addresses land use and the goals identified in that section, as well as the following land use goals will be consistent with zoning codes and ordinances and will be enforced to ensure a continued high quality of life for all county residents.

Land Use Goals, Strategies and Actions

Goal 1: Safeguard quality of life.

Strategy 1.1: Suitable land will be reserved for housing, industrial and commercial development.

Action: Consider availability of utilities and infrastructure when planning for industrial and commercial development.
Action: Maintain inventory of utilities and infrastructure.
Action: Coordinate public infrastructure investments with land use patterns.
Action: Maintain suitable land for open space and public recreation.

Strategy 1.2: Minimize adverse effects on agricultural production.

Action: Approve development on land already taken out of production when possible.

Goal 2: Control scattered development in the county.

Strategy 2.1: Development will be controlled and permitted with consideration to provision of, proximity to and accessibility to utility infrastructure and emergency 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.
Action: Educate and clarify the rules regarding agriculture zoning.

Strategy 2.2: Encourage the redevelopment of older, underutilized urban areas that are in need of revitalization and infilling of undeveloped land within existing urban service areas over new development on the outskirts of urban service areas.

Action: Work together as a county to understand available land within the county's communities.
Action: As a county government, consider incentives for development projects within urban areas as well.
Action: Research and provide incentives, when possible, that encourage the use of infill land.
Action: Provide information regarding Brownfields assessment opportunities to address undesirable properties.
Action: Consolidate information regarding programs and properties for front-line stakeholders and decision-makers.
Action: Where properties require hazardous or petroleum cleanup, serve as resource for funding information.
Action: Encourage economic growth and redevelopment in existing downtown and neighborhood centers.

Goal 3: Highway commercial zoning will serve the needs of the traveling public.

Strategy 3.1: Ensure that the uses will not conflict with adjacent properties and adjacent non-commercial land uses are buffered from the commercial areas.

Action: Regularly review commercial areas and future land use map to ensure that zoning ordinances reflect this strategy.
Action: Promote the use buffers in the form of natural barriers between incompatible uses.

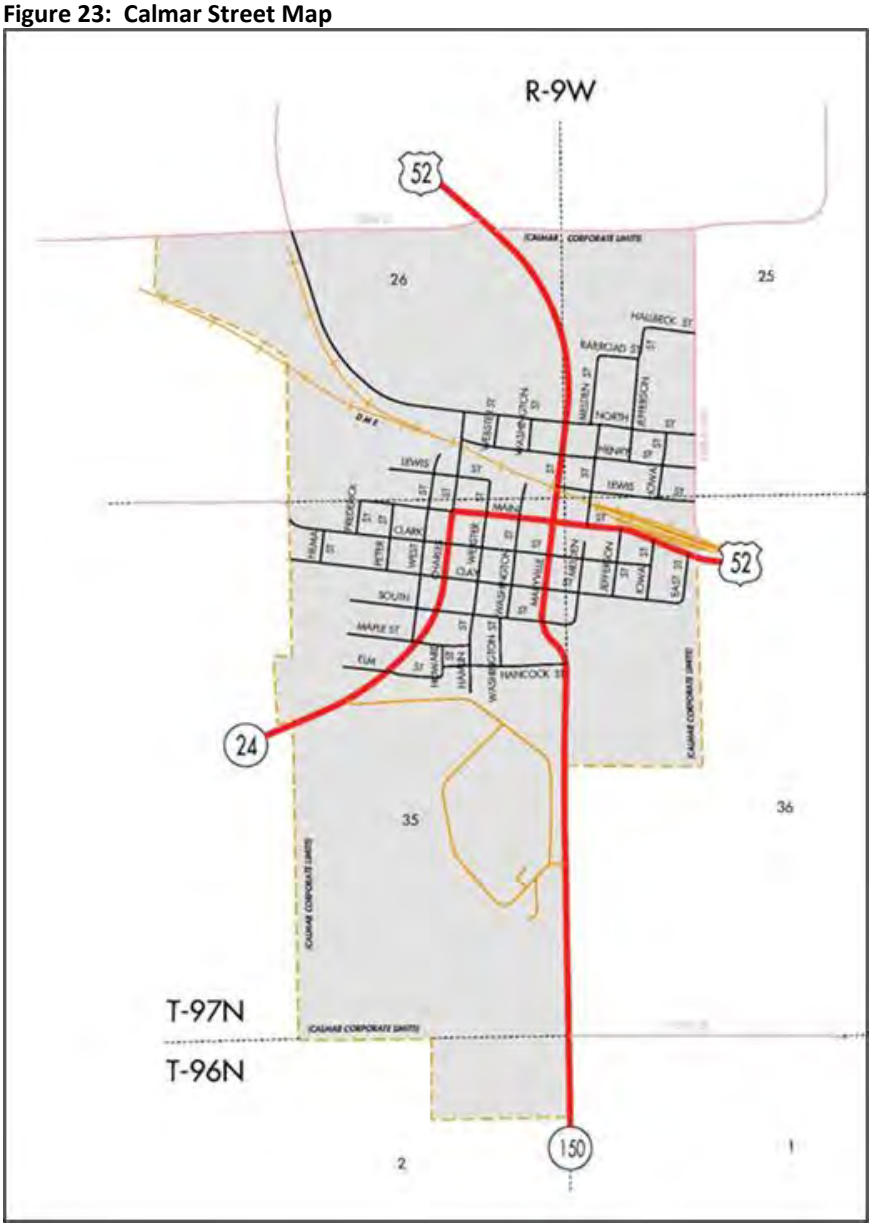
CHAPTER 11: CITY OF CALMAR

Community Overview

Location

Calmar is located in south central Winneshiek County at the intersection of U.S. Highway 52 and state Highways 150 and 24. The total land area of city limits is 1.07 square miles and is laid out as shown in Figure 23.

Figure 23: Calmar Street Map



Source: (Iowa Department of Transportation, 2011)

History

In 1850, a Norwegian family headed by Thore P. Skotland, was the first recorded group of people to settle in the area that later became Calmar. They were joined by other settlers rather quickly and in the 1870s and 1890s, Calmar recorded a population growth from 700 to nearly 1,100 people.

The Calmar area was first referred to as "Marysville" when a group of settlers associated the area with a beloved mining town in California by that name, but when it was discovered a Marysville, Iowa already existed, another name had to be chosen. Two Swedish settlers decided on "Calmar," after the Kalmar Sound on the southeast coast of Sweden.

When the use of railways was common for both passengers and freight, Calmar was a major railroad hub of the Milwaukee Road. Passengers and those shipping freight had access to and from several locations in Iowa, Minnesota, Wisconsin, Illinois (Chicago), and South Dakota. This made Calmar a central market place as area farmers no longer had to travel over 40 miles to purchase supplies. Passenger trains were active on Calmar's railroads until the 1960s and freight transport is still active through town today (City of Calmar, 2012)

Figure 24: Historic Calmar



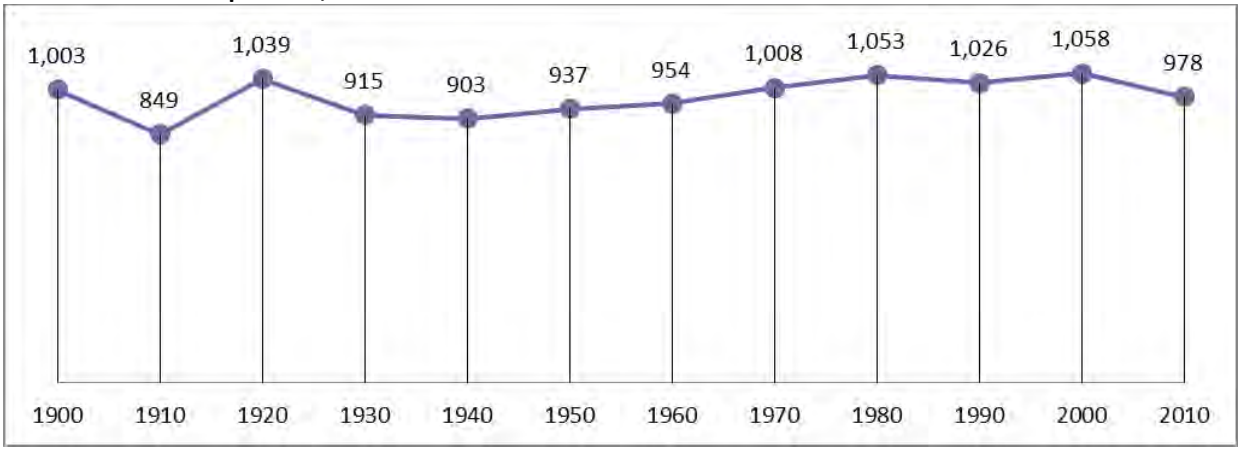
Source: (City of Calmar, 2012)

Population Characteristics

Population Trends

The 2010 Census count for the population of Calmar is 978. The Census has been tracking population data for the City of Calmar since 1880, at which time the population was 617. Chart 23 demonstrates the city's population since 1900. The population has remained fairly steady over that time. The highest count since 1900 was as recent as 2000 with a population of 1,058 and the lowest count occurred in 1910 at 849 people. The population has experienced an 8% decline from its highest point at the 2000 Census to the present.

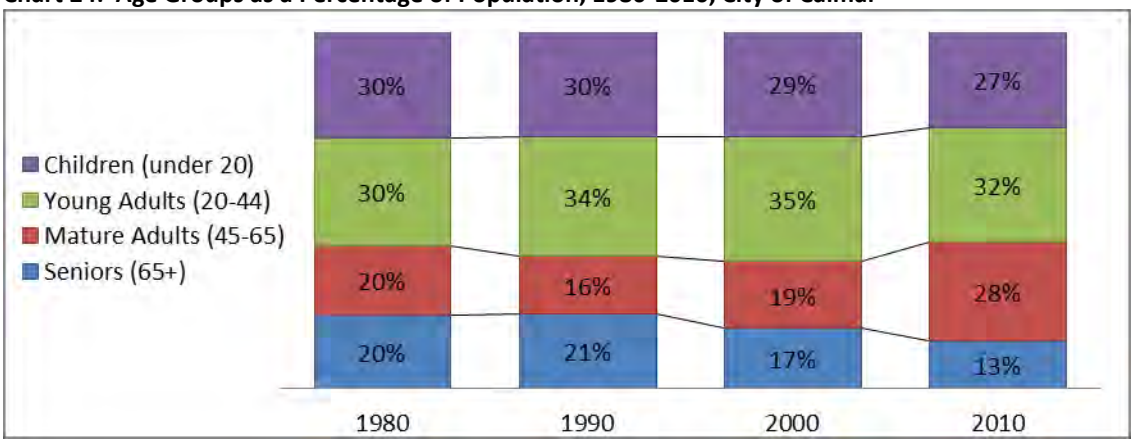
Chart 23: Calmar Population, 1900-2010



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

Chart 24 demonstrates the change in Calmar's population distribution from 1980 to 2010 in four age groupings. The city has noted overall declines since the 1980 census in the "Children (under 20)" category and the "Seniors (65+)" category. Due to the presence of NICC in the community, the city maintains a large and fairly steady percentage of its population in the "Young Adults (20-44)" age range. Since the 2000 Census, the percentage of young adults has dropped, but the "Mature Adults" category increased significantly as a percentage of the total population. Understanding this distribution can help the community plan for lifestyles that cater to the younger adults and provide the desired amenities and services they need. In addition, the age range distribution may help the community reflect on ways to support the growth or prevent the decline in other age ranges.

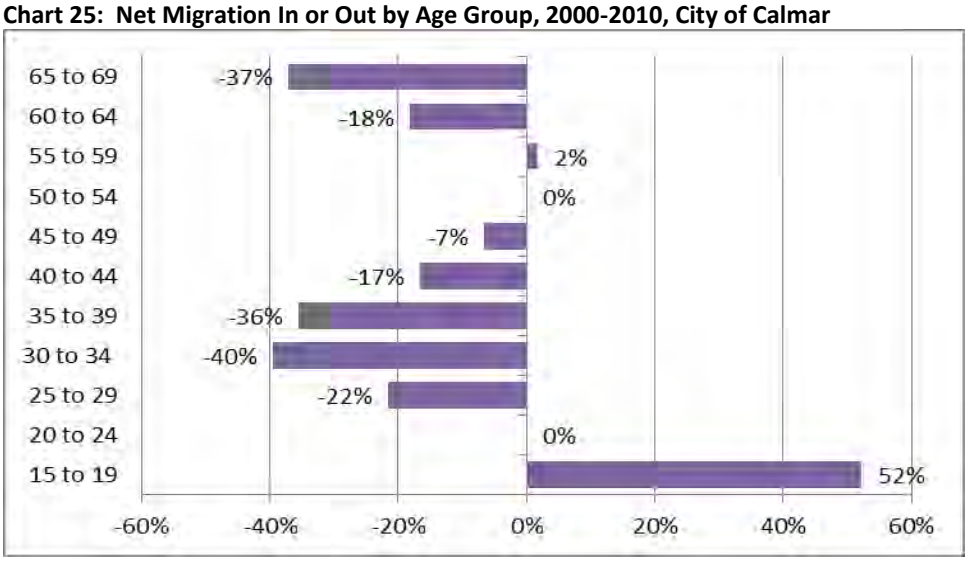
Chart 24: Age Groups as a Percentage of Population, 1980-2010, City of Calmar



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

Chart 25 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 Calmar is losing population and which age groups it has gained population due to a migration in or out of the community. In essence, Chart 25 captures the age ranges of the community's newcomers. For the community of Calmar, a large positive gain of newcomers is noted in the 15 to 19 year age range, likely due to NICC, and a slight gain in the 50 to 59 age range. All other age groups experienced a net loss of population or no change, with the largest migration out of the community occurring in the 30 to 34 and 65 to 69 year age groups.

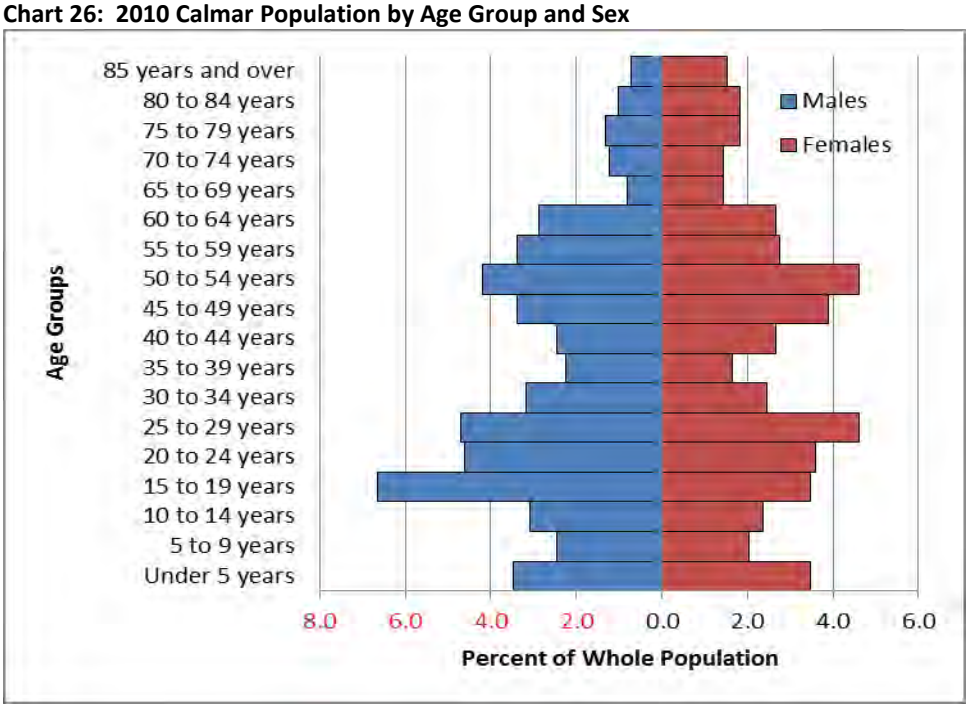
Chart 25: Net Migration In or Out by Age Group, 2000-2010, City of Calmar



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

Another way to look at the population distribution within a community is to place data into a population pyramid. Chart 26 illustrates the distribution of the city's population across age groups by gender. The community is fairly gender-balanced with an anomaly in the 15 to 19 year age range where the male population is nearly double that of females. As age ranges increase, females make up a larger percent of the population.

Chart 26: 2010 Calmar Population by Age Group and Sex



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

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.

Population Projections

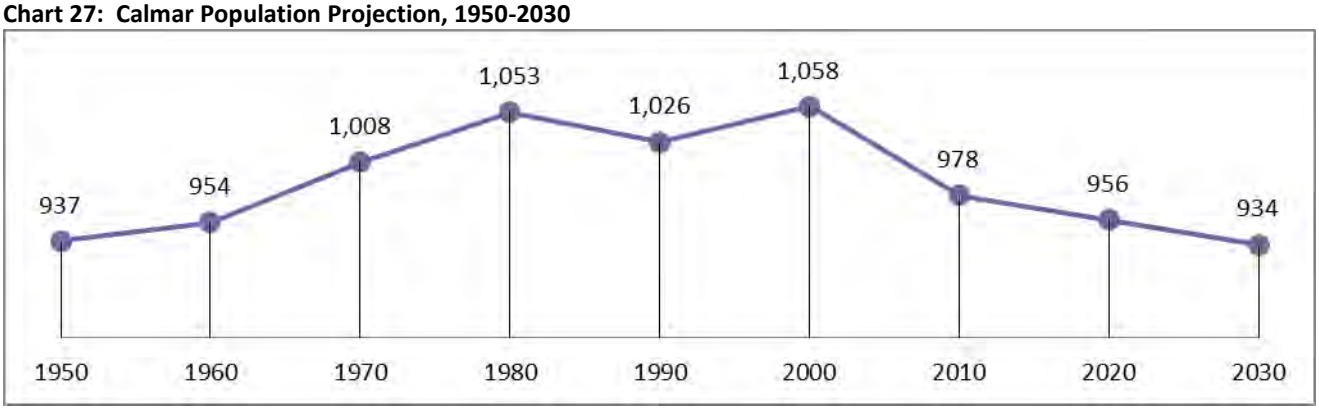
Table 36 projects the population of Calmar out to the year 2030. The numbers were calculated based on the city's 20 year annualized growth rate of -.23%. These projections were made using historical population trends as their basis and do not express an exact population figure. If the city continues to see an annual decrease in growth of .23% Calmar could reach a population of 934 by the year 2030. Chart 27 illustrates what this projection looks like as a continuation over the decades from 1950.

Table 36: Calmar Population Projections, 2011-2030

Year	Projection		Year	Projection		Year	Projection
2011	976		2018	960		2025	945
2012	974		2019	958		2026	943
2013	971		2020	956		2027	940
2014	969		2021	954		2028	938
2015	967		2022	951		2029	936
2016	965		2023	949		2030	934
2017	962		2024	947			

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

Chart 27: Calmar Population Projection, 1950-2030



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

Population Summary

The second largest community in the county, the City of Calmar owes some portion of its population from the student attendees at NICC. Residents in the age range from 15 to 29 account for 28% of the total population. If trends continue for the community, the population is expected to decline over time. Calmar has little diversity in race with 98% of the population self-identifying as white on the 2010 Census. Ethnically, 56% of the population is of German ancestry, with Norwegian, Irish and Czech ancestries adding up to another 36% of the population (U.S. Census Bureau, 2012).

Community Character and Culture

The City of Calmar is proud of its unique character and cultural assets. City residents point to the Prairie Farmer Recreational Trail and NICC as strong contributors to the lifestyle available in Calmar. Historic buildings and architecture add to the visual character of the community.

Events and Activities

Calmar offers residents several opportunities to engage in cultural and fun activities throughout the year. Farmers' Day held its 100th annual celebration in 2008. The celebration has expanded to a full weekend event in June and is now called Trail Days. The many activities available include a 5K run/walk, live band performances, NICC's Breakfast on the Farm, the crowning of Little Miss & Mr. Calmar, Calmar's American Idol contest, Calmar Fireman's Dance, and a BBQ chicken dinner. Fall Fest is held in annually by NICC in Calmar to celebrate the start of the fall semester. Students, their families and the public are welcome to attend. The evening offers entertainment for the whole family including miniature golf, a dunk tank, face painting, a cow-milking contest, inflatable rides, a BBQ and much more. The Calmar Fire Department kicks off fire-prevention week in October with a soup supper free-will donation fundraiser and a fire truck parade through downtown. The parade features fire trucks from the surrounding area and ranging from antiques to those currently in use. Christmas in Calmar is an annual celebration in early December put on by the Calmar Commercial Club. Santa and Mrs. Claus ride a horse-driven sleigh through town, with photo opportunities and visits with Santa after the parade. Many other activities are held that day including free sleigh rides, chili and hot chocolate, a live nativity scene, dance performances, cookie decorating, and caroling. The evening ends with the lighting of the star on the Calmar Christmas Tree (City of Calmar, 2012).

Recreation and Natural Resources

The Prairie Farmer Recreation Trail runs on the abandoned Milwaukee Railroad Line and connects Calmar to the communities of Ridgeway and Cresco to the west. The trail is popular for walking, running, bicycling, roller-blading, cross-country skiing, observing wildlife and enjoying nature. The Calmar trailhead is at the Calmar Train Depot. Calmar maintains two city parks including the recently-renovated Calmar Swimming Pool. Nearby Lake Meyer offers fishing, camping and hiking. Features include the 38-acre Lake, boat ramp, tent and trailer camping facilities with drinking water, showers and toilets. Lake Meyer also offers 60 acres of woodland, marsh and planted prairie, a four mile nature trail, Nature Center, restrooms, picnic tables and playground equipment. Lake Meyer is located just off Highway 24 between Calmar and Fort Atkinson. In addition, the nine-hole South Winneshiek Golf Course is located just north of Calmar. Combined, these assets offer recreational opportunities to Calmar residents of all ages.

Arts and Culture

The Calmar Train Depot once thrived as passenger and freight came and went through the community. Part of the Depot building still exists and was partially restored in 1989. It is currently home to Calmar's

tourist information center and Calmar's trailhead to the Prairie Farmer Trail. The city hopes to broaden the use of this historic building.

Local clubs are a large part of Calmar's social structure. The Calmar Commercial Club is a group of business people who work to promote the community of Calmar. The Calmar Lions Club is part of a larger national service organization dedicated to working for local community betterment as well as supporting global eyesight programs. The 4-H Club, Calmar Creators, gives area youth opportunities and tools to become leaders as adults. The American Legion Post 266 is the local unit of the national service organization for wartime veterans who mentor youth, advocate patriotism and honor, promote strong national security and continued devotion to fellow service members (American Legion, 2012). The Calmar Legion also has a local American Legion Auxiliary (women's group) and a Junior Auxiliary. Other clubs and organizations serving the community and interests of Calmar's residents include Calmar Senior Citizens, Beta Sigma Phi Sorority, South Winneshiek Athletic Booster Club, South Winneshiek Fine Arts Boosters and Girls Scouts of America.

Historic Preservation

There is one building in the City of Calmar on the National Register of Historic Places, the Calmar Depot. The community has many other historical homes and buildings that contribute to its charm and are important to community aesthetics.

Community Character and Culture Summary

Maintaining a visually pleasing environment is a priority for the community. The depot, murals and gazebo all add unique elements to the community and the Prairie Farmer Trail is noted as one of building blocks for the community's development and growth. Community events will continue to be priorities for the community, but maintaining a strong cadre of volunteers can be challenging for small communities. The community will work to recognize and encourage volunteerism throughout the year. The recently completed Iowa Living Roadways project has highlighted opportunities for community beautification and entrance signage that the community intends to pursue. Public input indicated a need to safely connect existing park and recreation assets and a public facility large enough for community events.

Community Character and Culture Goals, Strategies and Actions

Goal 1: Property values are protected by improved appearance.

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

Action: Enforce and update nuisance ordinances.
Action: Continue to host and support annual spring clean-up day.
Action: Implement the Iowa Living Roadways Visioning projects.
Action: Work with Legion to develop a memorial.

Goal 2: Our history is celebrated and remembered.

Strategy 2.1: Maintain and utilize the depot building.

Goal 3: Community events and amenities attract residents and visitors of all ages.

Strategy 3.1: Continue to host a variety of festivals and events throughout the year.

Action: Engage younger people as volunteers to build long-term sustainability for events.
Action: Consider ways to increase promotion of community events such as electronic media, signage and sponsorships.
Action: Begin to foster new community leadership for events.
Action: Maintain and upgrade Christmas lighting.
Action: Utilize parks for events to increase usage of parks.

Strategy 3.2: Increase community marketing.

Action: Ensure an up-to-date and dynamic website.
Action: Develop new entrance signage.
Action: Consider special signage for events.

Strategy 3.3: Define and protect that which makes the community special.

Action: Participate in a community visioning process.

Goal 4: Community volunteers will be plentiful and diverse in age and interests.

Strategy 4.1: Prevent volunteer "burn-out."

Action: Welcome new residents and invite them to participate in community events.
Action: Create a potential leadership or volunteer list - mayor or councilmembers make a direct request for participation.
Action: Structure events to accommodate community volunteers (shorten shifts, reduce event size).
Action: Work with area churches to build volunteer support.
Action: Recognize volunteer efforts.

Goal 5: Community members are well-informed about community issues and opportunities.

Strategy 5.1: Maintain a wide range of strategies to engage community members.

Action: Maintain a Facebook or Twitter page.
Action: Maintain a dynamic community website.

Goal 6: Visitors are welcomed and appreciated.

Strategy 6.1: Maintain amenities that serve and attract visitors.

Action: Install wayfinding signage as allowable by the DOT.
Action: Establish a Welcome Committee.

Housing

Having sufficient decent and affordable housing that meets the needs of the community's population is important for the City of Calmar. There were 492 total housing units in Calmar as of the 2010 Census, with a vacancy rate of 10%. Of the occupied housing in Calmar, 29% were rental units, a higher percentage than the county (24%), and slightly higher than the state (28%) (U.S. Census Bureau, 2012). This higher percentage is likely due to the student population of the community.

Occupancy Characteristics

General housing information for the City of Calmar is shown in Table 37. Housing statistics have remained fairly stable overall from 1990 to 2010. The total number housing units has increased significantly since the 1990 Census, along with the vacancy rate. The city's rental rates have increased 87% from 1990 to a median rent of $443. The total number of families has declined significantly since 1990 to a low of 252.

Table 37: General Housing Statistics, City of Calmar

Statistic	1990	2000	2010
Total Persons	1,026	1,058	978
Total Housing Units	438	482	492
Occupied	413	452	444
Owner-Occupied (%)	74%	70%	71%
Renter-Occupied (%)	26%	30%	29%
Median Rent	$256	$341	$479
Vacant	25	30	48
Vacancy Rate	5.7%	6.2%	9.8%
Number of Families	271	270	252
Average Family Size	3.07	2.97	2.84
Number of Households	413	452	444
Average Household Size	2.45	2.33	2.2

Source: (U.S. Census Bureau, 2012); (State Data Center of Iowa, n.d.); 2007-2011 ACS

Housing Values

A breakdown of the 1990, 2000 and 2010 housing unit values for the city are shown in Table 38. The values of housing within the community are showing a steady increase. The majority of housing values in the community are in the range of $50,000 to 99,999, with the current median value at $103,400. The median value ranks below the county median of $152,500.

Table 38: Housing Value Statistics, City of Calmar 1990-2010

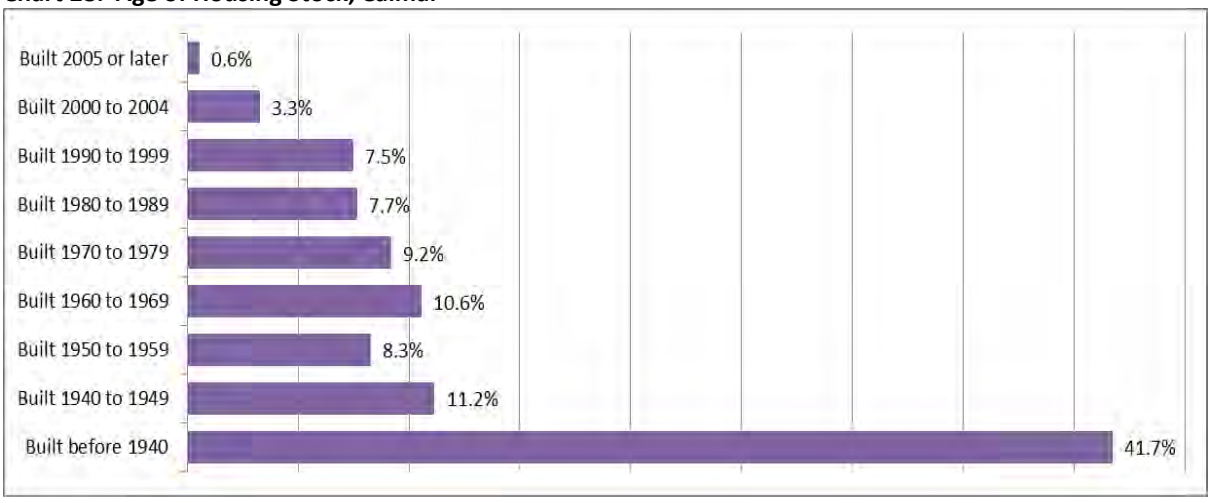
Value:	1990		2000		2010	
	Number	Percent	Number	Percent	Number	Percent
Less than $50,000	177	67%	63	22%	18	5.3%
50,000-99,999	82	31.1%	175	61.2%	141	41.8%
100,000-149,999	5	1.9%	38	13.3%	116	34.4%
150,000-199,999	-	-	10	3.5%	52	15.4%
200,000-299,999	-	-	-	-	10	3%
300,000-499,999	-	-	-	-	-	-
500,000 or more	-	-	-	-	-	-
Median Value	$39,800		$67,800		$103,400	

Source: (State Data Center of Iowa, n.d.); (U.S. Census Bureau, 2012), 2007-2011 ACS

Age and Condition

Another factor that provides insight into a community's housing stock is the age of the existing units. Chart 28 illustrates the age of housing stock in Calmar by the year built. A significant number of houses in the community were built prior to 1940, with consistent housing construction to 1999. The age of housing stock is one of the greatest challenges in Calmar. Nearly 42% of the housing units in Calmar were built prior to 1939 and 81% of the homes were 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.

Chart 28: Age of Housing Stock, Calmar

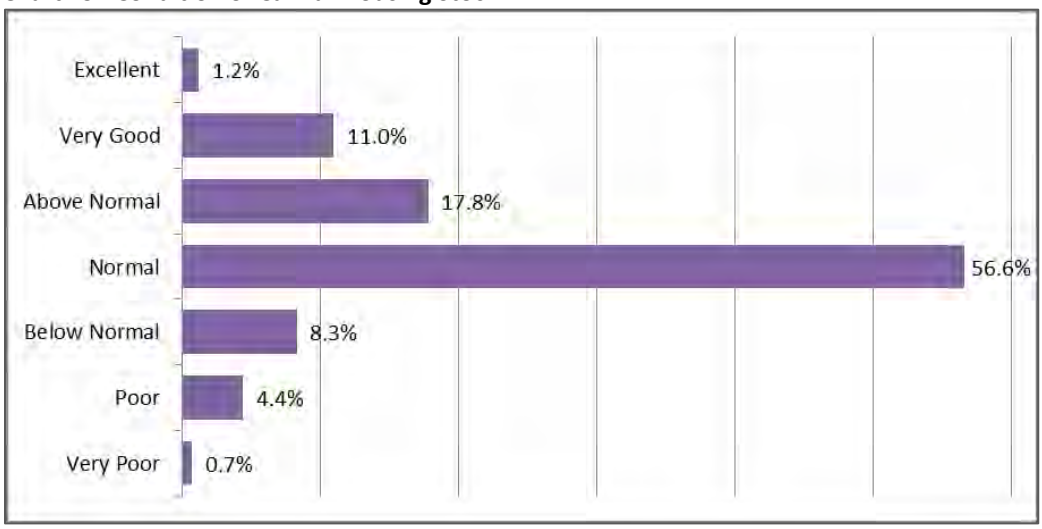


Source: (U.S. Census Bureau, 2012)

Structural Characteristics

Chart 29 indicates the condition of residential housing in City of Calmar as determined by the Winneshiek County Assessor. While most residences are in normal condition or better, 13% of the properties do not meet the minimum standards for normal condition of a residential structure.

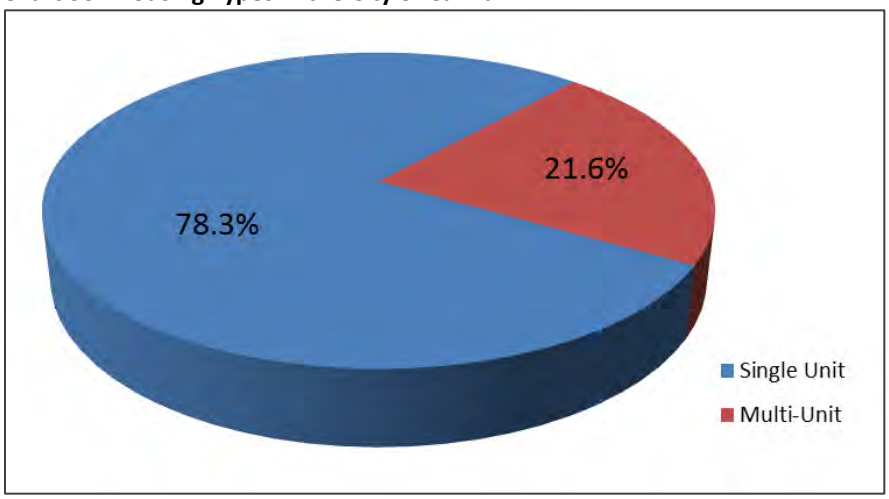
Chart 29: Condition of Calmar Housing Stock



Source: (Alstad, 2011)

Single unit structures make up 78% of the city's housing stock. The remaining 22% are multi-unit structures. Of those multi-unit structures, 13% are 3 or 4 units, 27% are 5 to 9 units and 41% are 10 or more units, clearly a measure of student housing in the community. Chart 30 illustrates the distribution of housing types within the community.

Chart 30: Housing Types in the City of Calmar



Source: (U.S. Census Bureau, 2012) 2007-2011 ACS

Affordability

Public input indicated that most residents believe that the community does have affordable housing options, although concern was raised about the lack of affordable housing for seniors and low-income families. Chart 31 indicates the median home value and median household income for Calmar 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 lieu of a purchase price, one can compare median housing values to median income. Using this comparison, the median value of a home in Calmar is 2.37 times the median household income for 2010. This places the local housing market within the affordable range for Calmar residents.

Chart 31: Housing Market Affordability, City of Calmar

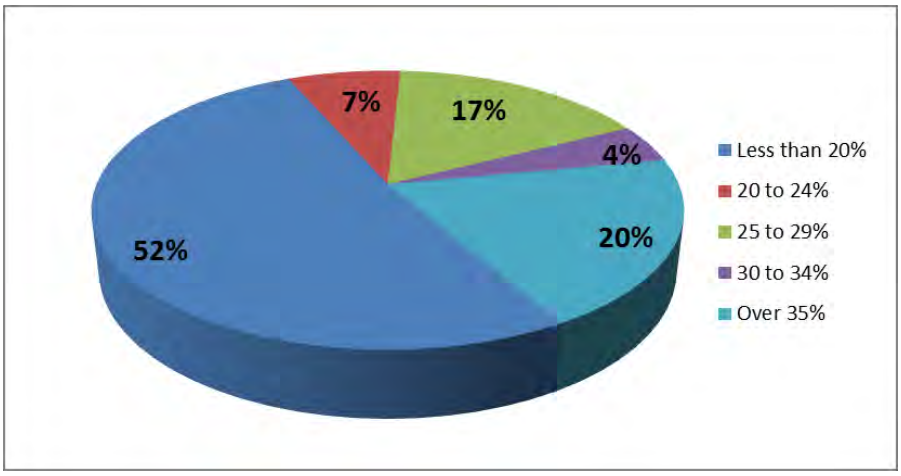


	1990	2000	2010
Median Value	39,800	67,800	103,400
Median Household Income	23,000	36,250	43,500
Max. Affordable Housing	69,000	108,750	130,500

Source: (State Data Center of Iowa, n.d.); (U.S. Census Bureau, 2012), 2007-2011 ACS

As with all communities, some families find ongoing housing expenses such as utilities, rent or mortgage payments to be a challenge. Chart 32 indicates that about 24% 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.

Chart 32: Housing Costs as a Percent of Monthly Income, City of Calmar



Source: (U.S. Census Bureau, 2012), 2007-2011 ACS

Housing Summary

The number of housing units in Calmar has been growing over the years and as of the 2010 Census, the city had 492 units with a 10% vacancy rate. Values are increasing, yet the market remains affordable to most, although 24% of the population expends more than 30% of their income on housing costs which can place a burden on families. Single housing units are the majority, but 22% are multi-unit structures with nearly 30% of all units being rental units. According to Census data, the rental vacancy rate is nearly 18%. Public input indicated a potential need for student housing and housing for the elderly. It was also noted that some existing rental properties may not be sufficiently up to code so potential tenants would not qualify for rental assistance. The community's housing stock is older, like much of the area. Nearly 42% of the housing was built prior to 1940, but most homes are in normal condition or better. Overall, housing in the community is meeting the needs of its residents, except for perhaps the elderly, whose percent of the population has declined from 20% in 1980 to just 13% in 2010, a possible indication that senior housing is pulling them elsewhere.

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.

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

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: 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: Offer flexibility incentives to develop existing vacant lots in community.

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

Action: Explore opportunities for constructing alternative, maintenance-free housing.

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

Action: Work with NICC to determine whether there is a true unmet apartment rental need for students.
Action: Maintain stock of decent properties by enforcing nuisance and other relevant codes and regulations.
Action: Maintain list of decent rental properties for new and existing residents.
Action: Enforce building and property maintenance codes.

Goal 2: The community's proximity to urban areas makes it an ideal bedroom community.

Strategy 2.1: Encourage housing development that attracts young professionals and maintains a "small town atmosphere" while increasing property tax revenues.

Action: Promote the community's assets and strong family ties.

Goal 3: The existing housing stock is preserved and/or rehabilitated.

Strategy 3.1: Encourage community revitalization by improving deteriorating older neighborhoods.

Action: Work with local agencies to offer weatherization and low-cost energy efficiency measures for older homes.

Action: Maintain codes to ensure the mitigation of future conflicting uses.

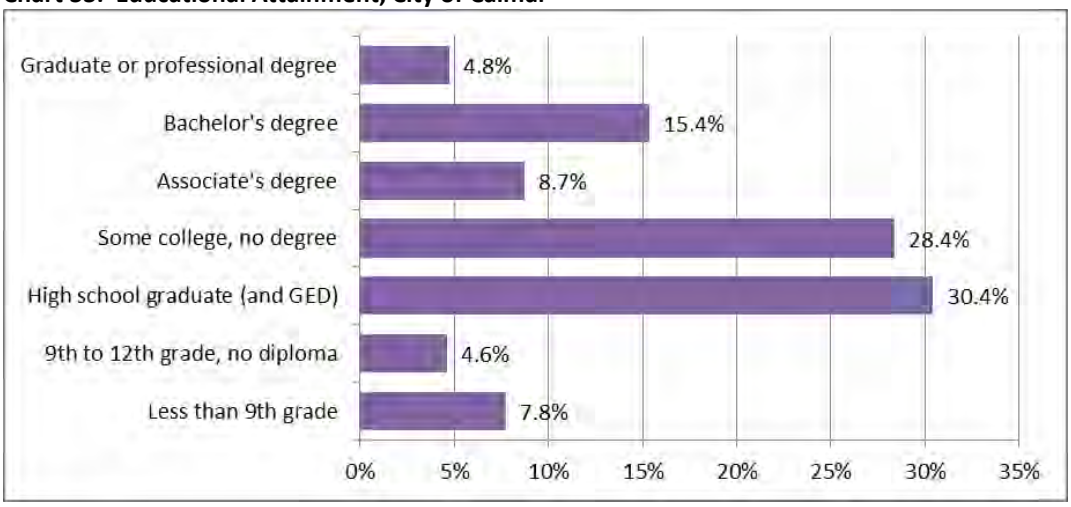
Economic Development

The City of Calmar is uniquely situated for strong economic growth. The existence of NICC within the community provides a large employer as well as a ready-made customer base for other businesses. Surrounding agriculture also provides opportunity for resident employment and business services. The community has diversity in its economic base and an educated workforce. This section will review the city's workforce and employment situation from both resident and business perspectives.

Educational Attainment

The educational attainment of residents influences employment opportunities in the community. Nearly 88% of the residents in Calmar are high school graduates or higher and over 20% hold a bachelor's degree or higher. This is lower than the county as a whole, where 92% have a high school diploma or higher and 27% hold a bachelor's degree or higher (U.S. Census Bureau, 2012). The educational attainment of Calmar's residents may be indicative of the student population at NICC. Chart 33 illustrates the breakdown of educational attainment for city residents. The majority have a high school diploma or equivalent, with the next highest category being the achievement of some college, no degree.

Chart 33: Educational Attainment, City of Calmar



Source: (U.S. Census Bureau, 2012), 2007-2011 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 39 compares the labor force characteristics for Calmar and Winneshiek County. Comparatively, Calmar has a much larger percent of its population in the labor force and a higher percentage of its workforce employed than the county as a whole. Calmar also has a significantly higher percentage of its females in the workforce.

Table 39: Labor Force Characteristics

	City of Calmar	Winneshiek County
Total population 16 years and over	835	17,265
Total in labor force	675	12,176
Percent in labor force	80.8%	70.5%
Employed labor force	640	11,682
Percent employed in labor force	76.6%	67.7%
Females 16 years and over	410	8,745
Females in labor force	311	5,690
Percent of females in labor force	75.9%	65.1%

Source: (U.S. Census Bureau, 2012), 2007-2011 ACS

Commuting

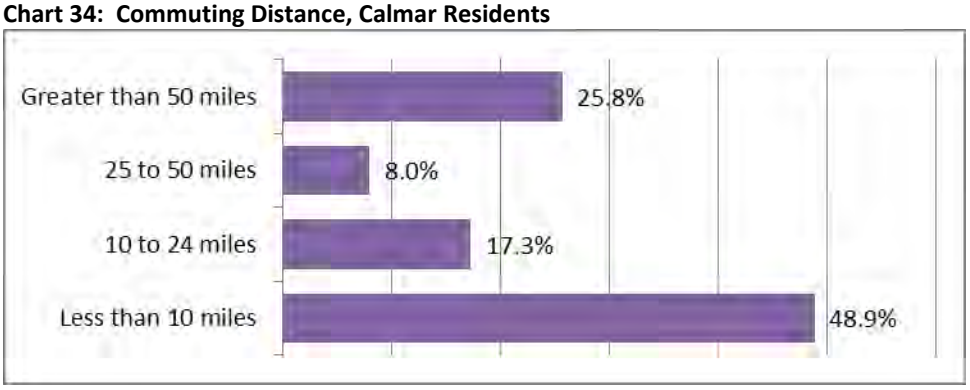
As with much of the county, many Calmar residents commute to other locations for work. In contrast, some jobs in Calmar are filled by commuters from other locations. Table 40 indicates where people who live in Calmar are working, and where people who work in Calmar live. It is interesting to note that only 6.6% of city residents work in Calmar, and only 9.4% of the existing community jobs are filled with Calmar residents. Chart 34 illustrates the commuting distances traveled by the city's resident workforce. Nearly 26% reported commuting a distance further than 50 miles.

Table 40: Commuter Data, City of Calmar

Top 10 Places Calmar Residents Work	% of Residents	Top 10 Places Calmar Workers Live	% of Workers
Decorah	21.5%	Calmar	9.4%
Calmar	6.6%	Decorah	5.4%
Cresco	3.7%	Fort Atkinson	4.0%
Spillville	3.0%	Dubuque	3.0%
Cedar Rapids	2.8%	Hawkeye	2.7%
New Hampton	2.3%	Spillville	2.7%
Waterloo	2.1%	New Hampton	1.7%
Cedar Falls	1.6%	Marshalltown	1.3%
West Union	1.6%	Ossian	1.3%
Ossian	1.4%	Waukon	1.3%
All Other Locations	53.2%	All Other Locations	67.2%

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

Chart 34: Commuting Distance, Calmar Residents



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

Employment by Industry and Occupation

According to the Census figures shown in Table 41, Calmar's leading industry category is educational services, and health care and social assistance, this holds true at the county level as well. Over 28% are employed in this industry, compared to 33% of the overall county workforce. The next leading industries employing Calmar workers are agriculture, forestry, fishing, hunting, mining (15%) and arts, entertainment, recreation, accommodation and food services (14%). Leading employers in Calmar include NICC and Calmar Manufacturing and are somewhat reflected in this data (LocationOne Information System, 2011). As a factor in the county workforce, Calmar workers make up only 5.5% of the total county workforce, yet in the arts, entertainment, etc. category, they make up 10.5% of the workforce, and 9% of the workforce in agriculture, forestry, fishing, hunting and mining industry.

Table 41: Economic Base of the City of Calmar and Winneshiek County

Industry Category	City of Calmar		Winneshiek County		Calmar as a % of Total Employed
	Number	Percent	Number	Percent	
Agriculture, forestry, fishing, hunting, mining	95	14.84%	1,039	8.89%	9.14%
Construction	47	7.34%	850	7.28%	5.53%
Manufacturing	82	12.81%	1,375	11.77%	5.96%
Wholesale trade	17	2.66%	227	1.94%	7.49%
Retail trade	45	7.03%	1,200	10.27%	3.75%
Transportation, warehousing, utilities	10	1.56%	406	3.48%	2.46%
Information	6	0.94%	97	0.83%	6.19%
Finance, insurance, real estate, rental and leasing	10	1.56%	420	3.60%	2.38%
Professional, scientific, management, admin and waste services	30	4.69%	586	5.02%	5.12%
Education, health care and social assistance	184	28.75%	3,910	33.47%	4.71%
Arts, entertainment, recreation, accommodation and food services	91	14.22%	865	7.40%	10.52%
Other services, except public administration	3	0.47%	459	3.93%	0.65%
Public administration	20	3.13%	248	2.12%	8.06%
Total Employed Persons	**640**	**100%**	**11,682**	**100%**	**5.48%**

Source: (U.S. Census Bureau, 2012), 2007-2011 ACS

Table 42 places city workers into categories by occupation. Occupations describe the type of work in which an employee is engaged. Occupations correlate strongly with industries and educational level. Calmar's largest classification was the "management, business, science and arts" occupation type, at 25%. The second largest occupation classification was "service" occupations at 22% of the community's workforce. Calmar has a much lower percentage of the workforce in "management, business, science, arts" occupations than the county as a whole and a much higher percent in natural resources, construction and maintenance occupations.

Table 42: Occupation Classification of Calmar's Workers Compared to Winneshiek County

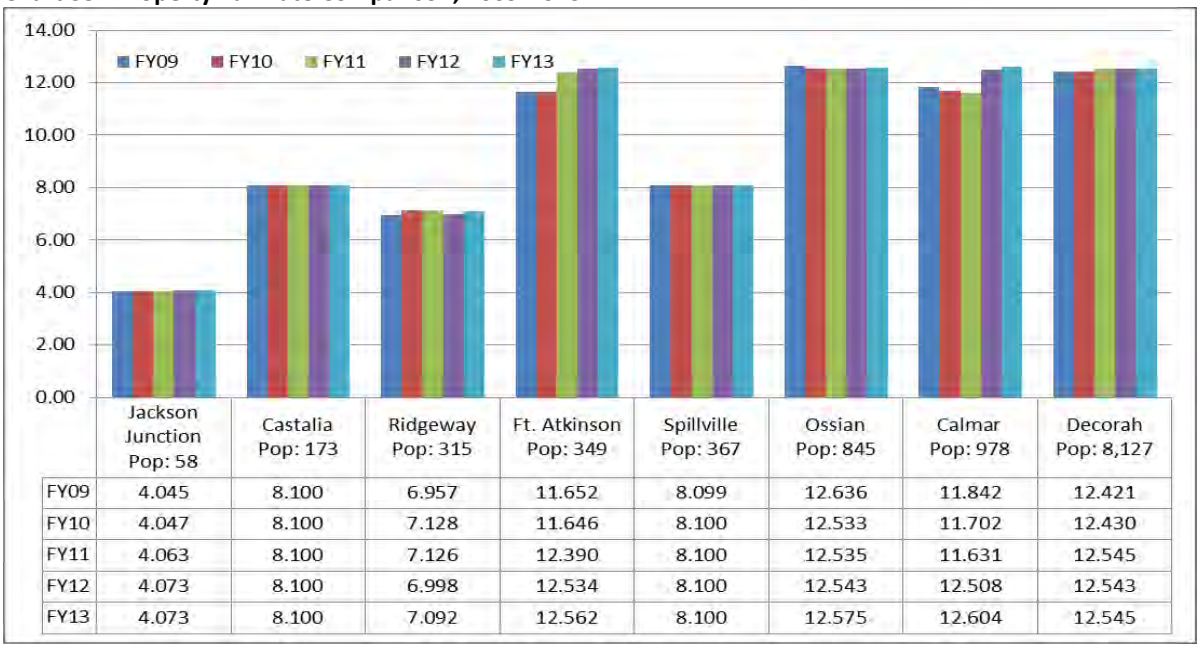
Occupation Description	City of Calmar		Winneshiek County	
	Number	Percent	Number	Percent
Management, business, science, arts	159	24.84%	3,876	33.18%
Service	139	21.72%	2,236	19.14%
Sales and office	137	21.41%	2,453	21.00%
Natural resources, construction, maintenance	107	16.72%	1,230	10.53%
Production, transportation, material moving	98	15.31%	1,887	16.15%
Total Employed Persons	**640**	**100%**	**11,682**	**100%**

Source: (U.S. Census Bureau, 2012), 2007-2011 ACS

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 35 provides a comparison of the city's portion of property tax rates for Calmar and the other communities in the county. Calmar's tax rates have increased slightly in the past two years and will be the highest in the county for FY13.

Chart 35: Property Tax Rate Comparison, 2009-2013

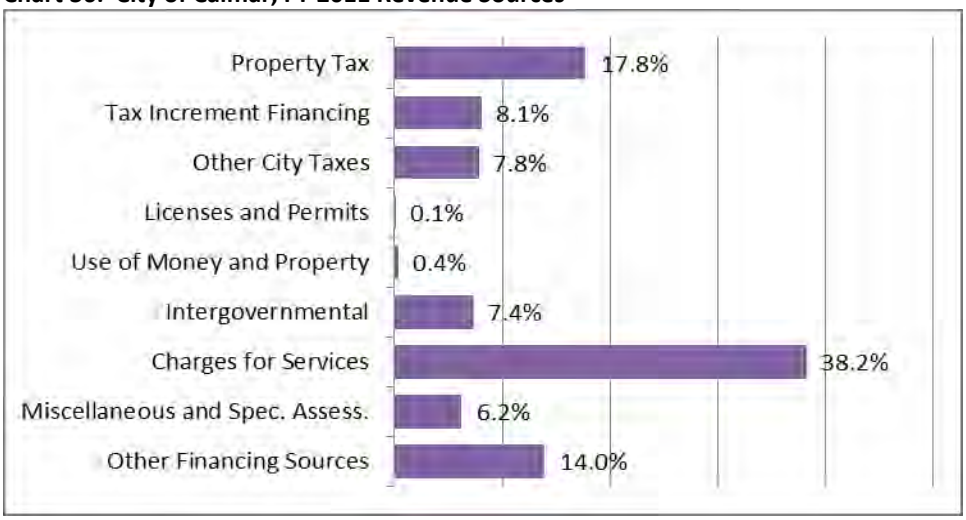


	Jackson Junction Pop: 58	Castalia Pop: 173	Ridgeway Pop: 315	Ft. Atkinson Pop: 349	Spillville Pop: 367	Ossian Pop: 845	Calmar Pop: 978	Decorah Pop: 8,127
FY09	4.045	8.100	6.957	11.652	8.099	12.636	11.842	12.421
FY10	4.047	8.100	7.128	11.646	8.100	12.533	11.702	12.430
FY11	4.063	8.100	7.126	12.390	8.100	12.535	11.631	12.545
FY12	4.073	8.100	6.998	12.534	8.100	12.543	12.508	12.543
FY13	4.073	8.100	7.092	12.562	8.100	12.575	12.604	12.545

Source: (Iowa Department of Management, 2012)

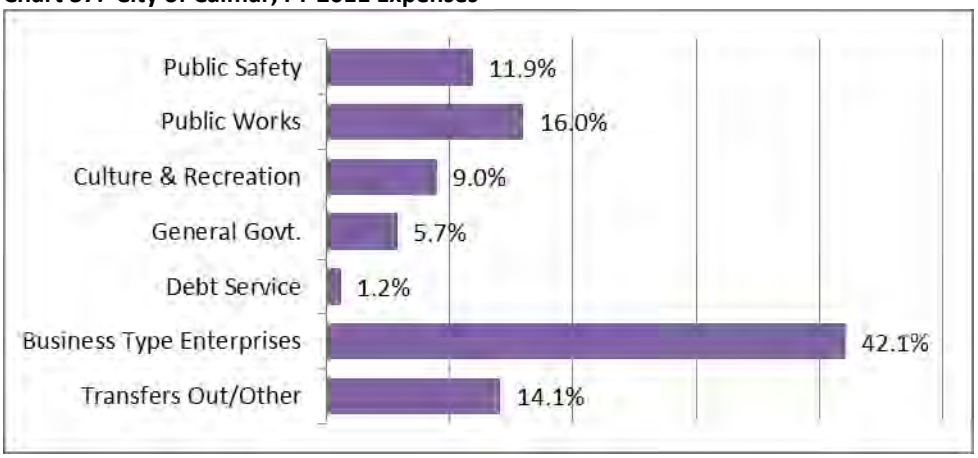
As Calmar plans for its future, an overview of how the city receives revenue and where it spends that revenue can identify areas with extra resources or potential savings. Charts 36 and 37 illustrate city's revenue sources and expenses for the 2011 fiscal year. The majority of the community's revenues came from charges for services, such as water and sewer. Property tax revenue was the next highest source of revenue. Expenses are distributed across several categories, with business type enterprises making up over 42% of the city's costs. Revenue and expense categories can fluctuate from year to year as larger community projects are undertaken.

Chart 36: City of Calmar, FY 2011 Revenue Sources



Source: (Iowa Department of Management, 2012)

Chart 37: City of Calmar, FY 2011 Expenses



Source: (Iowa Department of Management, 2012)

Economic Development Summary

Calmar's location at the intersection of three major roadways and Prairie Farmer Trail access make Calmar a hub of activity. Residents are concerned with crumbling sidewalks and a lack of parking in the uptown area, as well as empty storefronts. The community also lacks a grocery store, which many see as an impediment to attracting new business and workforce. The community's existing workforce is

occupationally diverse, with over 57% having educational levels of some college education or above. As with many in the region, over 93% of Calmar residents commute elsewhere for employment. Less than 10% of the jobs within the community are filled with Calmar residents. Retaining larger employers such as the community college and Calmar Manufacturing, as well as developing partnerships with these entities for growth is a top priority for city stakeholders in their business retention and expansion efforts. Overall, community input indicated an excitement about the community's potential for economic growth and they look forward to a bright future.

Economic Development Goals, Strategies and Actions

Goal 1: Uptown is a thriving retail area.

Strategy 1.1: Fill available storefronts.

Action: Conduct visits to other "like" communities to meet with stakeholders to develop a list of strategies to attract downtown businesses.

Strategy 1.2: Capitalize on heavy traffic flow through town.

Action: Review sign ordinances and adjust to reflect the needs of local businesses.
Action: Explore opportunities for a city parking lot downtown.

Strategy 1.3: Encourage economic growth and redevelopment in existing downtown and neighborhood centers.

Action: Attract unique shops to the downtown.
Action: Identify the community's niche.

Strategy 1.4: Engage in efforts for uptown beautification.

Action: Consider adding trees and planters where feasible, creating a pedestrian-friendly environment.
Action: Seek funding sources to assist with downtown beautification projects.
Action: Work with Community Club to increase seasonal decorations.

Goal 2: Existing businesses will be retained and/or expanded.

Strategy 2.1: Support the development goals and recognize the economic impact of area institutions and businesses.

Action: Maintain and strengthen the relationship with NICC.
Action: Local development groups maintain active BRE efforts and records.
Action: Implement a "shop local" campaign.

Strategy 2.2: Expand and strengthen Chamber of Commerce organizational support of retail businesses.

Action: Offer opportunities for business education.
Action: Offer opportunities for shared marketing.

Goal 3: Tourism and the recreation-based economy are flourishing.

Strategy 3.1: Support the development of programs, activities and facilities that increase tourism and recreation opportunities.

Action: Explore and promote the opportunity for expanded camping facilities in the community.
Action: Explore opportunities for increasing weekend/weekly lodging facilities.

Goal 4: Residents will have adequate and diverse employment opportunities. Jobs will be plentiful and high-quality.

Strategy 4.1: 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.
Action: Explore opportunities to attract businesses that support recreation activities.

Goal 5: Business attraction efforts align with community needs.

Strategy 5.1: Identify unmet community needs - quantify potential benefits and potential customer support.

Action: Conduct analysis to determine the feasibility of a grocery store to attract an investor.

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: Identify ways to develop a "safety net" for new businesses, such as business incubators.
Action: Provide opportunities for networking and business education to small businesses.

Goal 7: The community can support economic growth from new business and industry.

Strategy 7.1: 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: Access federal, state and local programs to make transportation and public facility improvements where appropriate.
Action: Identify and create a plan for long term infrastructure needs to meet "shovel ready" specs.

Goal 8: Transportation and public utility systems will support and enhance economic growth.

Strategy 8.1: Use federal, state and local programs to improve transportation and utility systems.

Action: Engage the DOT and promote DOT board representation.
Action: Establish transportation needs.
Action: Collaborate with regional planning agency to pursue funding and technical assistance.

Strategy 8.2: Ensure adequate technology infrastructure for all business types.

Action: Maintain and upgrade existing technology infrastructure.

Goal 9: Retain and attract young residents.

Strategy 9.1: Develop diverse occupations to support a young workforce.

Strategy 9.2: Encourage amenities and culture that satisfy young families.

Action: Connect city trail system to recreation facilities.
Action: Encourage the establishment of a “Dollar Theater.”
Action: Encourage the development of Wellness Center or Recreation Center.

Transportation

Inventory of Existing Transportation Options

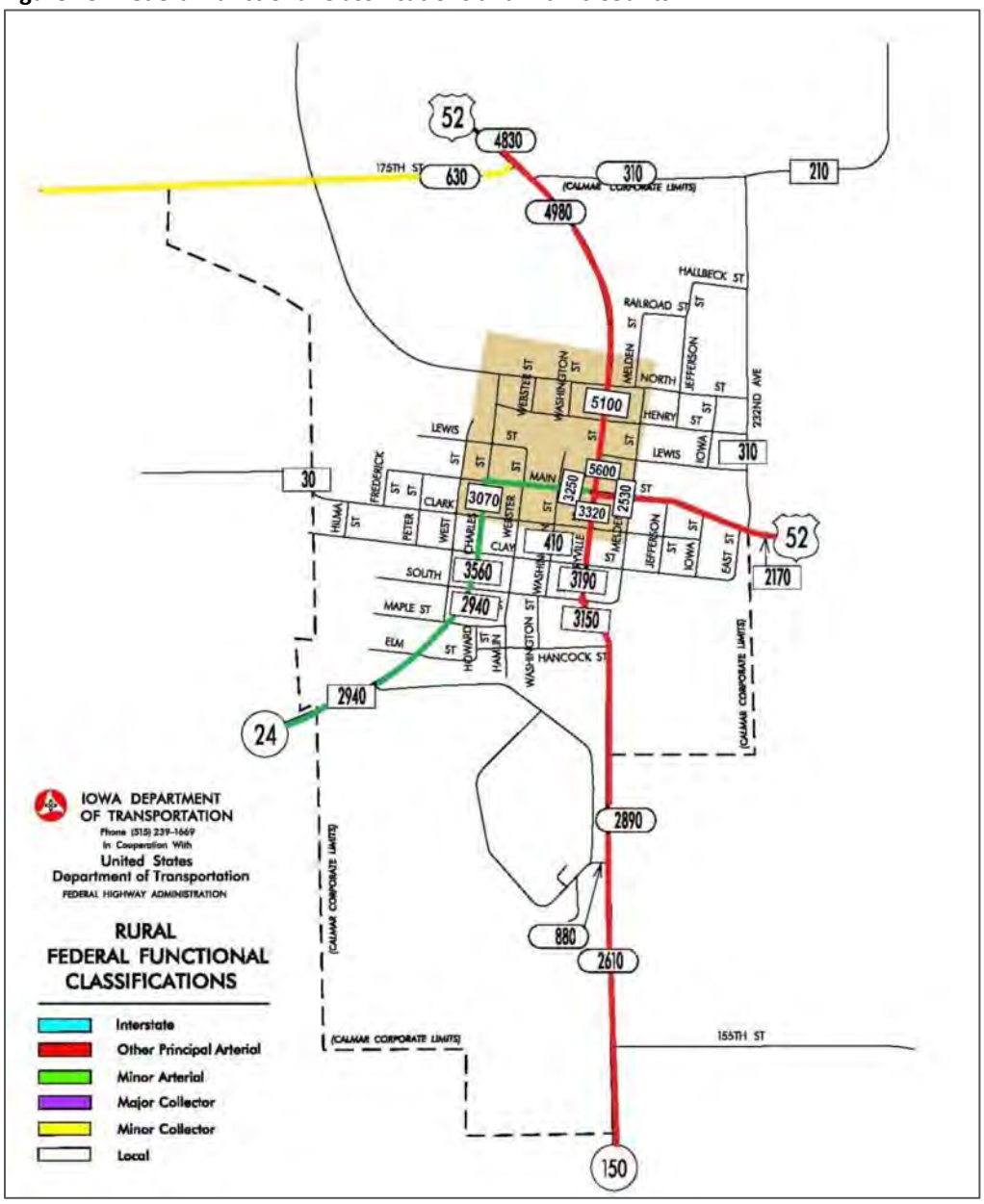
Streets and Sidewalks

Transportation facilities in the City of Calmar are basic and range from city roads to state and county highways as well as trails and sidewalks. Calmar's residents primarily choose personal vehicles or walking as a main mode of travel in the community. The community's size makes it a walkable community with sidewalks available throughout most of the community. Residents raised some concern about the condition of sidewalks through the town, especially in the uptown area.

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, the Public Works Department is responsible for snow removal, grading of gravel roads, seal coating, ditch maintenance, street signage, alley maintenance, painting, sweeping, fall leaf pickup, and parking lot maintenance within the community.

Figure 25 shows a street diagram, with Federal Functional Classifications highlighted and DOT traffic counts included. The city is not responsible for the maintenance of Highways 52, 150 or 24. The city's Main Street intersection is a major thoroughfare and carries a significant amount of traffic. The highest traffic counts are taken on Highway 52 just north of the intersection with Highways 150 and 24, carrying 5,600 vehicles per day.

Figure 25: Federal Functional Classifications and Traffic Counts



Source: (Iowa Department of Transportation, 2011)

Air Transportation

The City of Calmar has access to private air service through the Decorah Municipal Airport, approximately 12 miles north. In addition, commercial air service is available in the larger communities of Waterloo, Rochester, Cedar Rapids, Dubuque, and Des Moines.

Railroads

Calmar is one of the communities through which the Canadian Pacific Railroad, owner of Dakota, Minnesota & Eastern Railroad Corp. (DME) runs. As previously noted, the main products handled by the rail include coal, farm products, food products, chemicals, waste products, primary metal products, nonmetallic metals and stone (Iowa Department of Transportation, 2012). About five trains a day go

through Calmar (Federal Railroad Administration, 2011). The rail runs just north of the main intersection of Highways 150, 52 and 24, causing further traffic congestion in that area at times.

Public Transportation

Northeast Iowa Community Action Corporation provides demand response service to the general public in Calmar.

Bike/Pedestrian Transportation

The residents of the Calmar area are fortunate to have access to the Prairie Farmer Recreation Trail. The Prairie Farmer Recreation Trail extends 20 miles from Calmar to Cresco. There are long range plans to connect this trail to the Turkey River Recreational Corridor to the south and north to the Trout Run Trail in Decorah.

Transportation Summary

Calmar's residents seek more connectivity from park to park and around the community. Safe walkways from the community to NICC, the Dairy Center and the swimming pool, as well as a bike trail to Lake Meyer were among the additions community members would like to see. The community has recently completed an Iowa Living Roadways Visioning project through which they identified improvements to the busy uptown intersection. The improvements should increase walkability, handicap accessibility and parking, when implemented. Because of the jurisdictions over the highways that meet in Calmar, community leaders will need to work closely with the Iowa DOT to produce the desired results.



Photograph 7: Downtown Redesign Concept
Source: (Ritland)

Transportation Goals, Strategies and Actions

Goal 1: Traffic flows smoothly through town in a safe manner that has little negative impact on commerce.

Strategy 1.1: Strengthen the existing infrastructure for safety and ease of access.

Action: Explore opportunities for a city parking lot downtown.
Action: Heavy traffic through town is calmed for pedestrian safety through intersection redesign.
Action: Develop and fund a plan to eliminate pea gravel surface on city streets.

Strategy 1.2: Manage heavy and hazardous traffic through town.

Action: Create noticeable signage at community entrances to encourage entering traffic to slow down.
Action: Enforce existing speed and stopping rules.
Action: Partner/share radar speed sign with other jurisdictions.
Action: Work with emergency management to develop a coordinated plan of response for train derailment.

Goal 2: The community's neighborhoods, parks, recreational facilities, businesses and schools are linked by safe walking and biking pathways.

Strategy 2.1: Develop a plan for connectivity.

Action: Institute a messaging campaign for existing safe routes (utilize existing maps).
Action: Develop plan to extend existing trail/sidewalk system to NICC and Dairy Center, the pool and Lake Meyer.
Action: Develop a plan to connect to regional trail system.

Strategy 2.2: Ensure safe ways to cross all community roadways.

Action: Work with state DOT Office of Traffic and Safety (or county) to determine ways to improve safety for children and others crossing the highways.
Action: Repaint crosswalks with more visible patterns.

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

Strategy 3.1: Road repairs are timely and cost effective.

Action: Work with DOT to improve roadways through the town.

Goal 4: Alternate transportation modes are welcomed and encouraged.

Strategy 4.1: Support diverse transportation options.

Action: Promote and encourage the development of natural trails and paths for use by existing residents and to attract new residents and visitors to the area.
Action: Seek out new or alternative funding sources to develop trails.
Action: Promote the use of public transit.
Action: Develop taxi, carpool or rideshare options for residents.

Strategy 4.2: Use active transportation to promote community health.

Action: Institute 10,000 steps program to encourage walking in town.
Action: Encourage participation in national bike/walk days and weeks and Safe Routes to School activities.

Public Facilities and Services

Inventory of Existing Facilities and Services

City Hall

The operations of city government are directed from City Hall, currently located on South Washington. Several services are provided to the community from City Hall such as the city's administration, including the mayor's office and city council, utility management and the Police Department. The building was constructed in the 1950 and remains in good condition.

Police

The Calmar Police Department shares the building that houses the Calmar Public Library and adjoins City Hall. The department consists of a Police Chief and Patrol Officer. The Calmar Police Department also provides service to the community of Ossian through a shared services agreement.

Fire and Rescue

The Calmar Fire Department consists of approximately 22 volunteer members and is funded by the City of Calmar along with township trustees in the department's service area. The Calmar Fire Station is located on the corner of Main and Charles (Highway 24) and serves the communities of Calmar and Spillville, along with most of Calmar Township and sections of Springfield, Military and Washington Townships. The South Winn First Responders operate out of the Calmar Fire Station and have about 15 trained volunteers able to respond to any trauma or medical emergency. The South Winn Responders are a collaboration of the communities of Calmar, Fort Atkinson and Spillville. The group consists of certified First Responders, Emergency Medical Technicians (EMTs) and Paramedics.

Medical Services

Gundersen Lutheran Clinic, located on Main Street, provides basic health services to the residents of Calmar. The clinic is owned and operated by Gundersen Lutheran of La Crosse, Wisconsin. The Calmar clinic staffs one nurse practitioner. Several doctors in many specialties can be accessed at the Gundersen Clinic in Decorah, just ten miles north. Chiropractic care is offered through Calmar Family Chiropractic and sports medicine is offered at the Winneshiek Medical Center Rehabilitation and Sport Medicine facility, both on Maryville.

Senior and Child Care

Currently, no senior care facilities exist in the community however the senior center offers social opportunities for the aging and serves congregate meals twice a week, provided through Northland Agency on Aging. Families have access to licensed child care at the NICC Child Development Center, offering slots for 90 children from four weeks to 12 years old.

Parks and Recreation

Calmar has two city parks. The Calmar Lions Park in the northeast part of town has playground equipment, shelters with electricity, water, restrooms and a softball/baseball facility equipped with lights. The Calmar Little League teams play their games on the field at Lions Park. The Calmar Pool Park

is located on the west side of town and offers playground facilities, a shelter with electricity and restrooms. This park adjoins the Calmar Swimming Pool.



Photograph 8: Calmar Park

Schools

The South Winneshiek High School, grades 9 through 12, and administrative offices are located in Calmar. In addition, the CFS (Calmar, Festina and Spillville) Catholic School, Calmar Center offers parochial education to preschoolers and grades 4 through 8.

Northeast Iowa Community College has one of its two main campus facilities in Calmar. The Dairy Center adjoins the NICC campus and partners with the college to allow students enrolled in the dairy program to experience hands-on curriculum by working with the dairy herd. The Dairy Center is supported by the Northeast Iowa Dairy Foundation and is an educational facility with classrooms and labs, a milking parlor, a free-stall barn and calf barn.

Libraries

The Calmar Public Library is on Washington Street, next to City Hall. The library was established in 1933 and was housed in various locations, moving to its current location in 1995. Additions to the building were completed in 1999 and 2005. In 2008, the main portion of the library was renovated. The library serves the entire community and offers children's, young adult and summer reading programming. In addition to the library's large collection, the library offers a children's room and public computers.

Public Facilities and Services Summary

Calmar's municipal facilities are in good condition. The library, fire station and city hall are all well-maintained. Services are adequate for Calmar residents. The lack of senior housing was an issue raised by residents during the public input sessions. Residents had praise for the senior center, but expressed interest in a new community facility, able to hold larger events. It was also noted that many residents were unaware of the existing facilities and services available in the community, such as the child care center.

Public Facilities and Services Goals, Strategies and Actions

Goal 1: Community facilities accommodate the community's needs.

Strategy 1.1: Understand existing capacity of community facilities.

Action: Compile list of community assets, their capacity, intended and actual usage, and availability.

Action: Utilize new media to inform citizens and visitors of community assets.

Public Infrastructure and Utilities

The city 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 other private or public entities. Electric and gas utilities are available through Alliant Energy and Black Hills Energy. Telephone and Internet services are provided by several private providers. The city's water department manages the water and sewer operations for the community. The city also operates a yard waste collection site. Some community infrastructure is aging and sidewalks are a main concern for community members, especially in the uptown area.

Public Infrastructure and Utilities Goals, Strategies and Actions

Goal 1: Community infrastructure is well-maintained and meets the needs of residents and businesses.

Strategy 1.1: Ensure that infrastructure is monitored for adequacy.

Action: Conduct system assessments that indicate age and condition of infrastructure.
Action: Create a water/sewer budget that sets aside reserves for the ongoing repair and replacement of pipes, etc.

Strategy 1.2: Develop a plan to address sidewalk issues.

Action: Enforce existing codes regarding snow removal equitably.
Action: Conduct a sidewalk assessment for prioritization purposes.

Goal 2: Utility systems are accessible, reliable and cost-effective.

Strategy 2.1: Promote the use of efficient, renewable energy resources.

Action: Implement the recommendations of the city's recent energy audit.

Goal 3: Uptown sidewalks are accessible and add aesthetic value to the community.

Strategy 3.1: Complete uptown streetscape improvements.

Action: Implement Iowa Living Roadways visual beautification plan for Calmar.
Action: Determine safety issues to prioritize repairs.
Action: Work with Community Club to increase seasonal decorations.

Goal 4: Natural resources are protected and preserved.

Strategy 4.1: Minimize City runoff into Lake Meyer.

Action: Incorporate infiltration-based systems that encourage water retention and cleansing.

Goal 5: Intergovernmental and intra-governmental coordination is encouraged and supported.

Strategy 5.1: Encourage efficiency through collaborations.

Action: Explore consolidations of services with neighboring communities 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



Photograph 9: Prairie Farmer Trail through Calmar

Calmar residents identified several community strengths in the realm of natural and agricultural resources. Lake Meyer was identified as a top strength and residents felt that surrounding farmers, along with the college with its recent development of a natural prairie area, offered examples of good land stewardship. Reducing stormwater runoff is a priority for the community. NICC has taken the lead in the community in beginning to address runoff in parking areas. The community intends to do its part by incorporating best practices in stormwater reduction and cleansing into community projects and offering educational opportunities for residents wishing to do the same. Residents want to expand the use and enjoyment of natural resources for recreation by increasing the connectivity between city parks and between the city and nearby Lake Meyer. The addition of pocket parks within the community was also promoted. The community has a limited variety of tree species and expressed concern about the impact potential disease or insect infestations might have on the community. The community plans to develop a tree replacement plan so that over time, the tree population in the community is more diverse.

Natural and Agricultural Resource Goals, Strategies and Actions

Goal 1: Natural Resources are valued and protected.

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

Action: Partner with NICC and conservation-minded citizens to share environmentally sound practices in landscaping/paving.
Action: Provide leadership, educational materials and technical support for property owners that improve air, water and soil quality.
Action: Incorporate infiltration-based systems for the management of storm water runoff.
Action: Encourage filtration-based systems for the management of storm water runoff and analyze current best management practices to protect and control contamination of surface water and ground water from fields, lawns and man-made facilities.

Strategy 1.2: Trees and woodlands are well-managed and diverse in species.

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: Wildlife habitat will be protected and enhanced.

Strategy 2.1: Institute best practices in land management.

Action: Incorporate infiltration-based systems for the management of storm water runoff.
Action: Collaborate with watershed authorities and conservation organizations to identify best practices to preserve and protect critical areas and natural systems.

Goal 3: Park facilities and services are well-maintained and accessible to the public.

Strategy 3.1: 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: Coordinate with school districts to provide community use of school facilities.
Action: Provide public access to public 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 3.2: Ensure long term viability of public parks and recreational areas.

Action: Consider new installations for parks and campground.

Strategy 3.3: Ensure that parks are accessible.

Action: Consider pocket parks in neighborhoods.
Action: Identify routes to connect existing parks and recreational assets safely, develop plan for infrastructure improvements if needed.
Action: Develop plan to extend existing trail/sidewalk system to NICC and Dairy Center, the pool and Lake Meyer.

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

Strategy 4.1: Increase the marketing of natural resource opportunities.

Action: Develop directional signage for trailheads and other natural resource attractions.

Strategy 4.2: Expand recreational opportunities.

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

Hazards

Winneshiek County Emergency Management provides services to the City of Calmar. The City has an outdoor warning system that is automatically activated by the County's 911 dispatch center. Calmar utilizes the Winneshiek County Emergency Operations Plan and the Winneshiek County Recovery Plan. All City Response Personnel follow appropriate protocol and guidance. Winneshiek County contracts with the Northeast Iowa Response Group (NIRG), a specialized HAZMAT Team out of Waterloo, IA to provide incident response throughout the county. Only a small portion in the southern section of the community lies within any flood plain and it is well beyond any structures. Figure 26 illustrates the flood plain in the community.

Figure 26: Flood Plain, City of Calmar



Source: (The Schneider Corporation, 2013)

The City of Calmar performed a risk assessment of hazards that the community is vulnerable to during a hazard mitigation planning process in 2010. Communities can prepare for hazards by ensuring that residents have access to appropriately stocked shelters and that emergency equipment is in good condition and ready to respond. As part of the Winneshiek County MJ-5 Hazard Mitigation planning process, Calmar identified severe weather and a railway transportation incident as high priorities for mitigation planning.

The severe weather events that ranked as "high significance" for Calmar are windstorms, tornados, and thunderstorms and lightning. Calmar is located in a region of the country susceptible to all these naturally occurring events. Tornados and thunderstorms and lightning are more likely in the spring and summer months; windstorms can occur year-round as they are also associated with winter weather events. All of these weather events have the potential to interrupt roadway access and cause injury, even death, to residents. Furthermore, homes, businesses, and other structures, as well as vehicles, are at risk for significant damage.

Railway Transportation Incidents may include derailments, collisions and highway/rail crossing incidents. Results of an incident can range from minor "track hops" to catastrophic hazardous materials spills, or even fatalities. An active railway is located in the northern part of town. There are four railway and roadway intersections within city limits; one of the intersections is on a main artery road, U.S. Highway 52, and is marked with warning lights and crossbars; the other three intersections are on side roads marked with warning signs. While some incidents may occur for unseen reasons, residents are put at risk if the operators of the train and/or automobiles engage in distracted or reckless behavior. Further risk is present if railcars involved in an incident are carrying hazardous materials that spill and contaminate the ground or air. (UERPC, 2010)

Hazards Goals, Strategies and Actions

Goal 1: The vulnerability of the people and their property to the impacts of hazards is minimized.

Strategy 1.1: Maintain functions of facilities and services during power loss events.

Action: Purchase and install generators.

Strategy 1.2: Protect residents from severe weather elements.

Action: Construct FEMA-compliant storm shelter/Safe Room(s).

Strategy 1.3 Be prepared and equipped to respond for any incident at any time.

Action: Maintain a well-equipped and well trained emergency response capability for appropriate and effective response.

Goal 2: Critical facilities, infrastructure and other community assets are protected from the impacts of hazards.

Strategy 2.1: Maximize preparedness and afford protection of government, critical facilities and road infrastructure.

Action: Construct safe routes for travel and educate residents on the proper use of these routes.

Strategy 2.2: Improve and protect infrastructure.

Action: Upgrade water and wastewater treatment infrastructure.

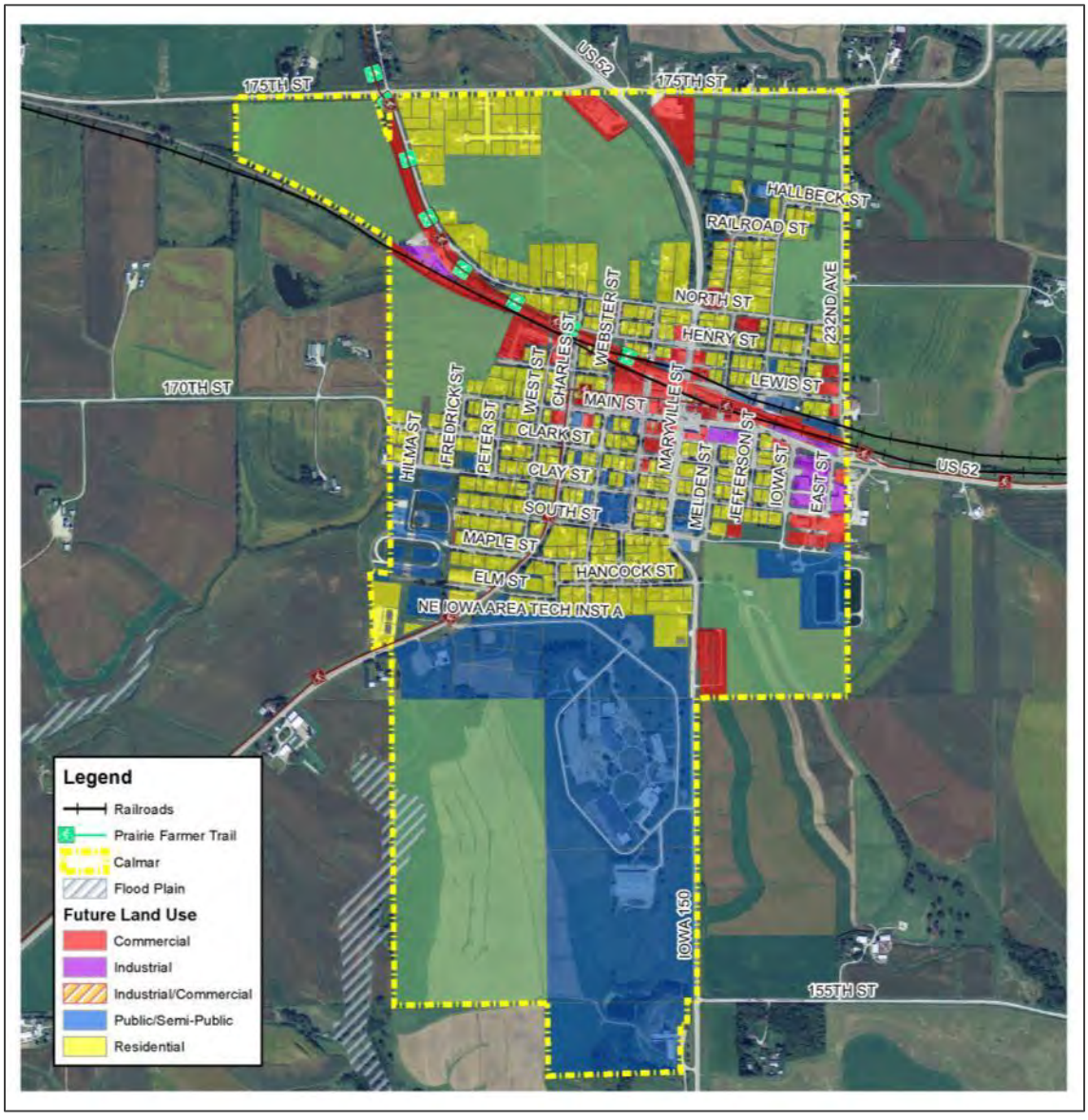
Action: Encourage the development of wellhead protection

Land Use

Current Land Use

The City of Calmar controls land use and protects community character through a building permit process and a comprehensive code of ordinances, including zoning. Figure 27 illustrates current land use within the community. The community still has room to grow within its existing boundaries.

Figure 27: Current Land Use, Calmar

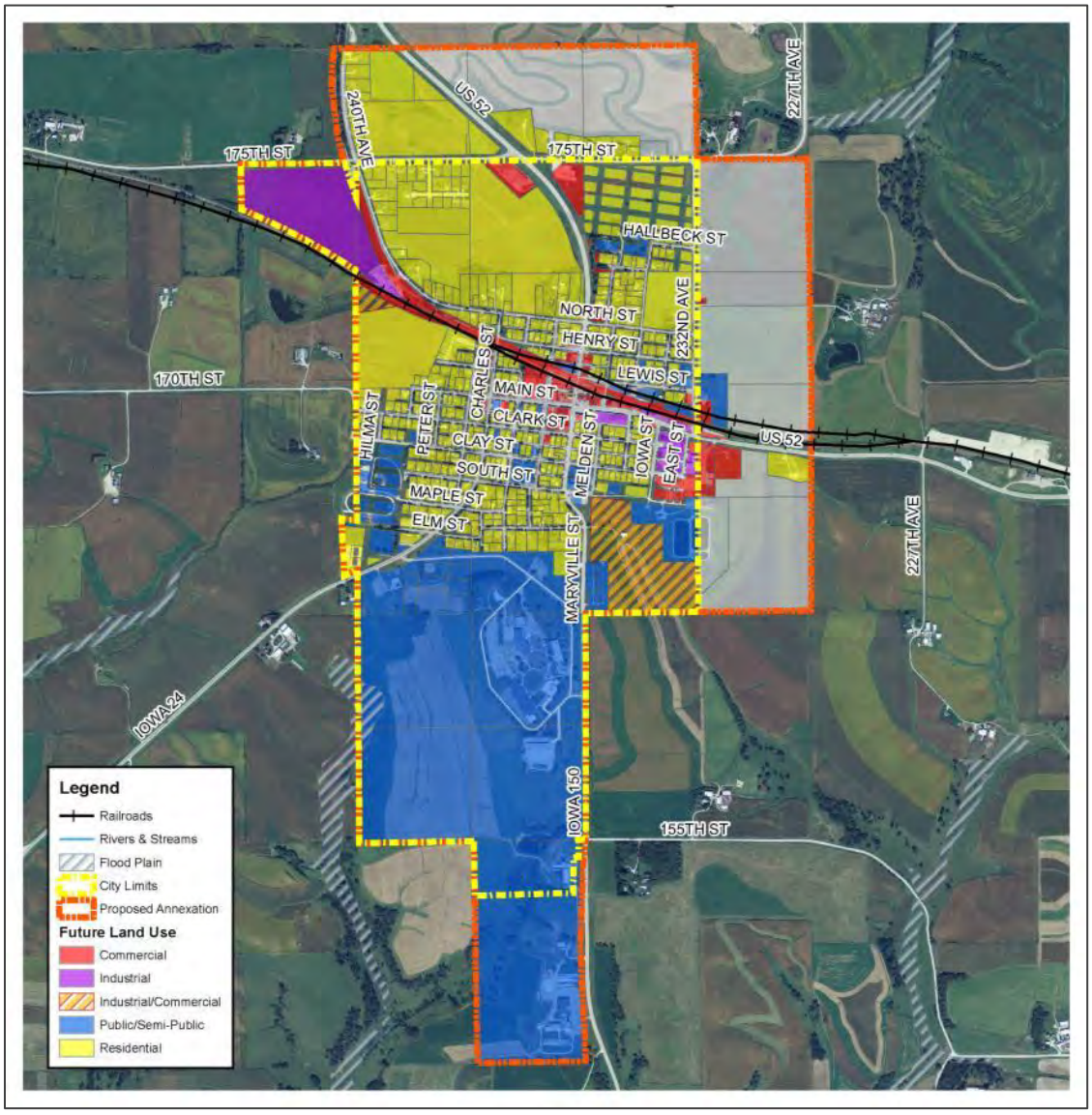


Source: (UERPC, 2012)

Future Land Use

Calmar's location offers ample room for development if necessary. The slopes surrounding the community are slight, producing few barriers to development. The city has developed a Future Land Use Map (Figure 28) to guide decisions regarding future growth and development. The city expects to see future development to occur to the northwestern section within the existing limits and potential annexation growth to the north and east. The community also expects the industrial park area to continue to develop. 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 28: Future Land Use Map, Calmar



Source: (UERPC, 2012)

Land Use Goals, Strategies and Actions

Goal 1: Highway commercial zoning will serve the needs of the traveling public.

Strategy 1.1: 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 2: Control scattered development in the city.

Strategy 2.1: Development will be controlled and permitted with consideration to provision of, and proximity to, infrastructure and emergency management services.

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

Goal 3: Suitable land will be reserved for industrial, commercial and housing development that does not conflict with the preservation of open space and public recreation.

Strategy 3.2: Encourage preservation of high-quality natural areas.

Action: Identify soil conservation, water supply conservation, flood control, and surface water drainage and removal areas for potential preservation.

Goal 4: Safeguard quality of life by meeting the social, physical and economic needs of residents through a balanced and sustainable distribution of various types of land uses.

Strategy 4.1: Make wise use of public funds when expanding infrastructure for development.

Action: Coordinate public infrastructure investments with land use patterns.
Action: Minimize public expenditures when considering requests for extension of public utilities.
Action: Encourage sustainable building practices when land is developed for business and residential use.

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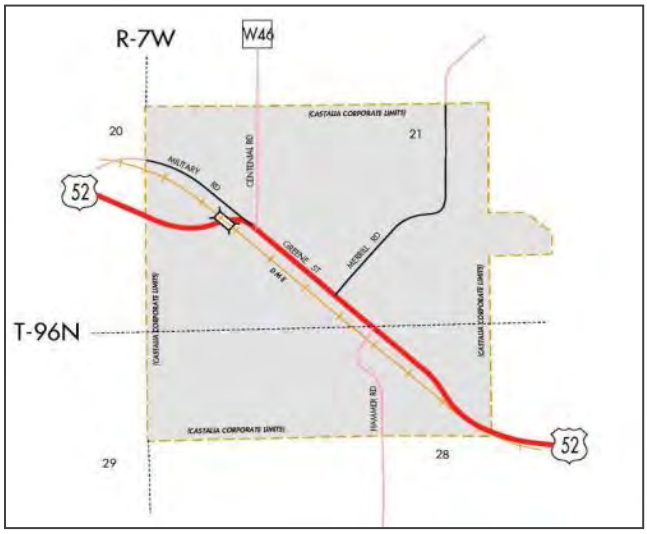
CHAPTER 12: CITY OF CASTALIA

Community Overview

Location

Castalia is located in southeast Winneshiek County on U.S. Highway 52 between Ossian and Postville. The total land area of city limits is .58 square miles and is laid out as shown in Figure 29.

Figure 29: Castalia Street Map



Source: (Iowa Department of Transportation, 2011)

History

In 1864, the Chicago, Milwaukee and St. Paul Railroad reached Castalia, once known as Rattletrap. The community was small with few buildings, but included two churches, post office and a general store. The population in 1880 was 108 (Alexander, 1882). The community has persevered over time and fared better than the community of Moneek, whose historic bridge has been moved to a park in Castalia (Figure 30). Little is written about the history of Castalia, but community members can still share oral histories with visitors and newcomers.

Figure 30: Moneek Bridge



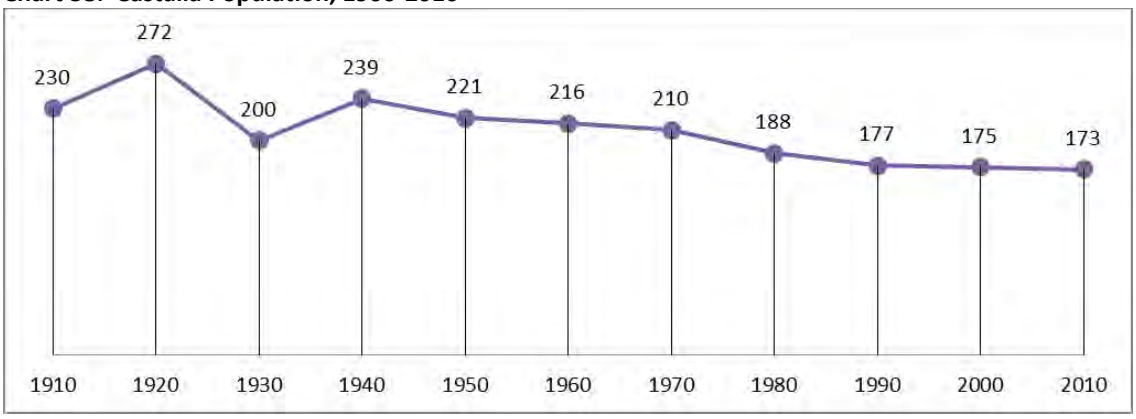
Source: (UERPC, 2012)

Population Characteristics

Population Trends

The 2010 Census count for the population of Castalia is 173. The Census has been tracking population data for the City of Castalia since 1910, at which time the population was 230. Chart 38 demonstrates the city's population since 1910. The population has been on an overall decline throughout that time. The highest count since 1910 was in 1920 with a population of 272 and noted its lowest count as of the last Census at 173 people. The population has experienced a 36% decline from its highest point at the 1920 Census to the present.

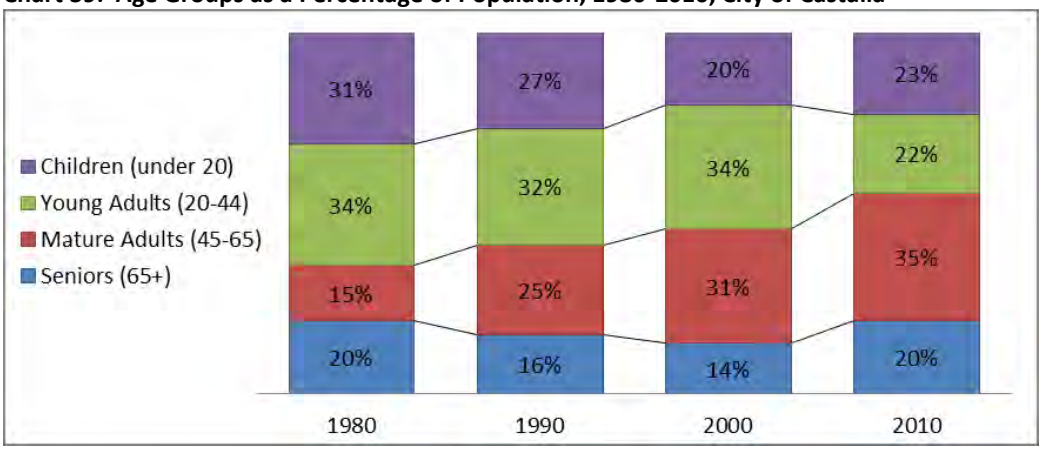
Chart 38: Castalia Population, 1900-2010



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

Chart 39 demonstrates the change in Castalia's population distribution from 1980 to 2010 in four age groupings. The city has noted significant declines since the 1980 census in the "Children (under 20)" category and the "Young Adults (20-44)" category. These two age groupings made up 64% of the population in 1980, but only 45% today, although a bright spot is noted in the last decade, where the "Children (under 20)" category increased. The city has had a significant increase in the percent of population in the "Mature Adults (45-65)" age range and remained steady in the "Seniors (65+)" category, after declines in 1990 and 2000. The rebound in seniors as a percent of population is likely due to the addition of a senior residence home. Understanding this distribution can help the community plan for lifestyles that cater to the younger adults and provide the desired amenities and services they need. In addition, the age range distribution may help the community reflect on ways to support the growth or prevent the decline in other age ranges.

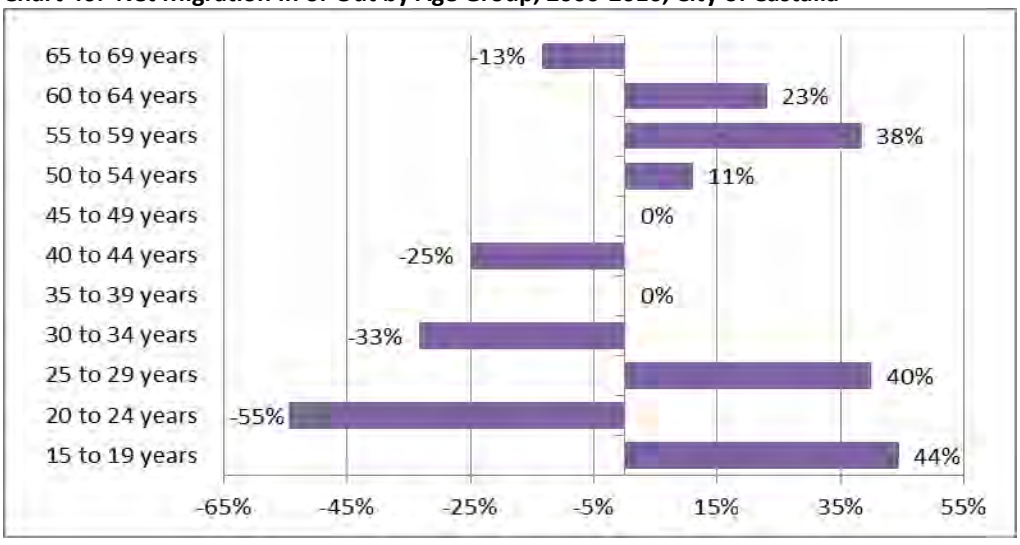
Chart 39: Age Groups as a Percentage of Population, 1980-2010, City of Castalia



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

Chart 40 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 Castalia is losing population and which age groups it has gained population due to a migration in or out of the community. In essence, Chart 40 captures the age ranges of the community's newcomers. For the community of Castalia, a large positive gain of newcomers is noted in the 15 to 19, 25 to 29 and 55 to 59 year age ranges. A cluster of newcomers from the ages of 50 to 64 is evidenced by this data. All other age groups experienced a net loss of population or no change, with the largest migration out of the community occurring in the 20 to 24 and 30 to 34 year age groups. It should be kept in mind that with the small population figures in Castalia, it does not take more than a few people in or out of the community to create large percentage shifts in population.

Chart 40: Net Migration In or Out by Age Group, 2000-2010, City of Castalia

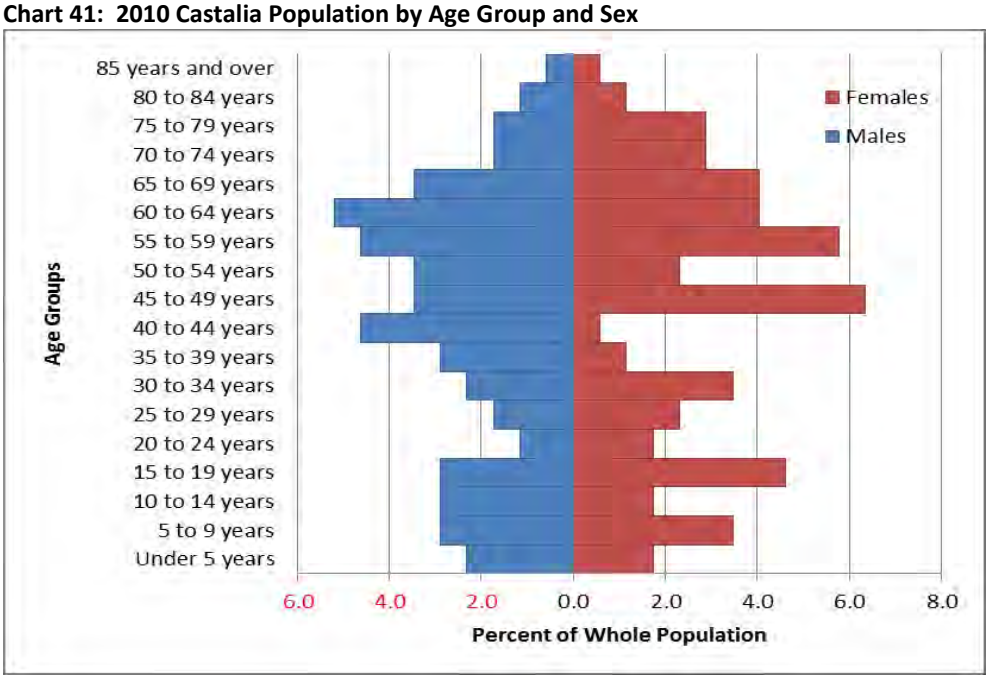


Source: (U.S. Census Bureau, 2012)

Another way to look at the population distribution within a community is to place data into a population pyramid. Chart 41 illustrates the distribution of the city's population across age groups by gender. The community's gender-balance paints an interesting picture, but one must again realize that two or three

people either way can make a large percentage difference. Notable differences occur in the 40 to 44 age range, where males outnumber females, and in the 45 to 49, where the opposite is true. As age ranges increase, females make up a larger percent of the population.

Chart 41: 2010 Castalia Population by Age Group and Sex



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

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.

Population Projections

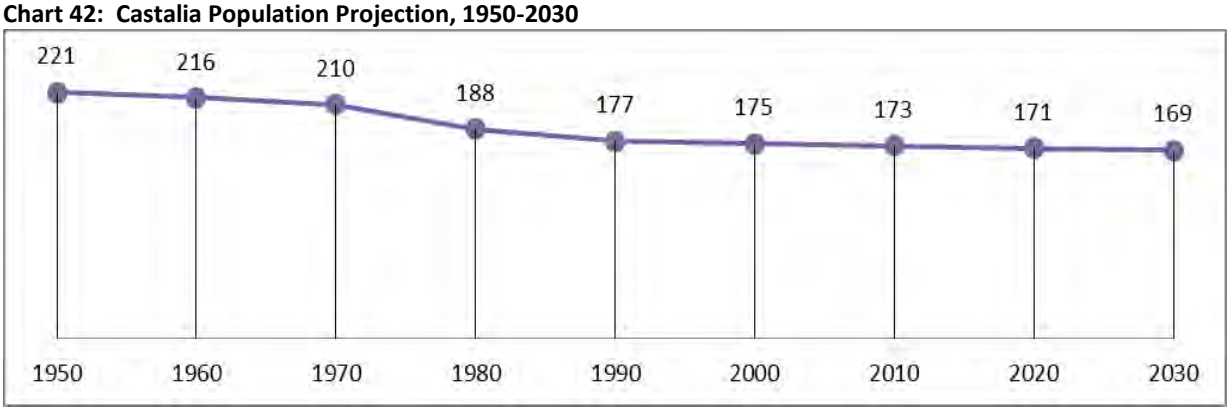
Table 43 projects the population of Castalia out to the year 2030. The numbers were calculated based on the city's 20 year annualized growth rate of -.11%. These projections were made using historical population trends as their basis and do not express an exact population figure. If the city continues to see an annual decrease in growth of .11% Castalia could reach a population of 169 by the year 2030. Chart 42 illustrates what this projection looks like as a continuation over the decades from 1950.

Table 43: Castalia Population Projections, 2011-2030

Year	Projection		Year	Projection		Year	Projection
2011	173		2018	171		2025	170
2012	173		2019	171		2026	170
2013	172		2020	171		2027	170
2014	172		2021	171		2028	170
2015	172		2022	171		2029	169
2016	172		2023	171		2030	169
2017	172		2024	170			

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

Chart 42: Castalia Population Projection, 1950-2030



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

Population Summary

The second smallest community in the county, the City of Castalia has seen a slight but steady decline in population over time. Residents in the age range from 45 to 65 account for 35% of the total population. Castalia has noted an influx of newcomers in the age ranges from 50 to 64. If trends continue for the community, the population is expected to decline over time. Castalia has no diversity in race with 100% of the population self-identifying as white on the 2010 Census. Ethnically, 54% of the population is of German ancestry, with Norwegian ancestry accounting for another 18% of the population (U.S. Census Bureau, 2012).

Community Character and Culture

The City of Castalia is proud of its unique character and cultural assets. City residents point to their strong base of volunteers and close-knit community as strong contributors to the lifestyle available in Castalia.

Events and Activities

Castalia offers residents several opportunities to engage in cultural and fun activities throughout the year. Since 1992, Castalia has celebrated Tractor Day annually in June. Tractor Day honors the farming history of this rural community. The popular Tractor Day parade features tractors from the past and present, as well as horses, floats and cars. After the parade, a variety of activities are organized including kids' games, a tractor pull, raffle drawings, musical performances and auctions. Also held annually, the Castalia Fire Department hosts the Firemen's Dance and pancake breakfast as fundraisers. The Firemen also sponsor a Halloween Party at the Fire Station for local children. The local church also hosts community social events including a soup supper and an ice cream social.

Recreation and Natural Resources

Castalia offers recreational opportunities at the Castalia City Park. The park offers playground equipment, a ball field and plenty of open green space for residents to enjoy. The City Park is also home to the Moneek Bridge and the Veteran's Memorial. A memorial service is held each year to honor veterans.



Photograph 10: Castalia City Park
Source: (UERPC, 2012)



Photograph 11: Castalia Veteran's Memorial
Source: (UERPC, 2012)

Community Character and Culture Summary

Maintaining a visually pleasing environment is a priority for the community. Some residents expressed concern at the appearance of some properties so the city will ensure that existing nuisance codes are enforced fairly. The park with its unique elements is special to the community and its social structure. The fire department and church are also important contributors to the cultural activities available to residents. Community events will continue to be a priority for the community. Residents enjoy the community's Christmas lights and lighting event along with a visit from Santa, so maintaining and upgrading the lights are another community priority.

Community Character and Culture Goals, Strategies and Actions

Goal 1: Property values are protected by improved appearance.

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

Action: Enforce nuisance ordinances.

Goal 2: Community events and amenities attract residents and visitors of all ages.

Strategy 2.1: Continue to host a variety of festivals and events throughout the year.

Action: Maintain and upgrade Christmas lighting.

Housing

Having sufficient decent and affordable housing that meets the needs of the community's population is important for the City of Castalia. There were 84 total housing units in Castalia as of the 2010 Census, with a vacancy rate of just 2%. Of the occupied housing in Castalia, 13% were rental units, a much lower percentage than the county (24%), and the state (28%) (U.S. Census Bureau, 2012).

Occupancy Characteristics

General housing information for the City of Castalia is shown in Table 44. Housing statistics have remained fairly stable overall from 1990 to 2010. The total number housing units has increased significantly since the 1990 Census, along with the vacancy rate. The city's rental rates have increased 87% from 1990 to a median rent of $443. The total number of families has declined significantly since 1990 to a low of 252.

Table 44: General Housing Statistics, City of Castalia

Statistic	1990	2000	2010
Total Persons	177	175	173
Total Housing Units	83	81	84
Occupied	76	79	82
Owner-Occupied (%)	79%	75%	87%
Renter-Occupied (%)	21%	25%	13%
Median Rent	$225	$325	$438
Vacant	7	2	2
Vacancy Rate	8%	2%	2%
Number of Families	48	48	49
Average Family Size	3.06	2.69	2.71
Number of Households	76	79	82
Average Household Size	2.33	2.22	2.11

Source: (U.S. Census Bureau, 2012); (State Data Center of Iowa, n.d.); 2007-2011 ACS

Housing Values

A breakdown of the 1990, 2000 and 2010 housing unit values for the city are shown in Table 45. The values of housing within the community are showing a steady increase. The majority of housing values in the community are in the range of $50,000 to 99,999, with the current median value at $77,200. The median value ranks well below the county median of $152,500. The 1990 data appears to be inconsistent, with 8.2% of the housing valued over $500,000, indicating an error in data collection at some point. It is worthwhile to note that the range of values is much more diverse than in previous years.

Table 45: Housing Value Statistics, City of Castalia 1990-2010

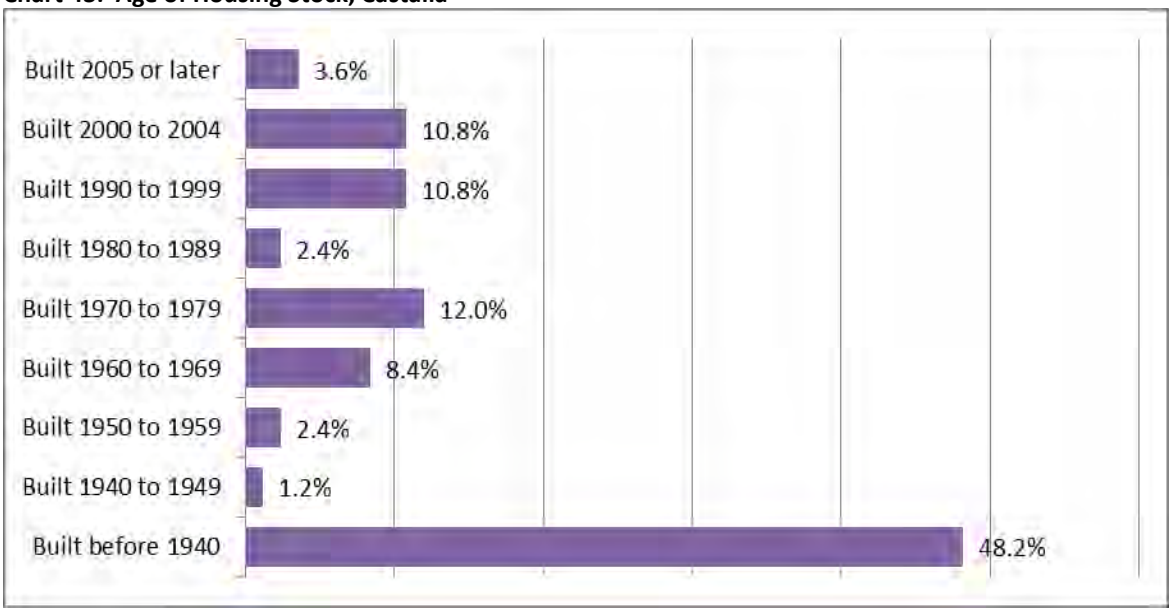
Value:	1990	2000	2010
Less than $50,000	89.2%	77.40%	19.20%
50,000-99,999	2.7%	22.60%	42.50%
100,000-149,999		-	11.00%
150,000-199,999	-	-	4.10%
200,000-299,999	-	-	15.10%
300,000-499,999	-	-	8.20%
500,000 or more	8.1%	-	-
Median Value	$25,800	$39,600	$77,200

Source: (State Data Center of Iowa, n.d.); (U.S. Census Bureau, 2012), 2007-2011 ACS

Age and Condition

Another factor that provides insight into a community's housing stock is the age of the existing units. Chart 43 illustrates the age of housing stock in Castalia by the year built. A significant number of houses in the community were built prior to 1940, with housing construction bursts in the 70s, 90s and from 2000 to 2004. The age of housing stock is one of the greatest challenges in Castalia. Over 48% of the housing units in Castalia were built prior to 1939 and 72% of the homes were 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.

Chart 43: Age of Housing Stock, Castalia

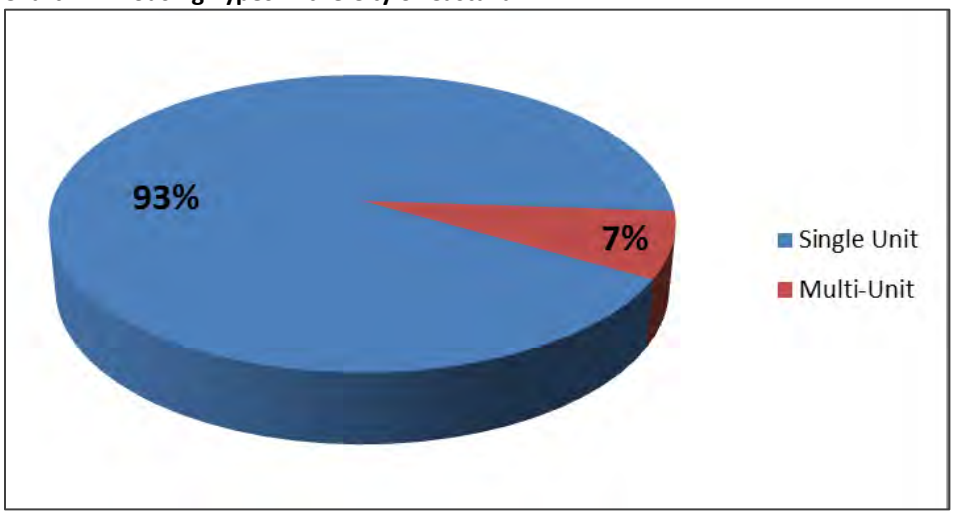


Source: (U.S. Census Bureau, 2012)

Structural Characteristics

Single unit structures make up 93% of the city's housing stock. The remaining 7% are multi-unit structures. Of those multi-unit structures, two are duplexes and four are 3 or 4 units. Chart 44 illustrates the distribution of housing types within the community.

Chart 44: Housing Types in the City of Castalia



Source: (U.S. Census Bureau, 2012) 2007-2011 ACS

Affordability

Public input indicated that most residents believe that the community does have affordable housing options. Chart 45 indicates the median home value and median household income for Castalia 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 lieu of a purchase price, one can compare median housing values to median income. Using this comparison, the median value of a home in Castalia is 1.7 times the median household income for 2010. This places the local housing market within the affordable range for Castalia residents.

Chart 45: Housing Market Affordability, City of Castalia

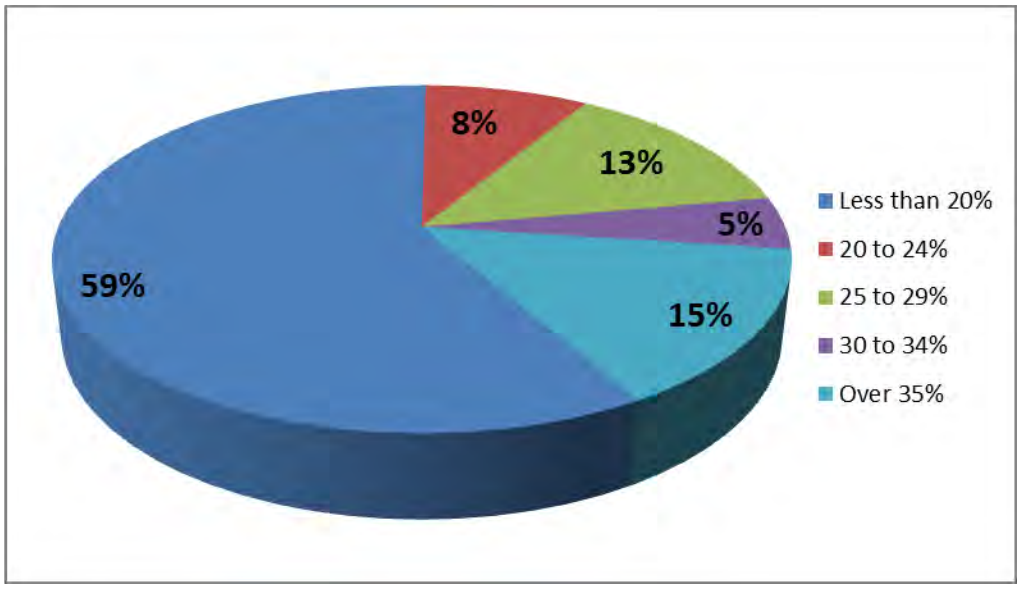


	1990	2000	2011
Median Home Value	$25,800	$39,600	$77,200
Median Household Income	$20,209	$30,417	$45,313
Maximum Affordable Housing	$60,627	$91,251	$135,939

Source: (State Data Center of Iowa, n.d.); (U.S. Census Bureau, 2012), 2007-2011 ACS

As with all communities, some families find ongoing housing expenses such as utilities, rent or mortgage payments to be a challenge. Chart 46 indicates that about 20% 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.

Chart 46: Housing Costs as a Percent of Monthly Income, City of Castalia



Source: (U.S. Census Bureau, 2012), 2007-2011 ACS

Housing Summary

Housing in Castalia has remained quite stable over the years and as of the 2010 Census, the city had 84 units with a 2% vacancy rate. Values are increasing, yet the market remains affordable to most,

although 20% of the population expends more than 30% of their income on housing costs which can place a burden on families. The community's housing stock is older, like much of the area. Over 48% of the housing was built prior to 1940. Public input indicated a desire to encourage property owners to improve the appearance of their structures and the general upkeep of neighborhoods. Overall, housing in the community is meeting the needs of its residents.

Housing Goals, Strategies and Actions

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

Strategy 1.1: Encourage public and private sectors to develop and maintain an adequate supply of housing for all segments of the population.

Action: Identify senior housing needs.
Action: Develop a senior housing committee.

Strategy 2.1: Encourage housing that is safe, sanitary and accessible.

Action: Enforce building and property maintenance codes equitably.

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

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

Action: Develop a reward or penalty program to address unfinished home projects.
Action: Encourage property owners to land with housing infrastructure not being utilized.

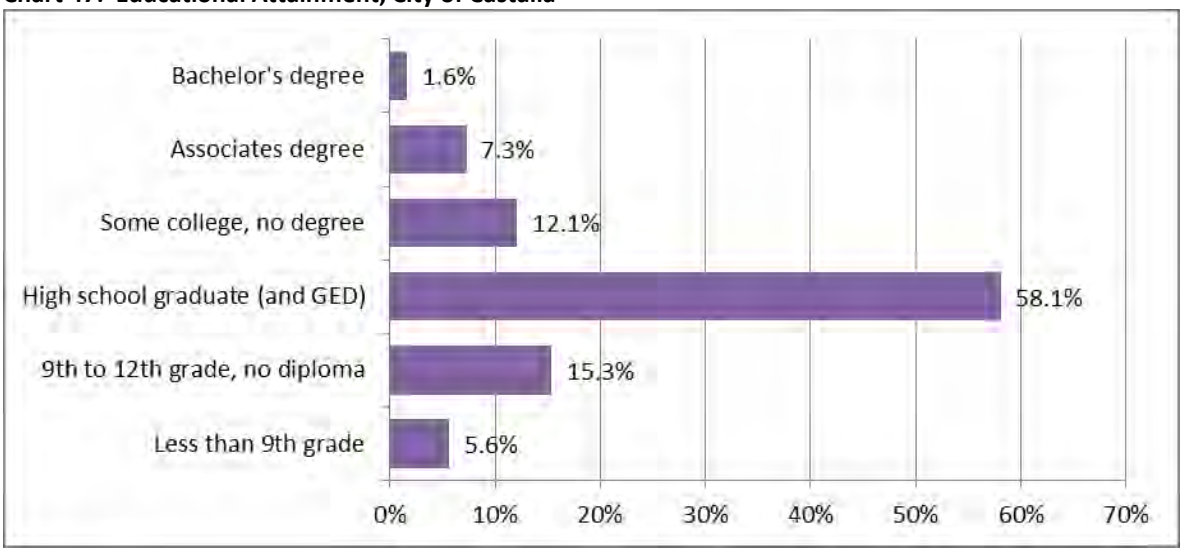
Economic Development

The City of Castalia is generally a bedroom community for the surrounding area. Businesses within the community are small, local operations and the focus of Castalia is to provide sufficient retail to serve the needs of its residents. This section will review the workforce characteristics of community members.

Educational Attainment

The educational attainment of residents influences employment opportunities for residents. 79% of the residents in Castalia hold high school diplomas or higher and just over 1% hold a bachelor's degree or higher. This is much lower than the county as a whole, where 92% have a high school diploma or higher and 27% hold a bachelor's degree or higher (U.S. Census Bureau, 2012). Chart 47 illustrates the breakdown of educational attainment for city residents. The majority have a high school diploma or equivalent, with the next highest category being the achievement of 9th to 12th grade, no diploma.

Chart 47: Educational Attainment, City of Castalia



Source: (U.S. Census Bureau, 2012), 2007-2011 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 46 compares the labor force characteristics for Castalia and Winneshiek County. Comparatively, Castalia is very similar percentage-wise to the county as a whole.

Table 46: Labor Force Characteristics

	City of Castalia	Winneshiek County
Total population 16 years and over	150	17,265
Total in labor force	101	12,176
Percent in labor force	67.3%	70.5%
Employed labor force	95	11,682
Percent employed in labor force	63.3%	67.7%
Females 16 years and over	84	8,745
Females in labor force	54	5,690
Percent of females in labor force	64.3%	65.1%

Source: (U.S. Census Bureau, 2012), 2007-2011 ACS

Commuting

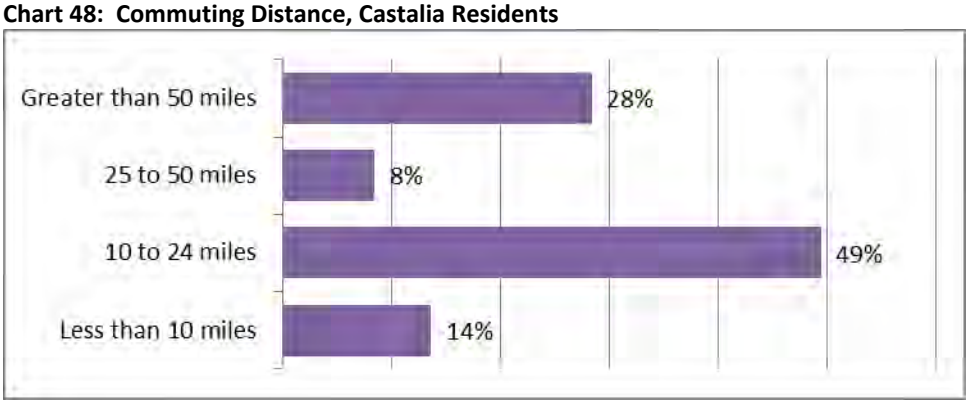
According to Census data, 100% of Castalia residents commute to other locations for primary jobs. Table 47 indicates where people who live in Castalia are working. Because of the small population, this data can fluctuate rapidly. The fact that Decorah is location that most Castalia residents work is the most significant knowledge gained from the data. Chart 48 illustrates the commuting distances traveled by the city's resident workforce. Nearly 28% reported commuting a distance further than 50 miles.

Table 47: Commuter Data, City of Castalia

Top 10 Places Castalia Residents Work	% of Residents
Decorah	34%
Ossian	5%
Postville	4%
Cedar Falls	3%
Cedar Rapids	3%
Dubuque	2%
Jackson Junction	2%
Mason City	2%
Waterloo	2%
Adel	1%
All Other Locations	41%

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

Chart 48: Commuting Distance, Castalia Residents



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

Employment by Industry and Occupation

According to the Census figures shown in Table 48, the leading industry category employing Castalia's workforce is educational services, and health care and social assistance, this holds true at the county level as well. Over 28% are employed in this industry, compared to 33% of the overall county workforce. The next leading industries employing Castalia's workers are transportation, warehousing and utilities (17%) and manufacturing (15%). As a factor in the county workforce, Castalia workers make up less than 1% of the total county workforce.

Table 48: Economic Base of the City of Castalia and Winneshiek County

Industry Category	City of Castalia		Winneshiek County		Castalia as a % of Total Employed
	Number	Percent	Number	Percent	
Agriculture, forestry, fishing, hunting, mining	1	1.05%	1,039	8.89%	0.10%
Construction	8	8.42%	850	7.28%	0.94%
Manufacturing	14	14.74%	1,375	11.77%	1.02%
Wholesale trade	0	0.00%	227	1.94%	0.00%
Retail trade	12	12.63%	1,200	10.27%	1.00%
Transportation, warehousing, utilities	16	16.84%	406	3.48%	3.94%
Information	0	0.00%	97	0.83%	0.00%
Finance, insurance, real estate, rental and leasing	2	2.11%	420	3.60%	0.48%
Professional, scientific, management, admin and waste services	6	6.32%	586	5.02%	1.02%
Education, health care and social assistance	27	28.42%	3,910	33.47%	0.69%
Arts, entertainment, recreation, accommodation and food services	2	2.11%	865	7.40%	0.23%
Other services, except public administration	7	7.37%	459	3.93%	1.53%
Public administration	0	0.00%	248	2.12%	0.00%
Total Employed Persons	**95**	**100%**	**11,682**	**100%**	**0.81%**

Source: (U.S. Census Bureau, 2012), 2007-2011 ACS

Table 49 places city workers into categories by occupation. Occupations describe the type of work in which an employee is engaged. Occupations correlate strongly with industries and educational level.

Castalia's largest classification was the "production, transportation and material moving" occupation type, at 37%. The second largest occupation classification was "service" occupations at 26% of the community's workforce. The percentage of workers in those occupations was much higher than the county as a whole. Castalia has a much lower percentage of the workforce in "management, business, science, arts" occupations than does the county.

Table 49: Occupation Classification of Castalia's Workers Compared to Winneshiek County

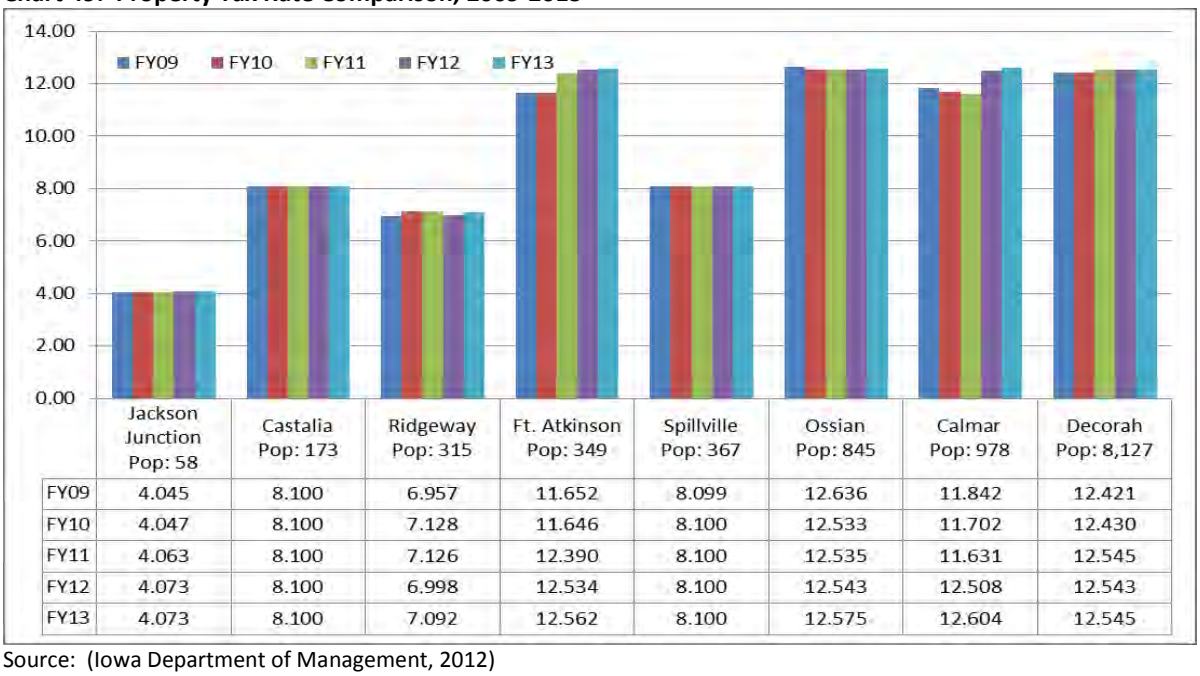
Occupation Description	City of Castalia		Winneshiek County	
	Number	Percent	Number	Percent
Management, business, science, arts	10	10.53%	3,876	33.18%
Service	25	26.32%	2,236	19.14%
Sales and office	15	15.79%	2,453	21.00%
Natural resources, construction, maintenance	10	10.53%	1,230	10.53%
Production, transportation, material moving	35	36.84%	1,887	16.15%
Total Employed Persons	**95**	**100%**	**11,682**	**100%**

Source: (U.S. Census Bureau, 2012), 2007-2011 ACS

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 49 provides a comparison of the city's portion of property tax rates for all the communities in the county. Castalia's tax rates have remained unchanged over the past five fiscal years.

Chart 49: Property Tax Rate Comparison, 2009-2013



	Jackson Junction Pop: 58	Castalia Pop: 173	Ridgeway Pop: 315	Ft. Atkinson Pop: 349	Spillville Pop: 367	Ossian Pop: 845	Calmar Pop: 978	Decorah Pop: 8,127
FY09	4.045	8.100	6.957	11.652	8.099	12.636	11.842	12.421
FY10	4.047	8.100	7.128	11.646	8.100	12.533	11.702	12.430
FY11	4.063	8.100	7.126	12.390	8.100	12.535	11.631	12.545
FY12	4.073	8.100	6.998	12.534	8.100	12.543	12.508	12.543
FY13	4.073	8.100	7.092	12.562	8.100	12.575	12.604	12.545

Source: (Iowa Department of Management, 2012)

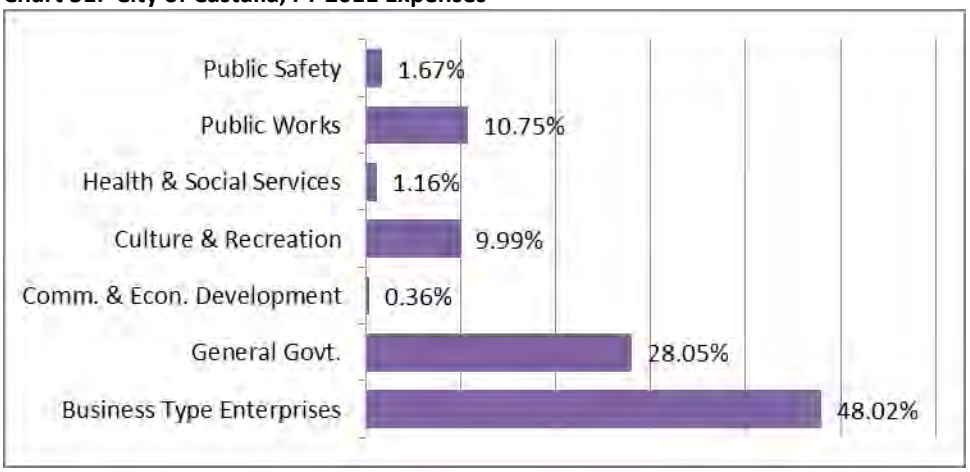
As Castalia plans for its future, an overview of how the city receives revenue and where it spends that revenue can identify areas with extra resources or potential savings. Charts 50 and 51 illustrate city's revenue sources and expenses for the 2011 fiscal year. The majority of the community's revenues came from charges for services, such as water and sewer. Property tax revenue was the next highest source of revenue. Expenses are distributed across several categories, with business type enterprises making up over 48% of the city's costs. Revenue and expense categories can fluctuate from year to year as larger community projects are undertaken.

Chart 50: City of Castalia, FY 2011 Revenue Sources



Source: (Iowa Department of Management, 2012)

Chart 51: City of Castalia, FY 2011 Expenses



Source: (Iowa Department of Management, 2012)

Economic Development Summary

Castalia's residents are part of the larger regional workforce and statistically speaking, all of its residents commute elsewhere for primary employment. As a community, its main concern is to provide sufficient amenities and retail offerings to fulfill the basic needs for the community. In order to attract retail, the community plans to work on improving the appearance through town and identify its retail gaps. City leaders expressed concern that existing property owners may not be interested in selling buildings, even

if sitting vacant. Showing appreciation for the community's existing businesses is also important to community residents. Public input indicated that some of these existing businesses might be willing to carry staples to address a gap in grocery needs.

Economic Development Goals, Strategies and Actions

Goal 1: The downtown is a thriving retail area.

Strategy 1.1: Engage in efforts for Greene Street beautification.

Action: Enforce existing speed limits in the downtown area
Action: Develop a plan to replace seasonal decorations as needed.
Action: Work with property owners to encourage reuse of vacant downtown buildings.

Goal 2: Existing businesses will be retained and/or expanded.

Strategy 2.1: Support business expansion and job retention programs.

Action: Develop a local network of support to maintain relationships with local businesses.

Strategy 2.2: Support the development goals and recognize the economic impact of area institutions and businesses.

Action: Maintain and strengthen the relationship with NICC.
Action: Establish an appreciation program for local businesses.

Goal 3: Business attraction efforts align with community needs.

Strategy 3.1: Identify unmet community needs - quantify potential benefits and potential customer support.

Action: Explore local options for carrying staple items (expand what an existing business is offering or seek new entrepreneurs).

Strategy 3.2: Develop a local network of support to answer inquiries from potential businesses.

Action: Identify local community members with the knowledge, expertise and interest in becoming front-line ambassadors for the community.

Goal 4: Start-up businesses and entrepreneurs are welcomed and supported.

Strategy 4.1: Support start-up and entrepreneurial businesses through technical and financial assistance programs.

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

Transportation

Inventory of Existing Transportation Options

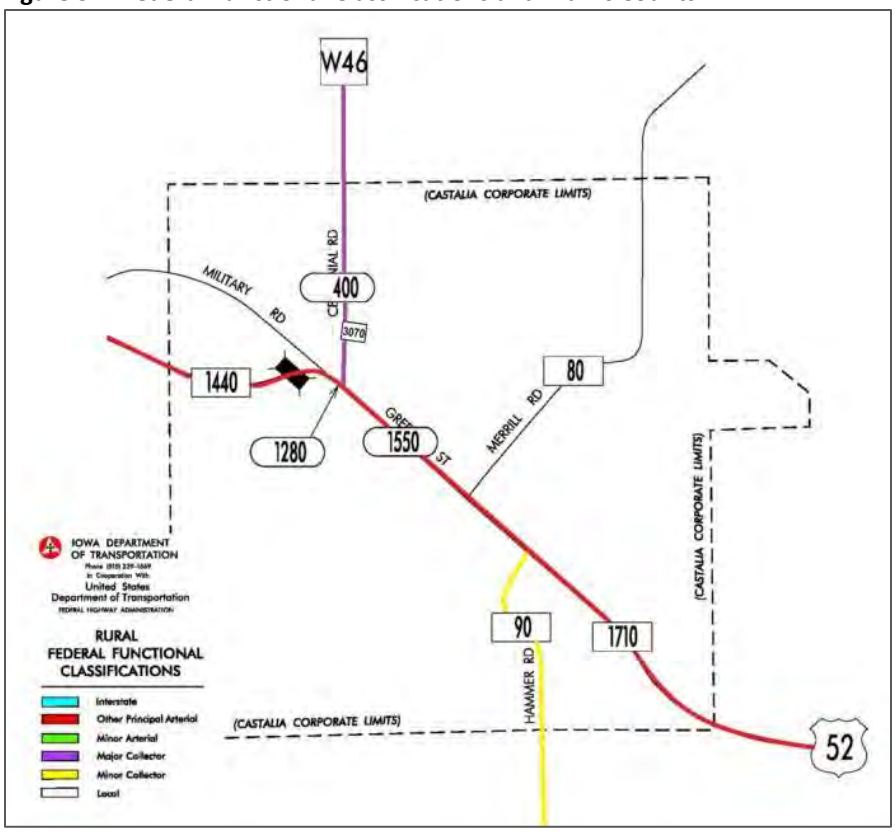
Streets and Sidewalks

Transportation facilities in the City of Castalia are limited but include city roads to state and county highways as well as sidewalks. Castalia's residents primarily choose personal vehicles or walking as a main mode of travel in the community. The community's size makes it a walkable community with sidewalks available throughout most of 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, 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.

Figure 31 shows a street diagram, with Federal Functional Classifications highlighted and DOT traffic counts included. The city is not responsible for the maintenance of Highway 52. The highest traffic counts are taken on Highway 52 as it heads to the southeast out of town, carrying 1,710 vehicles per day.

Figure 31: Federal Functional Classifications and Traffic Counts



Source: (Iowa Department of Transportation, 2011)

Air Transportation

The City of Castalia has access to private air service through the Decorah Municipal Airport, Waukon Municipal Airport and the Monona Municipal Airport, each approximately 20 miles from Castalia. In addition, commercial air service is available in the larger communities of Waterloo, Rochester, Cedar Rapids, Dubuque, and Des Moines.

Railroads

Castalia is one of the communities through which the Canadian Pacific Railroad, owner of Dakota, Minnesota & Eastern Railroad Corp. (DME) runs. As previously noted, the main products handled by the rail include coal, farm products, food products, chemicals, waste products, primary metal products, nonmetallic metals and stone (Iowa Department of Transportation, 2012). About three trains a day go through Castalia (Federal Railroad Administration, 2011). The rail runs parallel to Highway 52 about 1 block off the highway on the southern side of the community. To get to the city's park, children often cross the railway as the main section of town is on the other side of the tracks.

Public Transportation

Northeast Iowa Community Action Corporation provides demand response service to the general public in Castalia.

Bike/Pedestrian Transportation

The residents of the Castalia do have sidewalks on each side of Highway 52 through most of the community. Some sidewalk gaps exist on arterial roadways.

Transportation Summary

The main transportation concern for Castalia is the speed at which traffic often travels through town. The community is very walkable, but crossing Highway 52 can be dangerous for children as well as adults. Because of the jurisdictions over the highway, community leaders will need to work closely with the Iowa DOT to produce the desired results.

Transportation Goals, Strategies and Actions

Goal 1: Traffic flows smoothly through town in a safe manner.

Strategy 1.1: Manage traffic through town.

Action: Partner/share radar speed sign with other jurisdictions.

Public Facilities and Services

Inventory of Existing Facilities and Services

City Hall

The Castalia City Hall and Castalia Fire Department share a joint building on West Greene Street. The building includes a meeting room and a two-stall fire station.

Police

Law enforcement is provided to the residents of Castalia by the Winneshiek County Sheriff's Department.

Fire and Rescue

The Castalia Fire Department consists of approximately 24 volunteer members and is funded by the City of Castalia along with township trustees in the department's service area. The Castalia Fire Station, as previously noted, adjoins City Hall on Greene Street (Hwy. 52) and serves the community and Bloomfield Township. The South Winn First Responders serve the community of Castalia, operating out of the Calmar Fire Station. The Responders have about 15 trained volunteers able to respond to any trauma or medical emergency. The group consists of certified First Responders, Emergency Medical Technicians (EMTs) and Paramedics.

Medical Services

There are no medical services within the community of Castalia however Gundersen Lutheran operates a clinic in Ossian and in Postville, each just five miles from Castalia.

Senior and Child Care

Currently, no senior care facilities or child care facilities are located within the community of Castalia. There is a senior nursing facility in Ossian, as well as two child care centers and four registered home childcare providers in Ossian. Postville, just seven miles southeast, also offers child care and senior care.

Parks and Recreation

Castalia has one city park. Castalia City Park is located in the southeast part of town and is home to the historical Moneek Bridge and the community's Veteran's Memorial. The park offers playground equipment, a softball/baseball infield, shelter house and plenty of open green space for play.

Schools

The City of Castalia is located in the Postville Community School District. Castalia children attend either the elementary/middle school or the high school, both of which are located in the nearby community of Postville.

Public Facilities and Services Summary

Castalia's municipal facilities are in excellent condition. Residents and community leaders did not foresee any structural needs in this area throughout the life of this plan.

Public Facilities Goals, Strategies and Actions

Goal 1: Community protection is adequate and cost-effective.

Strategy 1.1: Support the local fire department.

Action: Provide adequate training opportunities for members.
Action: Monitor new policies that could impact the department in order to make changes if needed.

Public Infrastructure and Utilities

The city provides water, sewer and stormwater services to its residents. Other essential services, such as electricity, natural gas, communications and solid waste collection are provided by other private or public entities. Electric utilities are available through Alliant Energy. As of the latest Census, 80% of the households in Castalia utilized bottle, tank or LP gas for home heating. Telephone and Internet services are provided by a variety of private providers. The city's water department manages the water and sewer operations for the community. The city also operates a yard waste collection site. City leaders indicated a need to replace aging water infrastructure, including the lines, the pump house and the generator. In addition, some sidewalk infrastructure is missing or in poor condition.

Public Infrastructure and Utilities Goals, Strategies and Actions

Goal 1: Community infrastructure is well-maintained and meets the needs of residents and businesses.

Strategy 1.1: Ensure that infrastructure is monitored for adequacy.

Action: Create a water/sewer budget that sets aside reserves for the ongoing repair and replacement of pipes and equipment.

Strategy 1.2: Develop a plan to address sidewalk issues.

Action: Conduct a sidewalk assessment for prioritization purposes.

Goal 2: Clean drinking water is assured for all residents.

Strategy 2.1: The quality of drinking water is maintained for human consumption.

Action: Update water mains from 4" to 6" from pump house all along West Greene Street.

Natural and Agricultural Resources

Castalia residents are truly surrounded by natural and agricultural resources. The community's most valued natural resource area is the city park. Maintaining it for long term use by community members is a major goal of city leadership. Many of the community trees are Ash, leading to concern over the impact of potential disease or insect infestations. The community plans to develop a tree replacement plan so that over time, the tree population in the community is more diverse.

Natural and Agricultural Resource Goals, Strategies and Actions

Goal 1: Natural Resources are valued and protected.

Strategy 1.1: Trees and woodlands are well-managed and diverse in species.

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

Action: Develop Capital Improvement plan for the gradual replacement of park equipment.

Hazards

Winneshiek County Emergency Management provides services to the City of Castalia. The City has an outdoor warning system that is manually activated at the fire station. Castalia utilizes the Winneshiek County Emergency Operations Plan and the Winneshiek County Recovery Plan. All City Response Personnel follow appropriate protocol and guidance. Winneshiek County contracts with the Northeast Iowa Response Group (NIRG), a specialized HAZMAT Team out of Waterloo, IA to provide incident response throughout the county. None of the community lies within any flood plain as noted in Figure 32.

Figure 32: Flood Plain, City of Castalia



Source: (The Schneider Corporation, 2013)

The City of Castalia performed a risk assessment of hazards that the community is vulnerable to during a hazard mitigation planning process in 2010. Communities can prepare for hazards by ensuring that residents have access to appropriately stocked shelters and that emergency equipment is in good condition and ready to respond. As part of the Winneshiek County MJ-5 Hazard Mitigation planning process, Castalia identified severe weather and a railway transportation incident as high priorities for mitigation planning.

The severe weather events that ranked as “high significance” for Castalia are windstorms, tornados, and thunderstorms and lightning. Castalia is located in a region of the country susceptible to all these naturally occurring events. Tornados and thunderstorms and lightning are more likely in the spring and summer months; windstorms can occur year-round as they are also associated with winter weather events. All of these weather events have the potential to interrupt roadway access and cause injury,

even death, to residents. Furthermore, homes, businesses and other structures, as well as vehicles, are at risk for significant damage.

Railway Transportation Incidents may include derailments, collisions and highway/rail crossing incidents. Results of an incident can range from minor "track hops" to catastrophic hazardous materials spills, or even fatalities. An active railway is runs diagonally through city limits from the northwest to the southeast. There is one railway and roadway intersection within city limits; it is a side road marked with warning signs. A railroad bridge crosses over US Highway 52 inside city limits as well. While some incidents may occur for unseen reasons, residents are put at risk if the operators of the train and/or automobiles engage in distracted or reckless behavior. Further risk is present if railcars involved in an incident are carrying hazardous materials that spill and contaminate the ground or air. (UERPC, 2010)

Hazards Goals, Strategies and Actions

Goal 1: The vulnerability of the people and their property to the impacts of hazards is minimized.

Strategy 1.1: Maintain functions of facilities and services during power loss events.

Action: Purchase and install generators.

Strategy 1.2: Provide early warning for hazards.

Action: Purchase, install and maintain warning siren equipment.

Strategy 1.3: Protect residents from severe weather elements.

Action: Construct FEMA-compliant storm shelter/Safe Room(s).

Strategy 1.4 Be prepared and equipped to respond for any incident at any time.

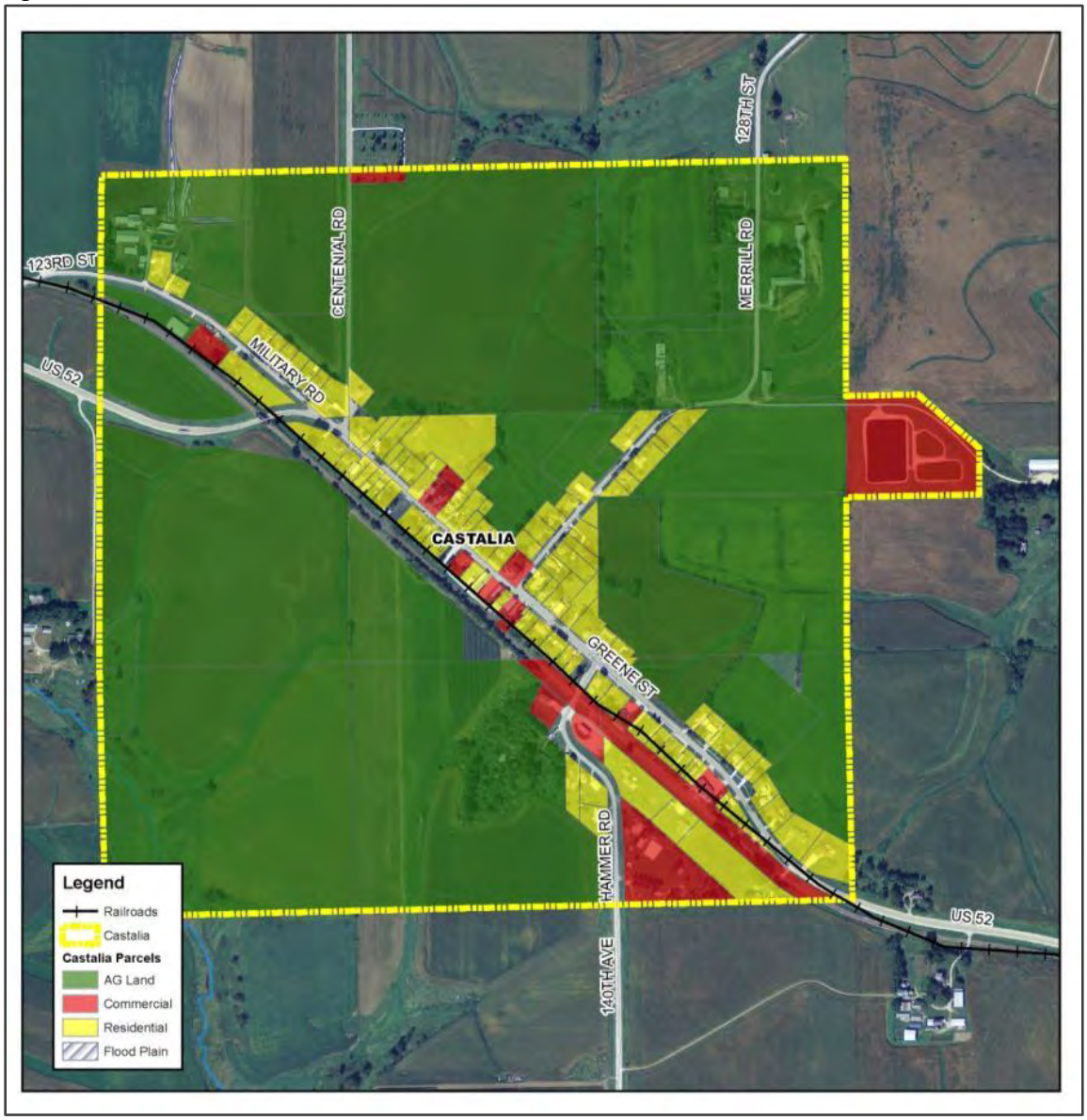
Action: Maintain a well-equipped and well trained emergency response capability for appropriate and effective response.

Land Use

Current Land Use

The City of Castalia controls land use and protects community character through a building permit process, but currently has no zoning ordinances or building codes. Figure 33 illustrates current land use within the community. The community still has much room to grow within its existing boundaries.

Figure 33: Current Land Use, Castalia



Source: (UERPC, 2012)

Future Land Use

Castalia's location offers ample room for development if necessary. The slopes surrounding the community are slight, producing few barriers to development. The city has developed a Future Land Use Map (Figure 34) to guide decisions regarding future growth and development. The city expects to see future development to occur within the existing limits and expects to have no annexation growth throughout the life of this plan. The community expects that growth may be residential in nature, but have identified an area between Highway 52 and the railway on the northwest edge of town as a potentially good location for commercial or industrial development. The future land use map designates how the city would like to utilize the land, but a city's zoning ordinances and zoning map would be the tool necessary to 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 34: Future Land Use Map, Castalia



Source: (UERPC, 2012)

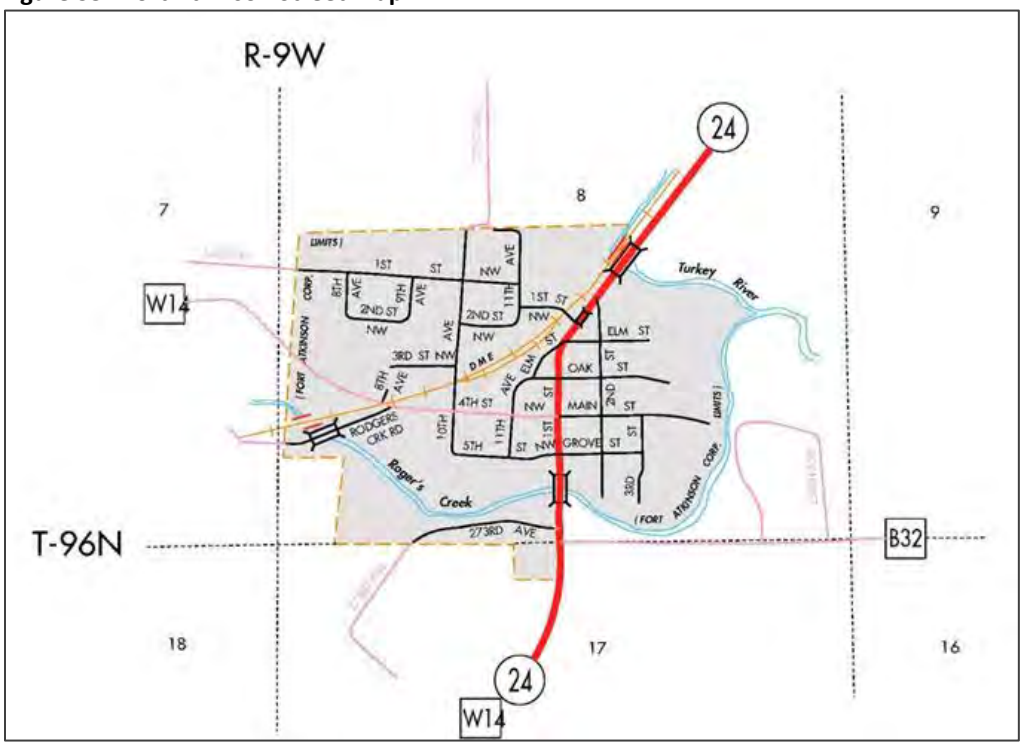
CHAPTER 13: CITY OF FORT ATKINSON

Community Overview

Location

Fort Atkinson is located in southwest Winneshiek County along State Highway 24. The total land area of within the city limits is .313 square miles and is laid out as shown in Figure 35.

Figure 35: Fort Atkinson Street Map



Source: (Iowa Department of Transportation, 2011)

History

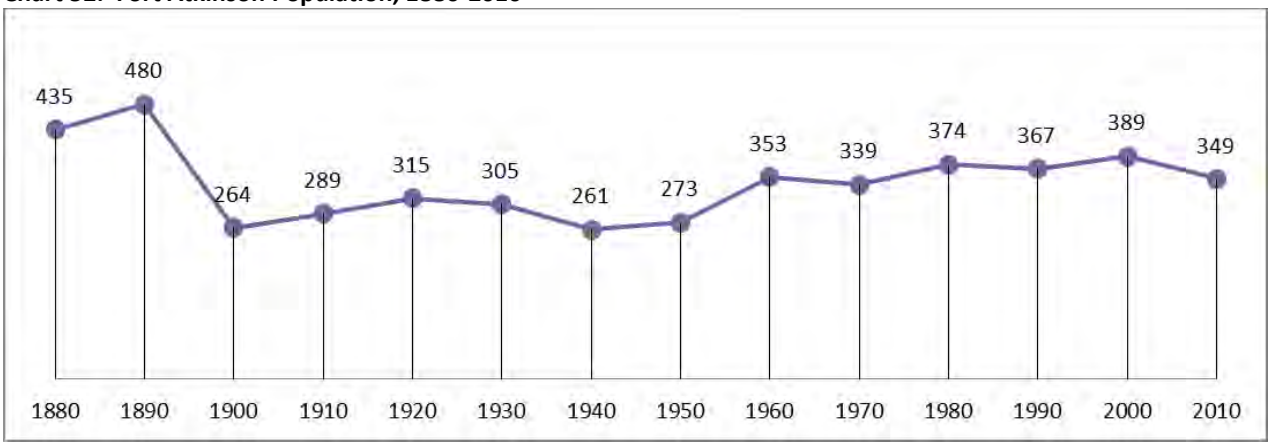
Fort Atkinson, the fort constructed in 1842 by the US Army, is the namesake to the City of Fort Atkinson. The fort was built to maintain peace among the Indian tribes and to monitor any pioneer settlers that may try to claim land that belonged to the Winnebago tribe. In 1848, the Winnebago tribe was relocated out of the area at the insistence of white settlers and the impending statehood of Iowa. The first permanent settlers of the Fort Atkinson area were directly from South Germany and lived in a deserted Indian wigwam while they built a log house, the area's first house, in 1847. In 1849, five more German families settled in the area. A railroad was constructed in the area in 1869 and a town began to develop with the increase of activity. (Becker, 2011); (State Archaeologist, University of Iowa, 2012)

Population Characteristics

Population Trends

The 2010 Census count for the population of Fort Atkinson is 349. The Census has been tracking population data for the City of Fort Atkinson since 1880, at which time the population was 435. Chart 52 demonstrates the city's population since that time. After a sharp drop in 1900, the population has remained fairly steady over time, with periods of growth. The highest count since 1890 was as recent as 2000 with a population of 389 and the lowest count occurred in 1940 at 261 people. The population has experienced a 10% decline from its highest point at the 2000 Census to the present.

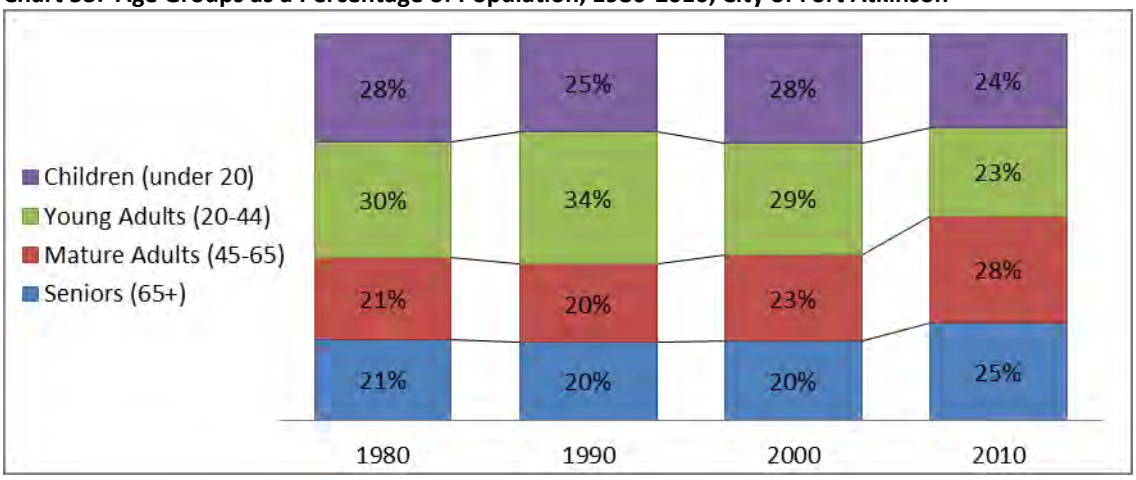
Chart 52: Fort Atkinson Population, 1880-2010



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

Chart 53 demonstrates the change in Fort Atkinson's population distribution from 1980 to 2010 in four age groupings. The city has noted overall declines since the 1980 census in the "Children (under 20)" category and the "Young Adults (20-24)" category. In 1980, those age groups made up 58% of the population and have dropped to only 47% of the population as of 2010. The most notable increase is in the "Mature Adults" category, which increased significantly as a percentage of the total population. Understanding this distribution can help the community plan for lifestyles that cater to the older adults and provide the desired amenities and services they need. In addition, the age range distribution may help the community reflect on ways to support the growth or prevent the decline in other age ranges.

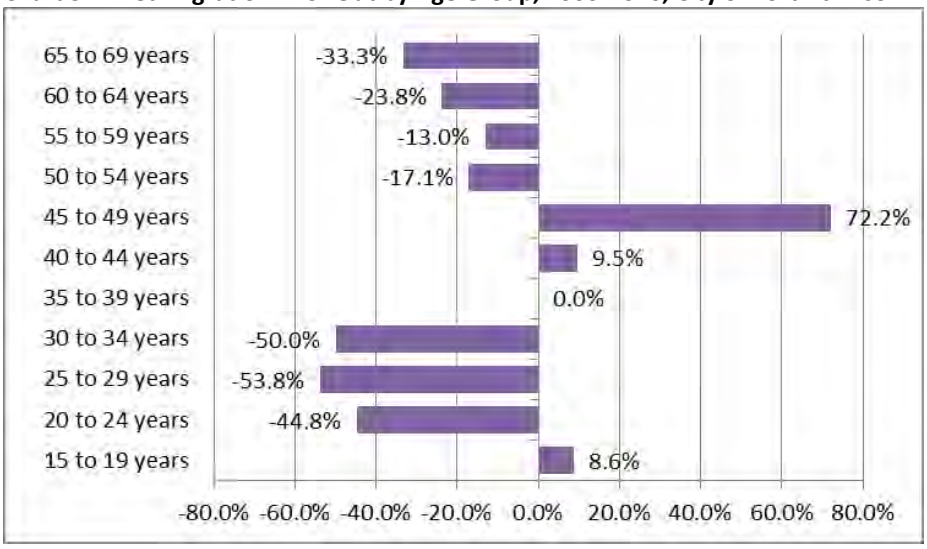
Chart 53: Age Groups as a Percentage of Population, 1980-2010, City of Fort Atkinson



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

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 Fort Atkinson is losing population and which age groups it has gained population due to a migration in or out of the community. In essence, Chart 54 captures the age ranges of the community's newcomers. For the community of Fort Atkinson, a large positive gain of newcomers is noted in the 45 to 49 year age range and a slight gain in the 40 to 44 age range. Nearly all other age groups experienced a net loss of population or no change, with the largest migration out of the community occurring between the ages of 20 and 34. It should be noted that with a small population, it does not take many people to create a large percentage loss. As an example, from the 2000 expectations, there would have been 77 individuals between the ages of 20 and 34 had all of the 10 to 24 year olds remained in the community, instead, only 39 people were counted within that age group in the 2010 Census. This is a common occurrence in communities as young people leave for college or first jobs.

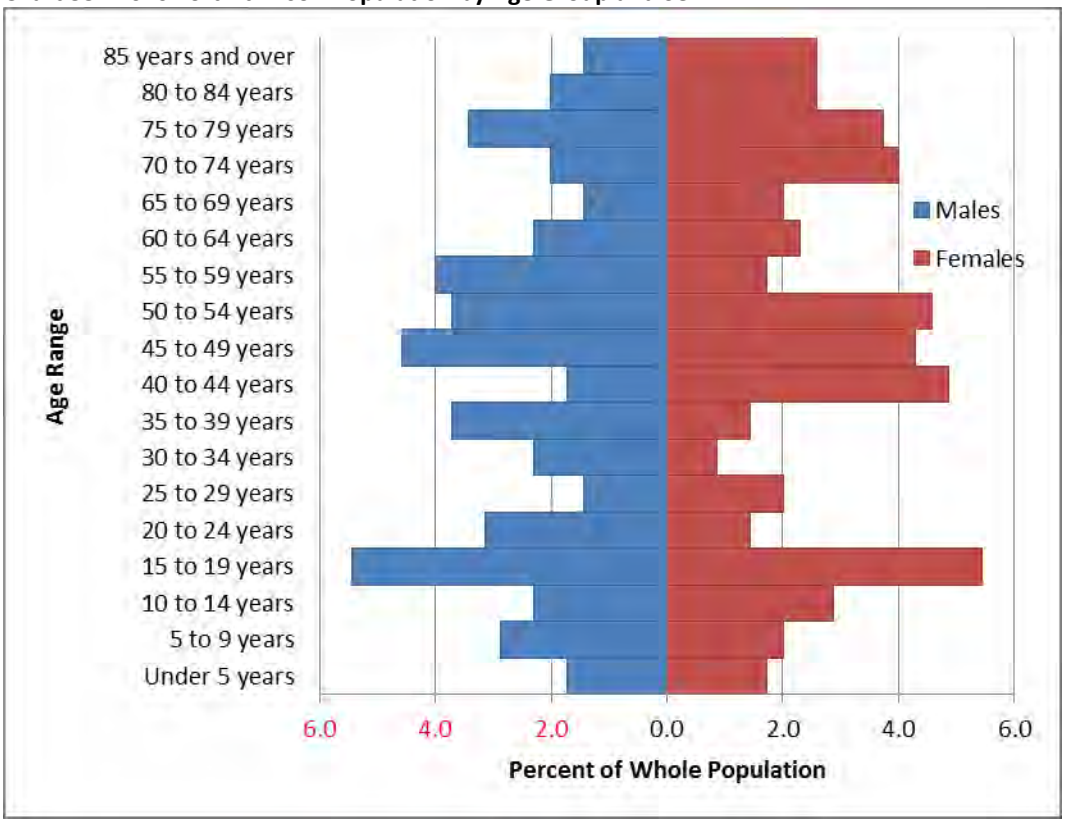
Chart 54: Net Migration In or Out by Age Group, 2000-2010, City of Fort Atkinson



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

Another way to look at the population distribution within a community is to place data into a population pyramid. Chart 55 illustrates the distribution of the city's population across age groups by gender. The community is fairly gender-balanced with an anomaly in the 40 to 45 year age range where the female population is more than double that of males. As age ranges increase, females make up a larger percent of the population.

Chart 55: 2010 Fort Atkinson Population by Age Group and Sex



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

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.

Population Projections

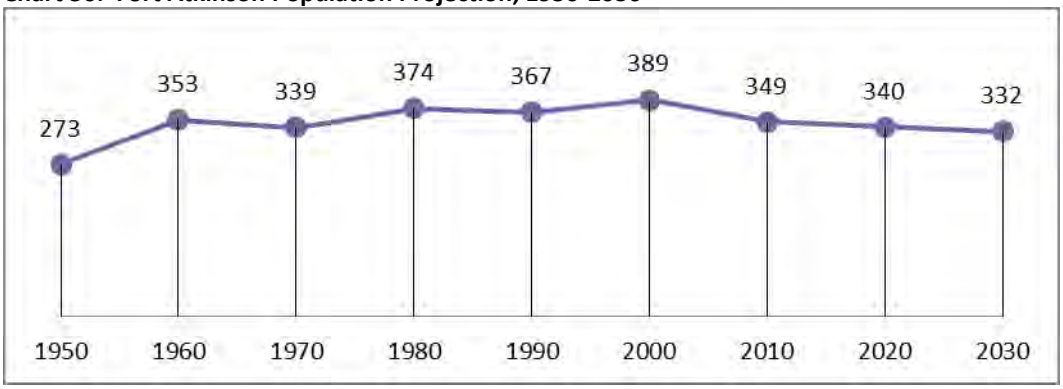
Table 50 projects the population of Fort Atkinson out to the year 2030. The numbers were calculated based on the city's 20 year annualized growth rate of -.25%. These projections were made using historical population trends as their basis and do not express an exact population figure. If the city continues to see an annual decrease in growth of .25% Fort Atkinson could reach a population of 332 by the year 2030. Chart 56 illustrates what this projection looks like as a continuation over the decades from 1950.

Table 50: Fort Atkinson Population Projections, 2011-2030

Year	Projection		Year	Projection		Year	Projection
2011	348		2018	342		2025	336
2012	347		2019	341		2026	335
2013	346		2020	340		2027	334
2014	346		2021	340		2028	334
2015	345		2022	339		2029	333
2016	344		2023	338		2030	332
2017	343		2024	337			

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

Chart 56: Fort Atkinson Population Projection, 1950-2030



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

Population Summary

The City of Fort Atkinson has had slightly fluctuating population numbers over time. The community is aging as evidenced by the growing percent of population attributed to individuals over 45. Residents in the age range from 45 to 65 account for 28% of the total population. If trends continue for the community, the population is expected to decline slightly over time. Newcomers to the community are noted in the 45 to 49 year age range, a positive sign for the community. Fort Atkinson has little diversity in race with 98% of the population self-identifying as white on the 2010 Census. Ethnically, a majority of the population is of German ancestry, with Czech and Norwegian ancestries the next highest ethnicities of the population (U.S. Census Bureau, 2012).

Community Character and Culture

The City of Fort Atkinson is proud of its unique character and cultural assets. City residents point to the rich natural resources and Fort Atkinson as strong contributors to the lifestyle available in Fort Atkinson. Historic buildings and architecture add to the visual character of the community.

Events and Activities

Fort Atkinson offers residents several opportunities to engage in cultural and fun activities throughout the year. Rendezvous Days is the big event in the community and is celebrated every year in Fort Atkinson during the last full weekend of September. The community partners up with the Iowa Department of Natural Resources to create a tribute to the area's frontier history by re-creating life as it was in the 1840s. Participants are adorned authentic costumes and re-enact the military role at the Fort as well as bartering and trading of furs and supplies offered by hunters and trappers. School children attend by field trip the Friday before to experience the history of the area.

Recreation and Natural Resources

The Turkey River flows through the northeast portion of city limits providing recreational fishing and beautiful scenery to contrast the rolling hills. Fishing and camping are some of the benefits that nearby Lake Meyer offers with a 38-acre lake, boat ramp, tent and trailer camping with drinking water and showers and toilets. Additionally, Lake Meyer also offers 60 acres of woodland, marsh, and planted prairie, a four-mile nature trail, Nature Center, restrooms, picnic table and playground equipment. Lake Meyer is located just off Highway 24 between Fort Atkinson and Calmar. Fort Atkinson also has two community parks for resident enjoyment.

Arts and Culture

The Fort Atkinson City Museum collection includes historical artifacts from the community and region. It offers visitors a chance to view historical artifacts from the 1840's Fort Atkinson military post, the Turkey River Indian Sub-agency and from the Winnebago/Hochunk Indians that occupied the '"neutral ground" in the 1840s. In addition to the museum, the city is proud of its 100-year old concert band whose performances have been enjoyed by community members for decades.

Historic Preservation

There is one bridge in the City of Fort Atkinson on the National Register of Historic Places. The community has many other historical homes and buildings that contribute to its charm and are important to community aesthetics. The eight-member Fort Atkinson Historic Preservation Commission works to promote the history of the community and surrounding rural area, as well as the county. Its mission is to preserve historic and archaeological sites and the collect artifacts and records. It provides public education projects through community and school visitation presentations, programs and tours,

as well as hosting Native American speakers, promoting archaeological investigations in the area, and supporting cultural resources field schools being held in the region. (City of Fort Atkinson, 2011)

Community Character and Culture Summary

The community has a strong sense of history and appreciates the value of its historic assets for future generations. Rendezvous Days continues as the main community event, but finding the needed funding to maintain the Fort Atkinson site is a concern for the community. In addition, finding the manpower needed to run a successful event is getting more and more challenging for the community. The community recognizes that it is a hidden gem and is planning to develop ways to promote the community and its character as a tool for economic development. Community members suggested signage and electronic media as ways to improve visibility.

Community Character and Culture Goals, Strategies and Actions

Goal 1: Property values are protected by improved appearance.

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

Action: Continue to host and support annual spring clean-up day.
Action: Work with Iowa Living Roadways to develop a visual beautification plan.

Goal 2: Our history is celebrated and remembered.

Strategy 2.1: Prioritize the maintenance of the Fort.

Action: Work with DNR to ensure adequate upkeep of the Fort.
Action: Identify opportunities to use community voice to promote legislative action to support the Fort.
Action: Seek funding to further preserve the Fort's buildings.
Action: Continue to host Rendezvous Days.

Goal 3: Community events and amenities attract residents and visitors of all ages.

Strategy 3.1: Continue to host a variety of festivals and events throughout the year.

Action: Engage younger people as volunteers to build long-term sustainability for events.
Action: Consider ways to increase promotion of community events (electronic media, signage, sponsorship…).

Strategy 3.2: Increase community marketing.

Action: Ensure an up-to-date and dynamic website.
Action: Develop new entrance signage.

Strategy 3.3: Honor veterans.

Action: Work with Legion to develop a memorial.

Goal 4: The community's culture and heritage are valued and apparent in its visual character.

Strategy 4.1: Maintain and support existing cultural assets.

Goal 5: Community volunteers will be plentiful and diverse in age and interests.

Strategy 5.1: Prevent volunteer "burn-out."

Action: Recognize volunteer efforts.

Goal 6: Community members are well-informed about community issues and opportunities.

Strategy 6.1: Develop a wide range of strategies to engage community members.

Action: Develop a Facebook or Twitter page.
Action: Develop a dynamic community website

Goal 7: Visitors are welcomed and appreciated.

Strategy 7.1: Maintain amenities that serve and attract visitors.

Action: Install wayfinding signage as allowable by the DOT.

Housing

Having sufficient decent and affordable housing that meets the needs of the community's population is important for the City of Fort Atkinson. There were 170 total housing units in Fort Atkinson as of the 2010 Census, with a vacancy rate of 6%. Of the occupied housing in Fort Atkinson, 23% were rental units, a similar percentage as the county (24%), and slightly lower than the state (28%) (U.S. Census Bureau, 2012).

Occupancy Characteristics

General housing information for the City of Fort Atkinson is shown in Table 51. Housing statistics have remained fairly stable overall from 1990 to 2010. The vacancy rate has increased since the 1990 Census, while family size has declined. The total number of families has increased since 1990 to 102.

Table 51: General Housing Statistics, City of Fort Atkinson

Statistic	1990	2000	2010
Total Persons	367	389	349
Total Housing Units	166	169	170
Occupied	160	165	160
Owner-Occupied (%)	81%	80%	77%
Renter-Occupied (%)	19%	20%	23%
Vacant	6	4	10
Vacancy Rate	4%	2%	6%
Number of Families	94	103	102
Average Family Size	3.09	3.05	2.78
Number of Households	160	165	160
Average Household Size	2.29	2.36	2.18

Source: (U.S. Census Bureau, 2012); (State Data Center of Iowa, n.d.); 2007-2011 ACS

Housing Values

A breakdown of the 1990, 2000 and 2010 housing unit values for the city are shown in Table 52. The values of housing within the community are showing a steady increase. The majority of housing values in the community are in the range of $50,000 to 99,999, with the current median value at $83,300. The median value ranks well below the county median of $152,500. It should be noted that data collection methodology has changed over time, so the actual number of units used in the count varies over time, which accounts for the dramatic increase in number of units from 1990 to 2010.

Table 52: Housing Value Statistics, City of Fort Atkinson 1990-2010

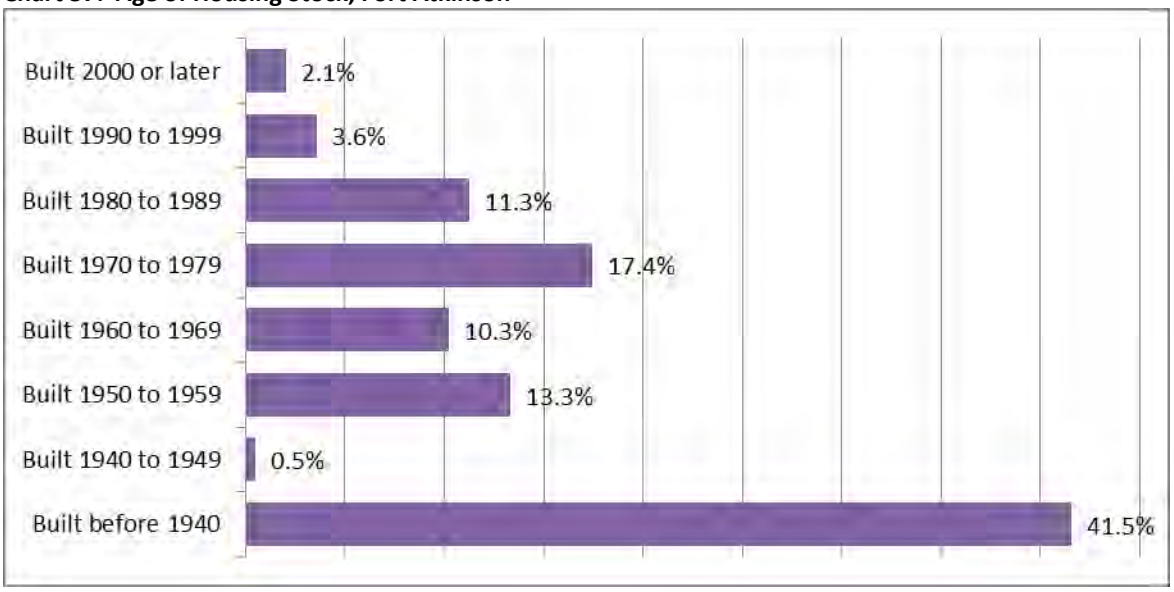
Value:	1990		2000		2010	
	Number	Percent	Number	Percent	Number	Percent
Less than $50,000	74	76.3%	36	31.3%	28	18.9%
50,000-99,999	23	23.7	62	53.9%	59	39.9%
100,000-149,999	-	-	17	14.8%	27	18.2%
150,000-199,999	-	-	-	-	22	14.9%
200,000-299,999	-	-	-	-	10	6.8%
300,000-499,999	-	-	-	-	2	1.4%
500,000 or more	-	-	-	-	-	-
Median Value	$38,100		$70,300		$83,300	

Source: (State Data Center of Iowa, n.d.); (U.S. Census Bureau, 2012), 2007-2011 ACS

Age and Condition

Another factor that provides insight into a community's housing stock is the age of the existing units. Chart 57 illustrates the age of housing stock in Fort Atkinson by the year built. A significant number of houses in the community were built prior to 1940, with consistent housing construction from 1950 through 1989. The age of housing stock is a challenge in Fort Atkinson. Nearly 42% of the housing units in Fort Atkinson were built prior to 1939 and 83% of the homes were 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.

Chart 57: Age of Housing Stock, Fort Atkinson

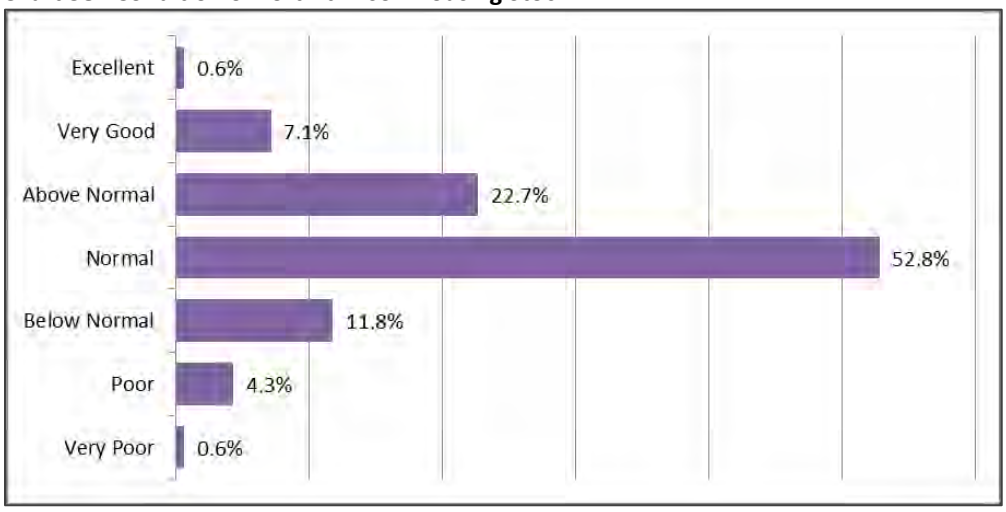


Source: (U.S. Census Bureau, 2012)

Structural Characteristics

Chart 58 indicates the condition of residential housing in City of Fort Atkinson as determined by the Winneshiek County Assessor. While most residences are in normal condition or better, 17% of the properties do not meet the minimum standards for normal condition of a residential structure.

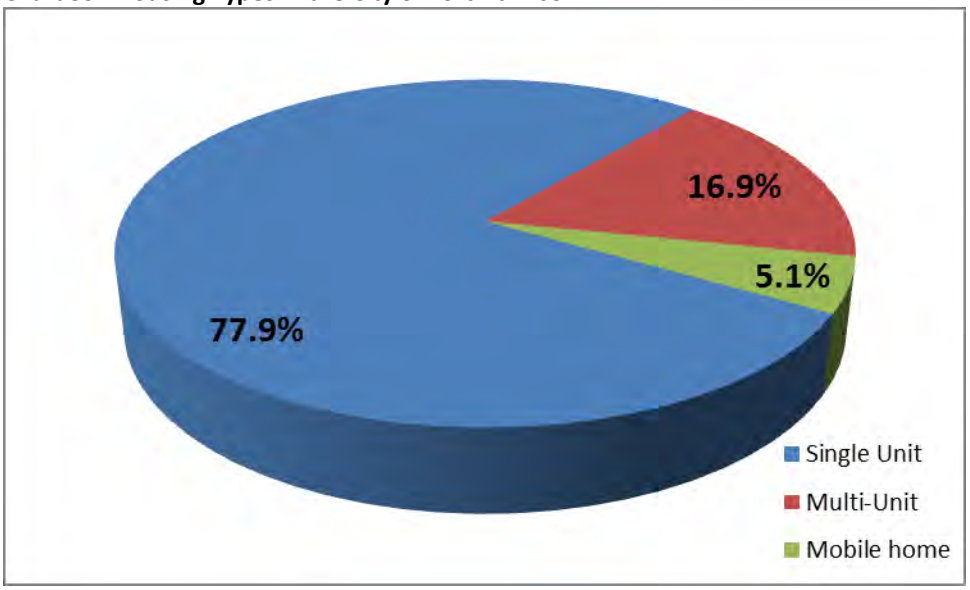
Chart 58: Condition of Fort Atkinson Housing Stock



Source: (Alstad, 2011)

Single unit structures make up 78% of the city's housing stock. Nearly 17% are multi-unit structures and 5% mobile homes. Of those multi-unit structures, 70% are 2 unit dwellings, 12 % are 3 or 4 units and 18% are 20 or more units. Chart 59 illustrates the distribution of housing types within the community.

Chart 59: Housing Types in the City of Fort Atkinson



Source: (U.S. Census Bureau, 2012) 2007-2011 ACS

Affordability

Public input indicated that most residents believe that the community does have affordable housing options. Chart 60 indicates the median home value and median household income for Fort Atkinson 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 lieu of a purchase price, one can compare median housing values to median income. Using this comparison, the median value of a home in Fort Atkinson is 2.05 times the median household income for 2011. This places the local housing market within the affordable range for Fort Atkinson residents.

Chart 60: Housing Market Affordability, City of Fort Atkinson

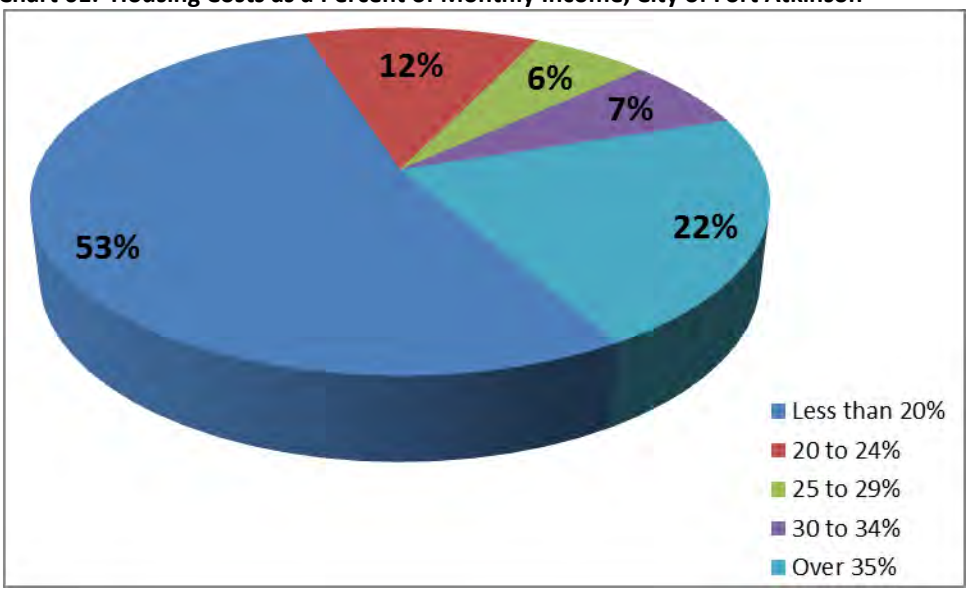


	1990	2000	2011
Median Home Value	$38,100	$70,300	$83,300
Median Household Income	$25,385	$34,205	$40,556
Maximum Affordable Housing	$76,155	$102,615	$121,668

Source: (State Data Center of Iowa, n.d.); (U.S. Census Bureau, 2012), 2007-2011 ACS

As with all communities, some families find ongoing housing expenses such as utilities, rent or mortgage payments to be a challenge. Chart 61 indicates that about 29% 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.

Chart 61: Housing Costs as a Percent of Monthly Income, City of Fort Atkinson



Source: (U.S. Census Bureau, 2012), 2007-2011 ACS

Housing Summary

The number of housing units in Fort Atkinson has been growing slightly over the years and as of the 2010 Census, the city had 170 units with a 6% vacancy rate. Values are increasing, yet the market remains affordable to most, although 29% of the population expends more than 30% of their income on housing costs which can place a burden on families. Single housing units are the majority, but 17% are multi-unit structures with over 23% of all units being rental units. According to Census data, the rental vacancy rate is nearly 10%. Public input indicated a potential need for housing for those who are looking for less home maintenance such as condos. Residents spoke highly of the existing senior housing. The community's housing stock is older, like much of the area. Nearly 42% of the housing was built prior to 1940, but most homes are in normal condition or better. Overall, housing in the community is meeting the needs of its residents.

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.

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

Action: Pursue development of affordable housing for seniors.
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: Build a strong relationship with senior housing board.
Action: Market the potential for housing opportunities outside of the community and to developers.

Strategy 1.3: Consider and plan for placement of future housing development.

Action: Work with neighboring jurisdictions to identify feasible utility and infrastructure extensions.

Goal 2: The community's proximity to urban areas makes it an ideal bedroom community.

Strategy 2.1: Encourage housing development that attracts young professionals, maintains a "small town atmosphere" while increasing property tax revenues.

Action: Promote the community's assets and strong family ties.

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.

Strategy 3.2: Encourage and promote energy efficient and environmentally protective practices in new community projects.

Action: Maintain resource list for developers and homeowners.
Action: Consider energy efficiency incentive programs for new and existing housing.

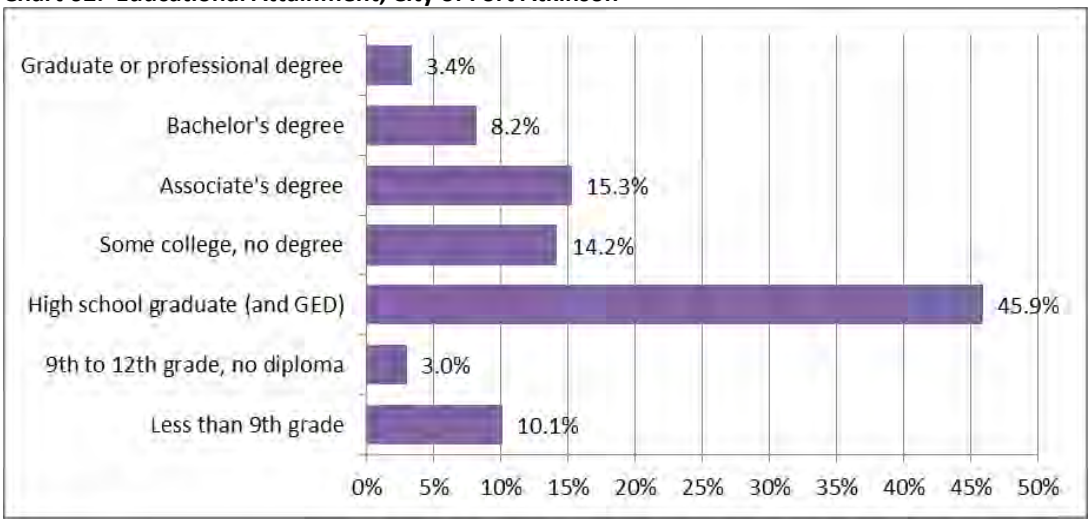
Economic Development

The City of Fort Atkinson is eager for economic growth. Existing business is strong, but nearly 100% of the city's workforce commutes elsewhere for employment. Surrounding agriculture provides opportunity for resident employment and business services. This section will review the workforce characteristics of community members.

Educational Attainment

The educational attainment of residents influences employment opportunities in the community. Nearly 87% of the residents in Fort Atkinson hold high school degrees or higher and nearly 12% hold a bachelor's degree or higher. This is lower than the county as a whole, where 92% have a high school diploma or higher and 27% hold a bachelor's degree or higher (U.S. Census Bureau, 2012). The majority have a high school diploma or equivalent, with the next highest category being the achievement of an associate's degree.

Chart 62: Educational Attainment, City of Fort Atkinson



Source: (U.S. Census Bureau, 2012), 2007-2011 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 53 compares the labor force characteristics for Fort Atkinson and Winneshiek County. Comparatively, Fort Atkinson has a smaller percent of its population in the labor force and a lower percentage of its workforce employed than the county as a whole. Fort Atkinson also has a significantly lower percentage of its females in the workforce.

Table 53: Labor Force Characteristics

	City of Fort Atkinson	Winneshiek County
Total population 16 years and over	308	17,265
Total in labor force	193	12,176
Percent in labor force	62.7%	70.5%
Employed labor force	190	11,682
Percent employed in labor force	61.7%	67.7%
Females 16 years and over	161	8,745
Females in labor force	89	5,690
Percent of females in labor force	55.3%	65.1%

Source: (U.S. Census Bureau, 2012), 2007-2011 ACS

Commuting

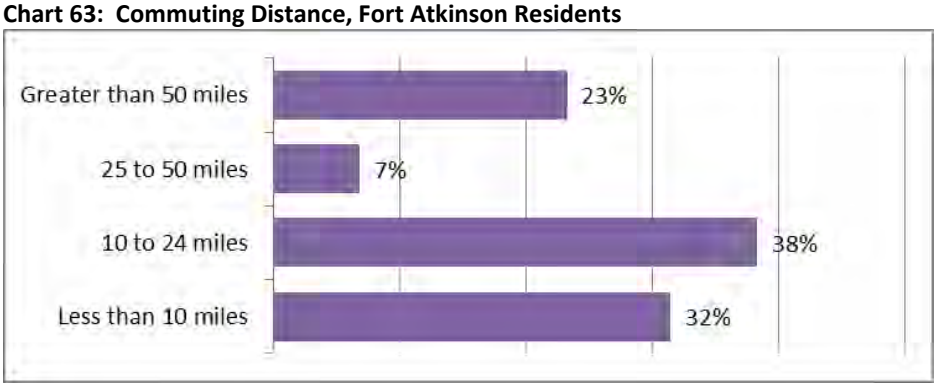
As with much of the county, many Fort Atkinson residents commute to other locations for work. Table 54 indicates where people who live in Fort Atkinson are working. Less than 1% of city residents work in Fort Atkinson. Chart 63 illustrates the commuting distances traveled by the city's resident workforce. Nearly 23% reported commuting a distance further than 50 miles.

Table 54: Commuter Data, City of Fort Atkinson

Top 10 Places Fort Atkinson Residents Work	% of Residents
Decorah	19.2%
Calmar	8.2%
Cresco	4.8%
Jackson Junction	4.1%
Spillville	3.4%
Dubuque	2.7%
Ossian	2.7%
Postville	2.7%
Cedar Rapids	2.1%
Waucoma	2.1%
All Other Locations	47.9%

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

Chart 63: Commuting Distance, Fort Atkinson Residents



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

Employment by Industry and Occupation

According to the Census figures shown in Table 55, Fort Atkinson's leading industry category is educational services, and health care and social assistance, this holds true at the county level as well. Over 24% are employed in this industry, compared to 33% of the overall county workforce. The next leading industries employing Fort Atkinson workers are retail trade (18%) and manufacturing (16%). As a factor in the county workforce, Fort Atkinson workers make up only 1.6% of the total county workforce, yet in the transportation, warehousing, utilities category, they make up 4.2% of the workforce.

Table 55: Economic Base of the City of Fort Atkinson and Winneshiek County

Industry Category	City of Fort Atkinson		Winneshiek County		Fort Atkinson as a % of Total Employed
	Number	Percent	Number	Percent	
Agriculture, forestry, fishing, hunting, mining	4	2.11%	1,039	8.89%	0.38%
Construction	16	8.42%	850	7.28%	1.88%
Manufacturing	30	15.79%	1,375	11.77%	2.18%
Wholesale trade	2	1.05%	227	1.94%	0.88%
Retail trade	35	18.42%	1,200	10.27%	2.92%
Transportation, warehousing, utilities	17	8.95%	406	3.48%	4.19%
Information	0	0.00%	97	0.83%	0.00%
Finance, insurance, real estate, rental and leasing	6	3.16%	420	3.60%	1.43%
Professional, scientific, management, admin and waste services	8	4.21%	586	5.02%	1.37%
Education, health care and social assistance	46	24.21%	3,910	33.47%	1.18%
Arts, entertainment, recreation, accommodation and food services	15	7.89%	865	7.40%	1.73%
Other services, except public administration	8	4.21%	459	3.93%	1.74%
Public administration	3	1.58%	248	2.12%	1.21%
Total Employed Persons	**190**	**100%**	**11,682**	**100%**	**1.63%**

Source: (U.S. Census Bureau, 2012), 2007-2011 ACS

Table 56 places city workers into categories by occupation. Occupations describe the type of work in which an employee is engaged. Occupations correlate strongly with industries and educational level. Fort Atkinson's largest classification was the "management, business, science and arts" occupation type, at 32%. The second largest occupation classification was "sales and office" occupations at 25% of the community's workforce. Fort Atkinson has a similar occupational distribution as the county as a whole.

Table 56: Occupation Classification of Fort Atkinson's Workers Compared to Winneshiek County

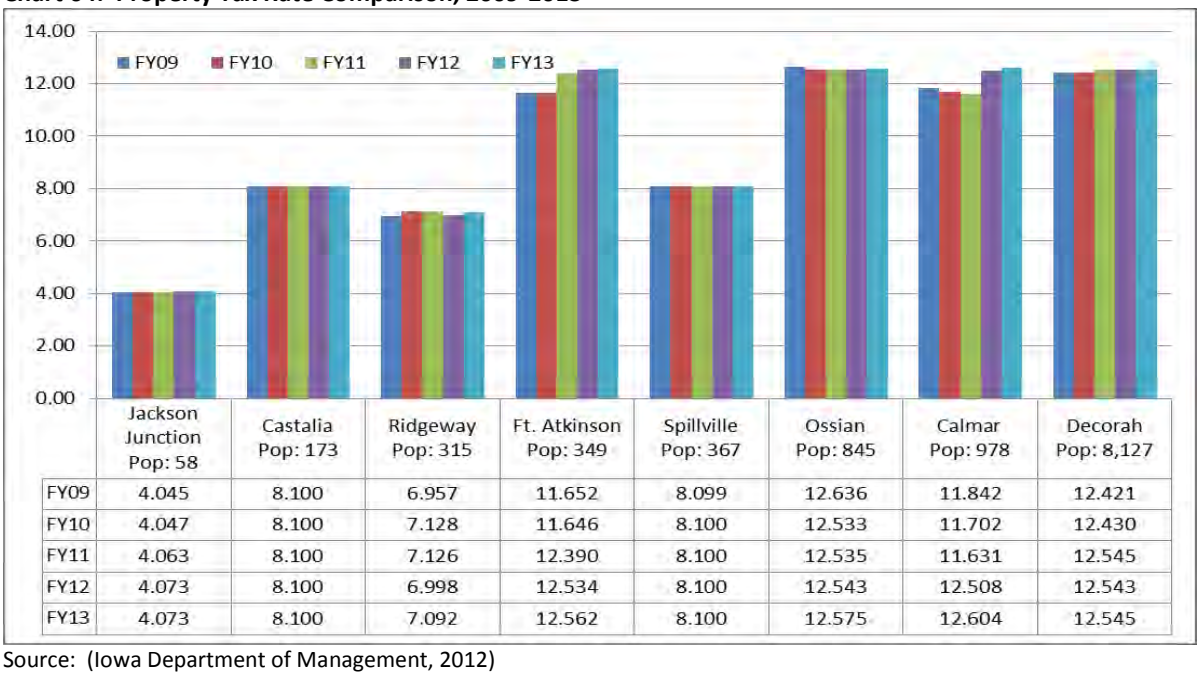
Occupation Description	City of Fort Atkinson		Winneshiek County	
	Number	Percent	Number	Percent
Management, business, science, arts	60	31.58%	3,876	33.18%
Service	25	13.16%	2,236	19.14%
Sales and office	47	24.74%	2,453	21.00%
Natural resources, construction, maintenance	27	14.21%	1,230	10.53%
Production, transportation, material moving	31	16.32%	1,887	16.15%
Total Employed Persons	**190**	**100%**	**11,682**	**100%**

Source: (U.S. Census Bureau, 2012), 2007-2011 ACS

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 64 provides a comparison of the city's portion of property tax rates for Fort Atkinson and the other communities in the county. Fort Atkinson's tax rates have increased slightly in the past few years and will be the third highest in the county for FY13.

Chart 64: Property Tax Rate Comparison, 2009-2013

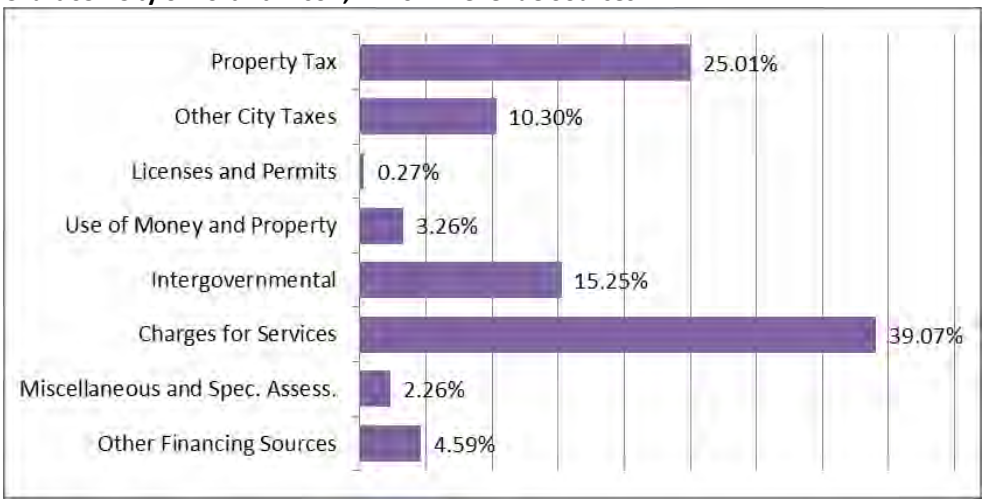


	Jackson Junction Pop: 58	Castalia Pop: 173	Ridgeway Pop: 315	Ft. Atkinson Pop: 349	Spillville Pop: 367	Ossian Pop: 845	Calmar Pop: 978	Decorah Pop: 8,127
FY09	4.045	8.100	6.957	11.652	8.099	12.636	11.842	12.421
FY10	4.047	8.100	7.128	11.646	8.100	12.533	11.702	12.430
FY11	4.063	8.100	7.126	12.390	8.100	12.535	11.631	12.545
FY12	4.073	8.100	6.998	12.534	8.100	12.543	12.508	12.543
FY13	4.073	8.100	7.092	12.562	8.100	12.575	12.604	12.545

Source: (Iowa Department of Management, 2012)

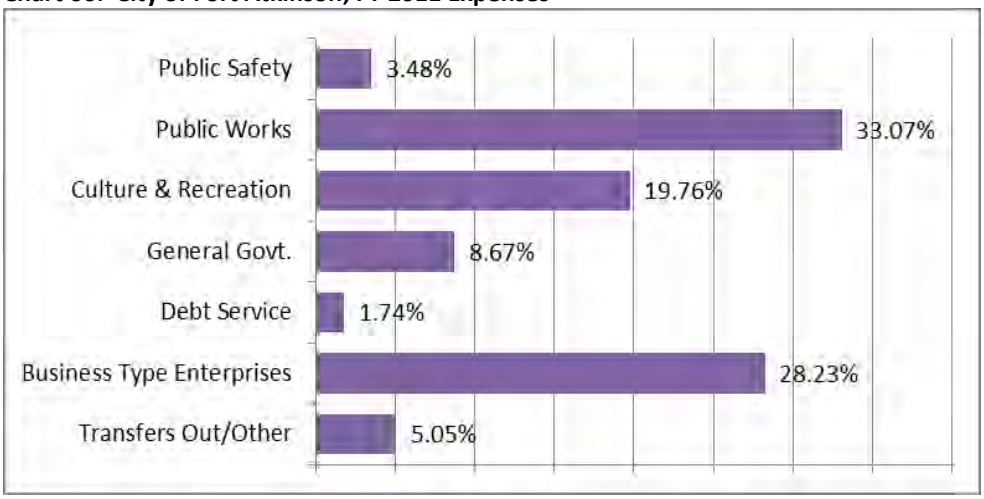
As Fort Atkinson plans for its future, an overview of how the city receives revenue and where it spends that revenue can identify areas with extra resources or potential savings. Charts 65 and 66 illustrate city's revenue sources and expenses for the 2011 fiscal year. The majority of the community's revenues came from charges for services, such as water and sewer. Property tax revenue was the next highest source of revenue. Expenses are distributed across several categories, with public works making up over 33% of the city's costs. Revenue and expense categories can fluctuate from year to year as larger community projects are undertaken.

Chart 65: City of Fort Atkinson, FY 2011 Revenue Sources



Source: (Iowa Department of Management, 2012)

Chart 66: City of Fort Atkinson, FY 2011 Expenses



Source: (Iowa Department of Management, 2012)

Economic Development Summary

Fort Atkinson's location near Fort Atkinson and Lake Meyer makes tourism and recreation an economic driver for the community. Residents are interested in attracting younger families and are focusing on the amenities and shopping needs of these residents. The community's existing workforce is

occupationally diverse, with 41% having educational levels of some college education or above. As with many in the region, over 99% of Fort Atkinson residents commute elsewhere for employment. Less than 9% of the jobs within the community are filled with Fort Atkinson residents. Fort Atkinson leadership is willing to consider incentives to draw business to the community and stand ready to assist both new and existing businesses as needed and as feasible.

Economic Development Goals, Strategies and Actions

Goal 1: The Downtown is a thriving retail area.

Strategy 1.1: Engage in efforts for downtown beautification.

Action: Seek funding sources to assist with downtown beautification projects.

Goal 2: Existing businesses will be retained and/or expanded.

Strategy 2.1: Support business expansion and job retention programs.

Action: Develop a local network of support to maintain relationships with local businesses.
Action: Provide networking, training and business education opportunities for existing business owners/managers.

Strategy 2.2: Support the development goals and recognize the economic impact of area institutions and businesses.

Action: Maintain and strengthen the relationship with NICC.
Action: Establish an appreciation program for local businesses.

Goal 3: Tourism and the recreation-based economy are flourishing.

Strategy 3.1: Support the development of programs, activities and facilities that increase tourism and recreation opportunities.

Action: Explore and promote the opportunity for expanded camping facilities in the community.
Action: Explore opportunities for a shooting range.
Action: Meet with county tourism to discuss shared marketing.
Action: Encourage the preservation and appropriate development of historic sites.
Action: Conserve and expand recreational facilities and public access for parks and other recreation uses including transportation and recreation trails and pathways between communities.

Strategy 3.2: Develop a marketing plan to increase tourism.

Action: Consider website to promote local tourist attractions.

Goal 4: Residents will have adequate and diverse employment opportunities. Jobs will be plentiful and high-quality.

Strategy 4.1: Use incentives to attract job-creating businesses.

Action: Conduct cost benefit analysis before offering incentives.
Action: Consider reduced water and sewer rates or infrastructure installation as possible incentives.
Action: Seek ways to support start-up businesses and entrepreneurs.

Strategy 4.2: Research business opportunities that complement the area's existing businesses and workforce.

Action: Promote ag-related business.

Goal 5: Retain and attract young residents.

Strategy 5.1: Focus efforts on building an environment welcoming to younger generations.

Action: Ensure adequate and affordable housing for young singles and families.
Action: Encourage amenities and culture that satisfy young families.
Action: Connect city trail system to recreation facilities.

Transportation

Inventory of Existing Transportation Options

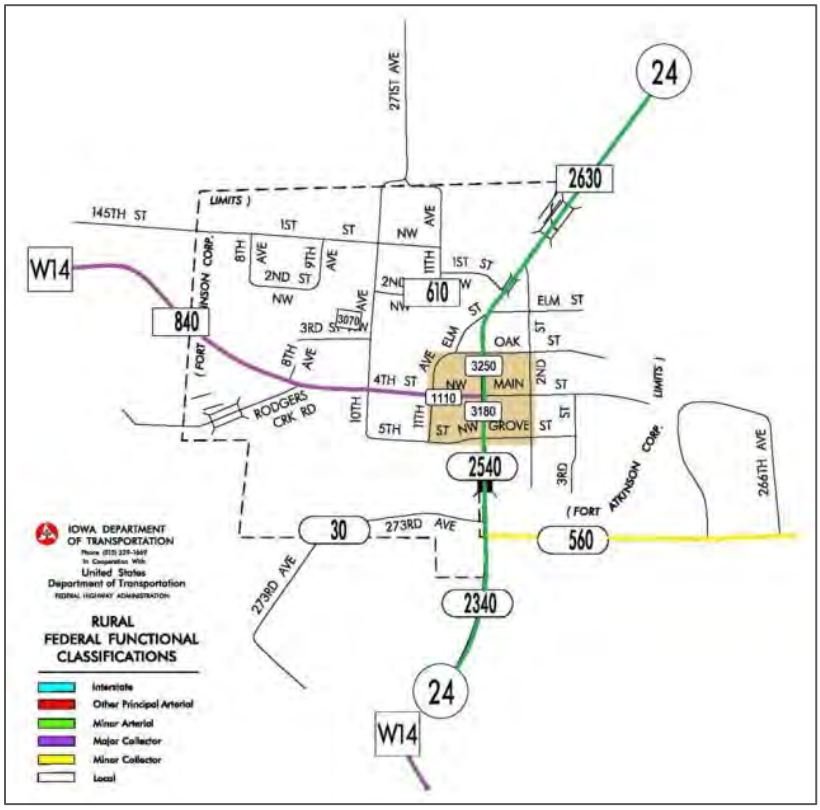
Streets and Sidewalks

Transportation facilities in the City of Fort Atkinson are basic and range from city roads to state and county highways as well as sidewalks. Fort Atkinson's residents primarily choose personal vehicles or walking as a main mode of travel in the community. The community's size makes it a walkable community with sidewalks available throughout most of the community. Residents raised some concern about the condition or lack of well-marked crosswalks through the town, especially at intersections and the ballpark.

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, 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.

Figure 36 shows a street diagram, with Federal Functional Classifications highlighted and DOT traffic counts included. The city is not responsible for the maintenance of Highway 24. The highest traffic counts are taken just north of the intersection of highway 24 and W14, carrying 3,250 vehicles per day.

Figure 36: Federal Functional Classifications and Traffic Counts



Source: (Iowa Department of Transportation, 2011)

Air Transportation

The City of Fort Atkinson has access to private air service through the Decorah Municipal Airport or the West Union Municipal - George L. Scott Airport, both located approximately 16 miles northeast or southeast from Fort Atkinson. In addition, commercial air service is available in the larger communities of Waterloo, Rochester, Cedar Rapids, Dubuque and Des Moines.

Railroads

Fort Atkinson is one of the communities through which the Canadian Pacific Railroad, owner of Dakota, Minnesota & Eastern Railroad Corp. (DME) runs. As previously noted, the main products handled by the rail include coal, farm products, food products, chemicals, waste products, primary metal products, nonmetallic metals and stone (Iowa Department of Transportation, 2012). About four trains a day go through Fort Atkinson (Federal Railroad Administration, 2011). The rail runs diagonally through town from northeast to the southwestern edge, crossing W14 as it leaves town to the west.

Public Transportation

Northeast Iowa Community Action Corporation provides demand response service to the general public in Fort Atkinson.

Bike/Pedestrian Transportation

The residents of the Fort Atkinson have a good sidewalk system for walking throughout the community with a few gaps. Eventually, the community would like to be connected by trail to Lake Meyer and on to the Prairie Farmer Recreation Trail.

Transportation Summary

Fort Atkinson's residents seek connectivity to the historic and natural resource amenities in the area. Long term, they envision a trail to Lake Meyer. Safe crosswalks and crosswalk improvements were among the community's transportation priorities. The community sees value in applying to take part in an Iowa Living Roadways Visioning project. Because of the jurisdictions over the roadways that go through Fort Atkinson, community leaders will need to work closely with the Iowa DOT and the county engineer to produce the desired results. Some concern was raised about the weight restrictions placed on some nearby bridges as well as the potential for a train derailment or hazardous traffic accident.

Transportation Goals, Strategies and Actions

Goal 1: Traffic flows smoothly through town in a safe manner that has little negative impact on commerce.

Strategy 1.1: Manage heavy and hazardous traffic through town.

Action: Strengthen the existing infrastructure for safety and ease of access.
Action: Work with emergency management to develop a coordinated plan of response for train derailment.

Goal 2: The community's neighborhoods, parks, recreational facilities, businesses and schools are linked by safe walking and biking pathways.

Strategy 2.1: Develop a plan for connectivity.

Action: Conduct a sidewalk gap analysis.
Action: Provide public access to public 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.
Action: Develop a plan to connect to regional trail system.

Strategy 2.2: Ensure safe ways to cross all community roadways.

Action: Work with state DOT Office of Traffic and Safety (or county) to determine ways to improve safety for children and others crossing the highway.
Action: Repaint crosswalks with more visible patterns.

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

Strategy 3.1: Road repairs are timely and cost effective.

Action: Develop a real capital improvements plan.
Action: Work with DOT to improve roadways through the town.

Goal 4: Alternate transportation modes are welcomed and encouraged.

Strategy 4.1: Support diverse transportation options.

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

Public Facilities and Services

Inventory of Existing Facilities and Services

City Hall

Council meetings are held in the lower level of the Fort Atkinson Public Library. City business is conducted on Elm Street including the city clerk's office, the mayor's office and utility management.

Police

Law enforcement for the community is provided by the Winneshiek County Sheriff's office.

Fire and Rescue

The Fort Atkinson Fire Department consists of approximately 26 volunteer members and is funded by the City of Fort Atkinson along with township trustees in the department's service area. The Fort Atkinson Fire Department serves the communities of Fort Atkinson, along with most of Washington Township and sections of Jackson, Sumner and Calmar Townships. The South Winn First Responders operate out of the Calmar Fire Station and have about 15 trained volunteers able to respond to any trauma or medical emergency. The South Winn Responders are a collaboration of the communities of Calmar, Fort Atkinson and Spillville. The group consists of certified First Responders, Emergency Medical Technicians (EMTs) and Paramedics.

Medical Services

There are no medical facilities in Fort Atkinson. The nearest clinic is the Gundersen Lutheran Clinic, located on Main Street in Calmar, five miles from Fort Atkinson. The Calmar clinic staffs one nurse practitioner. Several doctors in many specialties can be accessed at the Gundersen Clinic in Decorah or West Union. Hospitals are nearby in Decorah or West Union.

Senior and Child Care

Currently, no senior care facilities exist in the community however the senior center offers social opportunities for the aging and serves congregate meals twice a week, provided through Northland Agency on Aging. Families have access to one registered home childcare provider within the community of Fort Atkinson.

Parks and Recreation

Fort Atkinson has two city parks. The Fort Atkinson Community Park is not technically within city limits, but is frequently used by the community and area residents. The park offers a softball/baseball facility with a fully-fenced field, covered dugouts, bleachers and concession stand. Also available at this park are covered picnic tables, playground equipment, restrooms and camping. The second park, City Park, is located across from the library and community center on 3rd Street. City Park has playground equipment, picnic tables and shelters.



Photograph 12: City Park in Fort Atkinson

Schools

The City of Fort Atkinson is located in the Turkey Valley School District. Fort Atkinson children attend the school campus located in the nearby community of Jackson Junction.

Library and Community Center

The Fort Atkinson Public Library is on 3rd Street, next to the community center. The library was established in 1964. The library began in old Fort Atkinson Public School and was later moved to a portion of The Fort Atkinson Fire Station. In 1995, the library was moved back to the refurbished Public School Building, and shares the building with the Fort Atkinson Museum. The library serves the entire community and offers children's, young adult and summer reading programming. In addition to the library's large collection, the library offers Wi-Fi and public computers. The community hopes to construct a new home for the library in the near future.

The Community Center is located in the old school gymnasium and offers a large space for meetings and community events. The full kitchen makes it an ideal space for large community meals and is also the site of the senior meal site. The upper level of the building is still preserved as a gym to provide residents with an indoor recreational facility.



Photograph 13: Fort Atkinson Library, Museum and Council Chambers

Public Facilities and Services Summary

Fort Atkinson's municipal facilities are in good condition. The library, fire station and community center are all well-maintained. Services are adequate for Fort Atkinson residents. Some concern was raised about the lack of locally based law enforcement and residents suggested the creation of a regional police force to enforce traffic laws. The Fire Department is in need of a new facility, along with the library.

Public Facilities and Services Goals, 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: Develop plan for new fire station.

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

Action: Support childcare expansion.

Action: Develop capital improvement plan for library/multi-use facility.

Goal 2: Community protection is adequate and cost-effective.

Strategy 2.2: Develop cost-effective police protection.

Action: Complete a cost-benefit analysis for county police protection or collaboration with other communities.

Public Infrastructure and Utilities

The city provides water, sewer and stormwater services to its residents. Other essential services, such as electricity, natural gas, garbage collection and communications are provided by other private or public entities. Electric utilities are available through Alliant Energy. Telephone and Internet services are provided by several private providers. The city's public works department operates the water and sewer systems and the city contracts with Hawkeye Sanitation for solid waste collection. The city also offers a recycling program. The city will need a new well and a major lagoon upgrade during the life of this plan. In addition, ongoing maintenance of the existing water system will be a priority for budgeting for the city. Some community infrastructure is aging and road and bridge maintenance will be required. The community is interested in the development of a shared wind power system with neighboring communities and will continue to learn more about this idea to determine its feasibility.

Public Infrastructure and Utilities Goals, Strategies and Actions

Goal 1: Community infrastructure is well-maintained and meets the needs of residents and businesses.

Strategy 1.1: Ensure that infrastructure is monitored for adequacy.

Action: Conduct system assessments that indicate age and condition of infrastructure.
Action: Develop a plan to address sidewalk issues.

Strategy 1.2: Explore options for volunteers (labor and materials).

Action: Develop a community skills database.

Goal 2: Utility systems are accessible, reliable and cost-effective.

Strategy 2.1: Ensure that costs reflect immediate and long-term needs of the system.

Action: Develop a capital improvement plan to address the need for a new well and lagoon upgrades.

Strategy 2.2: Promote the use of efficient, renewal and sustainable energy resources.

Action: Conduct feasibility study for wind/solar energy generation with neighboring community.
Action: Seek ways to collaborate with school district, university and other communities to support alternative energy projects.

Goal 3: Downtown sidewalks are accessible and add aesthetic value to the community.

Strategy 3.1: Complete downtown streetscape improvements.

Action: Work with Iowa Living Roadways to develop a visual beautification plan.

Natural and Agricultural Resources

The City of Fort Atkinson is located in the midst of special natural resource assets. Maintaining the visual quality and capitalizing on the surrounding beauty is part of the community's development plan. The Turkey River winds around the community and the surrounding scenic hills and are an attraction to visitors and community members. When residents consider their natural resources, the community's parks are a priority as ways to enjoy and preserve these assets. The city is seeking ways to promote their natural resources to outdoor recreation enthusiasts. Ideas from the public input sessions included canoe access, improved campground facilities and a shooting range. Agricultural resources play a role in the community's economy and the local co-op brings much activity to town.



Photograph 14: Along the Turkey, Fort Atkinson

Natural and Agricultural Resource Goals, Strategies and Actions

Goal 1: Park facilities and services are well-maintained and accessible to the public.

Strategy 1.1: The provision of park facilities and services will be coordinated between various governmental units and private providers.

Action: Work together to support park facility development and recreational connectivity throughout neighboring jurisdictions.
Action: Provide public access to public 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 1.2: Ensure long term viability of public parks and recreational areas.

Action: Consider new installations for parks: ballpark and campground.
Action: Before accepting or purchasing property for public parks and recreation, consider costs and public benefit.

Goal 2: People will come to enjoy the natural resources and stay.

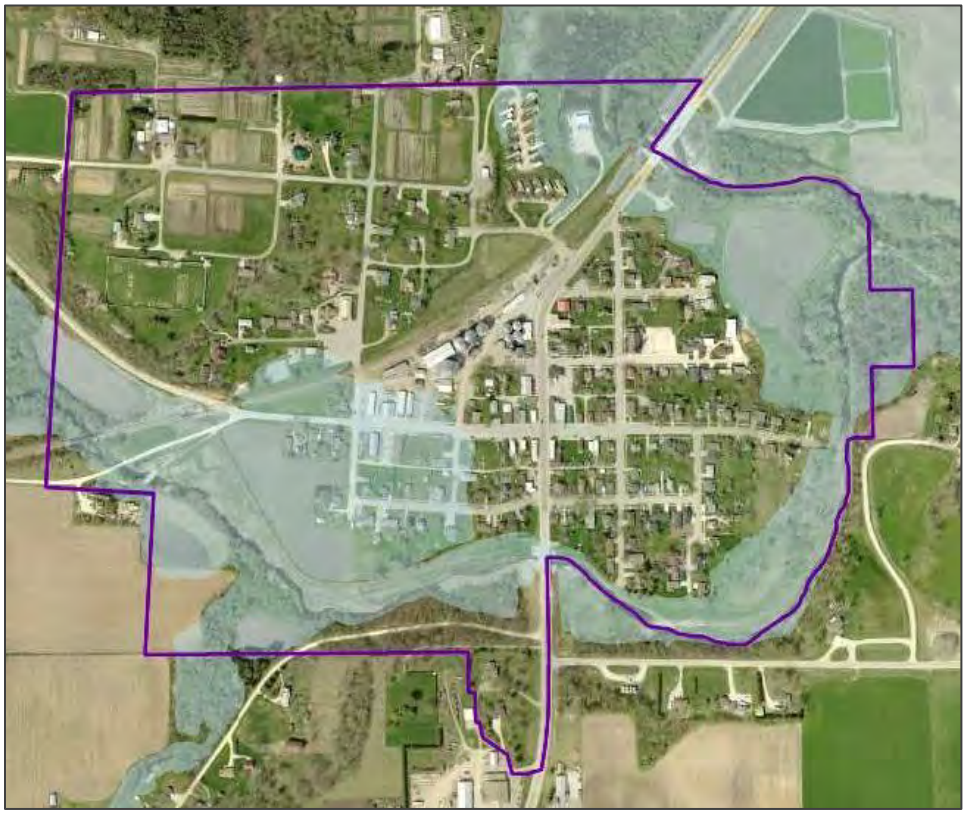
Strategy 2.1: Expand recreational opportunities.

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

Hazards

Winneshiek County Emergency Management provides services to the City of Fort Atkinson. The City has two outdoor warning systems, one that is automatically activated by the County's 911 dispatch center and the other is manually activated. Fort Atkinson utilizes the Winneshiek County Emergency Operations Plan and the Winneshiek County Recovery Plan. All city response personnel follow appropriate protocol and guidance. Winneshiek County contracts with the Northeast Iowa Response Group (NIRG), a specialized HAZMAT Team out of Waterloo, IA to provide incident response throughout the county. The community is also part of the Iowa Mutual Aid Compact (IMAC). The city has many areas prone to flooding and has a flood plain ordinance in effect. Figure 37 illustrates the flood plain area in Fort Atkinson.

Figure 37: Flood Plain, City of Fort Atkinson



Source: (The Schneider Corporation, 2013)

The City of Fort Atkinson performed a risk assessment of hazards that the community is vulnerable to during a hazard mitigation planning process in 2010. Communities can prepare for hazards by ensuring that residents have access to appropriately stocked shelters and that emergency equipment is in good condition and ready to respond. As part of the Winneshiek County MJ-4 Hazard Mitigation planning process, Fort Atkinson identified severe weather events as high priorities for mitigation planning.

The severe weather events that ranked as "high significance" for Fort Atkinson are severe winter storms, windstorms, tornados, and thunderstorms and lightning. Fort Atkinson is located in a region of the country susceptible to all these naturally occurring events. Tornados, and thunderstorms and lightning

are more likely in the spring and summer months; windstorms can occur year-round as they are also associated with winter weather events. All of these weather events have the potential to interrupt roadway access and cause injury, even death, to residents. Furthermore, homes, businesses, and other structures, as well as vehicles, are at risk for significant damage. (Upper Explorerland RPC, 2010)

Hazards Goals, Strategies and Actions

Goal 1: The vulnerability of the people and their property to the impacts of hazards is minimized.

Strategy 1.1: Maintain functions of facilities and services during power loss events.

Action: Purchase and install generator(s).
Action: Purchase and install power supply transfer switches.

Strategy 1.2: Provide early warning system of hazards.

Action: Purchase and implement automated reverse 911 system to warn county residents of pending hazard conditions.
Action: Purchase, update, and maintain water gauge equipment for water source monitoring during high water events.
Action: Purchase, install and maintain warning siren equipment.

Strategy 1.3: Protect residents from severe weather elements.

Action: Construct FEMA-compliant storm shelter/Safe Room.

Goal 2: Critical facilities, infrastructure and other community assets are protected from the impacts of hazards.

Strategy 2.1: Improve and protect infrastructure.

Action: Upgrade water and wastewater treatment infrastructure.

Strategy 2.2: Reduce further damages from flood events.

Action: Purchase and maintain flood mitigation equipment.
Action: Contain river and creek waters inside designated boundaries.

Goal 3: The public is educated and aware of potential hazards and risk.

Strategy 3.1: Afford residents maximum protection for flooding events while providing opportunity for residents to purchase flood insurance.

Action: Maintain participation in the National Flood Insurance Program (NFIP).

Goal 4: Communication among agencies and between agencies and the public is strengthened.

Strategy 4.1: Maximize warning time for flood conditions or harmful chemicals/materials released into and around the Turkey River.

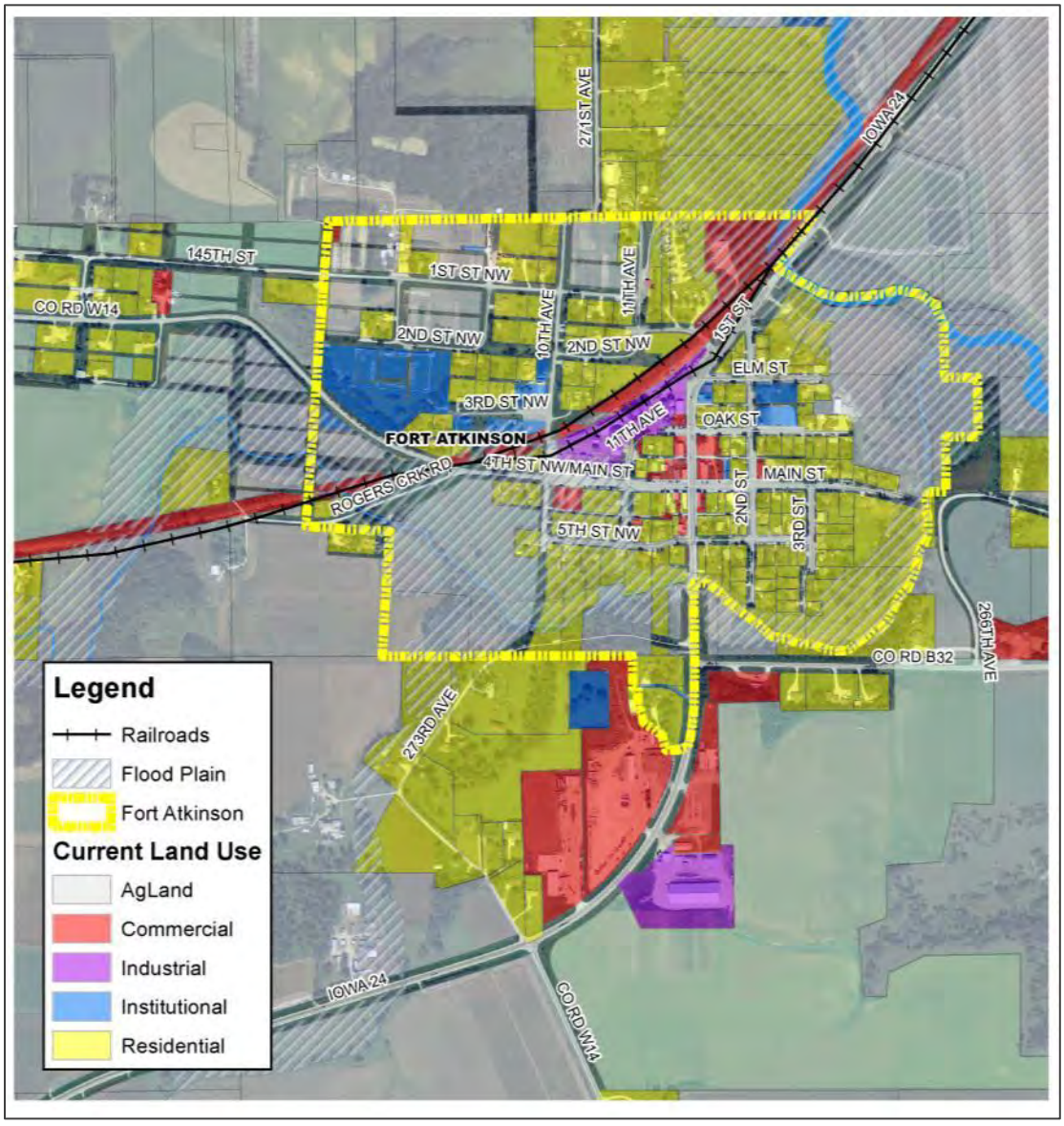
Action: Create and maintain a communication system along the Turkey River Corridor.

Land Use

Current Land Use

The City of Fort Atkinson controls land use and protects community character through a building permit process and a comprehensive code of ordinances. Figure 38 illustrates current land use within the community. The community still has room to grow within its existing boundaries.

Figure 38: Current Land Use, Fort Atkinson

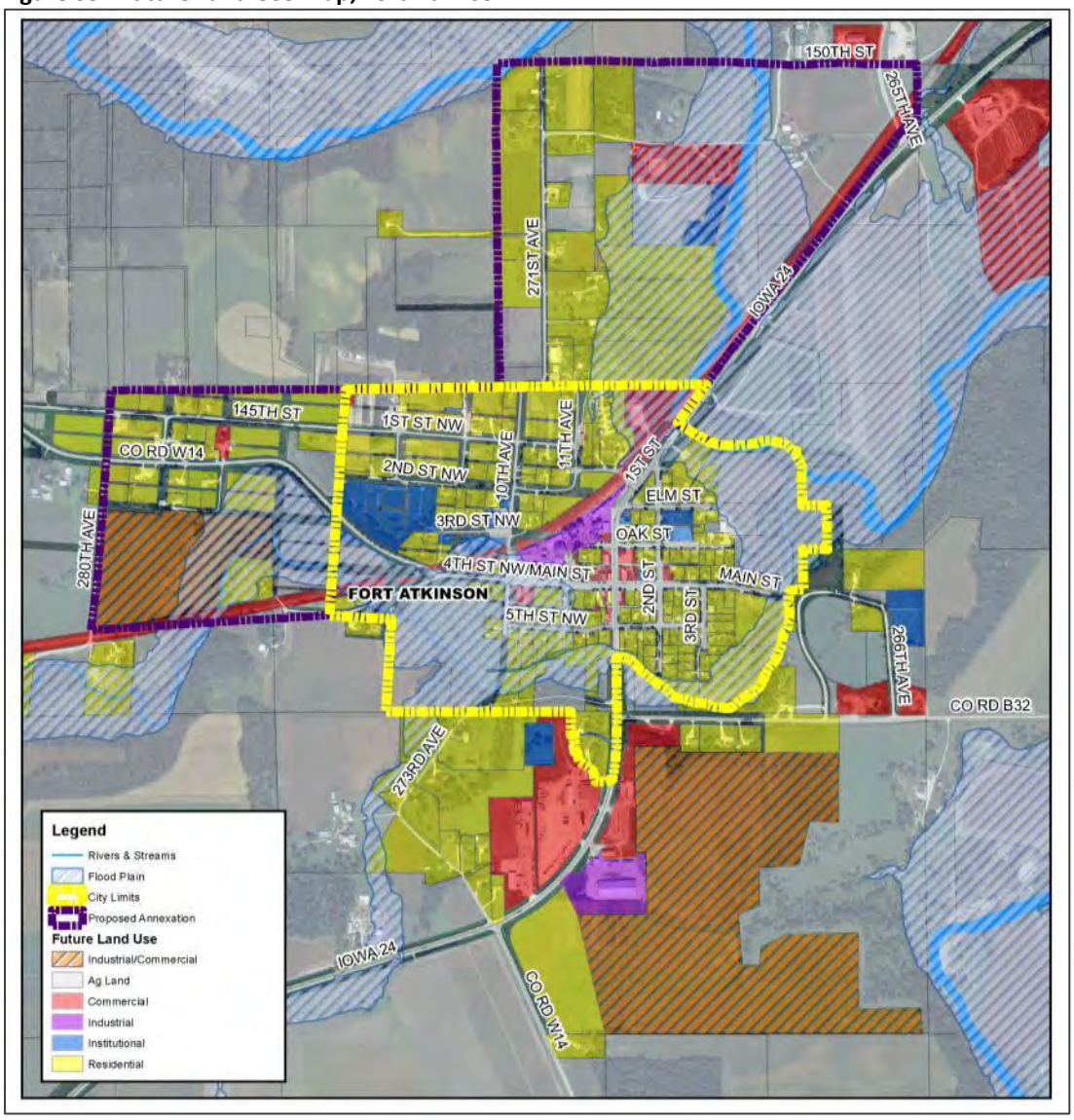


Source: (UERPC, 2012)

Future Land Use

Fort Atkinson's location near the river does lead to barriers for development. The city has developed a Future Land Use Map (Figure 39) to guide decisions regarding future growth and development. The city expects to see future development to occur to the north along Highway 24 and west along W14. In addition, an area south of the community along Highway 24 has the potential for commercial or industrial development. Potential annexation growth could be considered to the north and west to capture areas that the city is already serving. While the future land use map designates how the city would like to utilize the land, a city's zoning ordinances and zoning map would 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 39: Future Land Use Map, Fort Atkinson



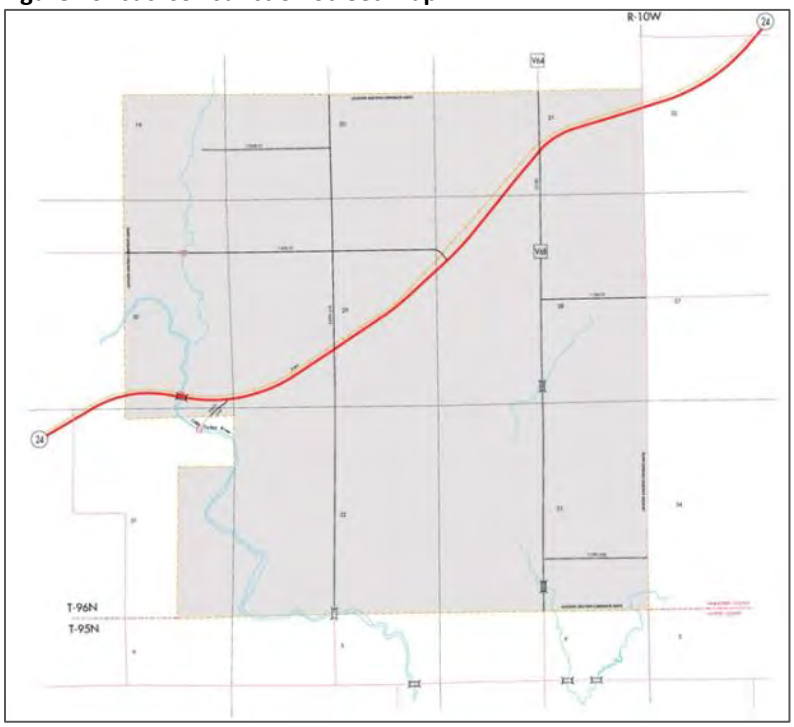
Source: (UERPC, 2012)

CHAPTER 14: CITY OF JACKSON JUNCTION

Location

Jackson Junction is located in southwestern corner Winneshiek County on Highway 24. The total land area of city limits is 5.991 square miles and is laid out as shown in Figure 40.

Figure 40: Jackson Junction Street Map



Source: (Iowa Department of Transportation, 2011)

History

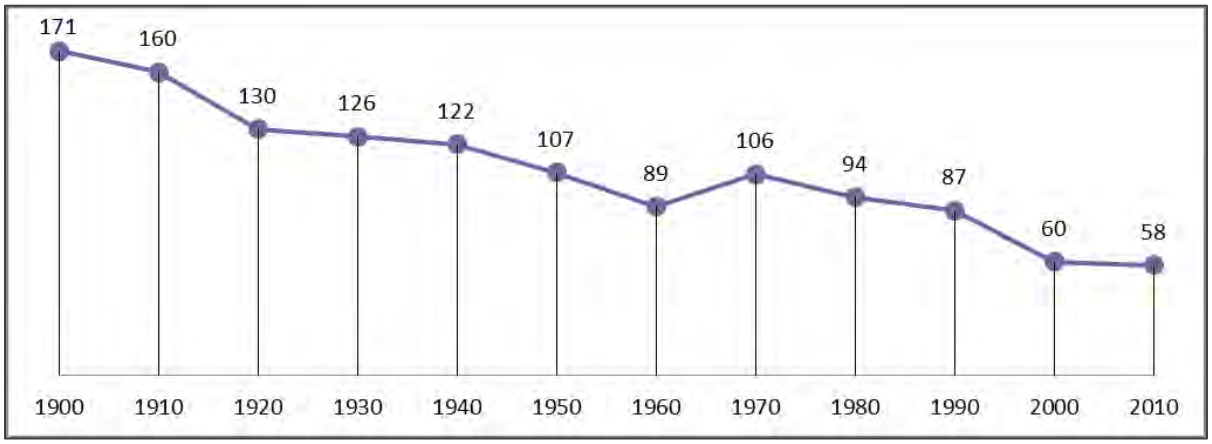
Jackson Junction is located in Jackson Township, which as of 1882 when it was separated from Washington Township, had yet to develop any villages. The first settler recorded taxpayer in the township was Joseph Spielman, or Spillman, who arrived in the area in 1851 and was namesake for the community of Spillville. A station called Jackson Station was established in the Township by the railroad in 1881 (Alexander, 1882). The community of Jackson Junction was incorporated in 1897. (Iowa Secretary of State, 2012)

Population Characteristics

Population Trends

The 2010 Census count for the population of Jackson Junction is 58. The Census has been tracking population data for the City of Jackson Junction since 1900, at which time the population was 171. Chart 67 demonstrates the city's population since 1900. The population has been on an overall decline throughout that time. The population has experienced a 66% decline from its highest point at the 1900 Census to the present, with a 3% decline in the last decade.

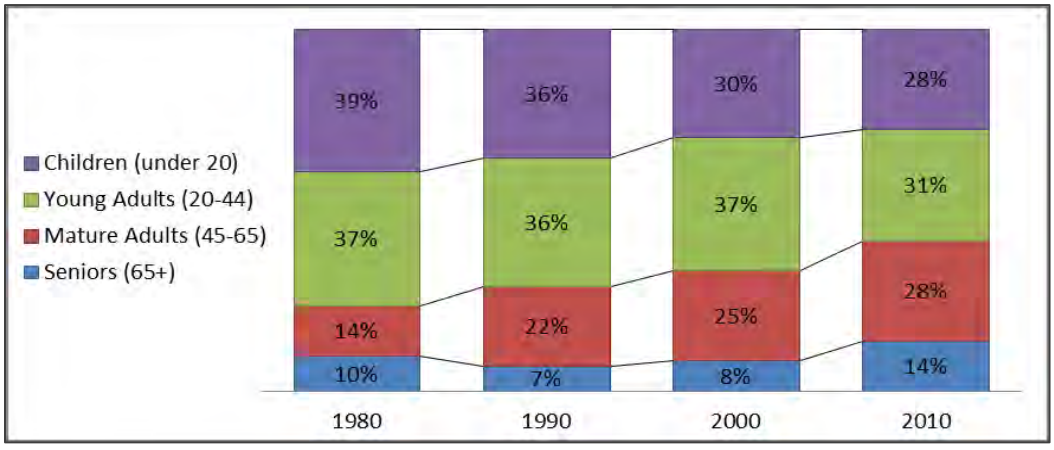
Chart 67: Jackson Junction Population, 1900-2010



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

Chart 68 demonstrates the change in Jackson Junction's population distribution from 1980 to 2010 in four age groupings. The city has noted significant declines since the 1980 census in the "Children (under 20)" category and the "Young Adults (20-44)" category. These two age groupings made up 76% of the population in 1980, but only 59% today. The community has had a significant increase in the percent of population in the "Mature Adults (45-65)" age range and a slight overall increase in the "Seniors (65+)"category, after declines in 1990 and 2000.

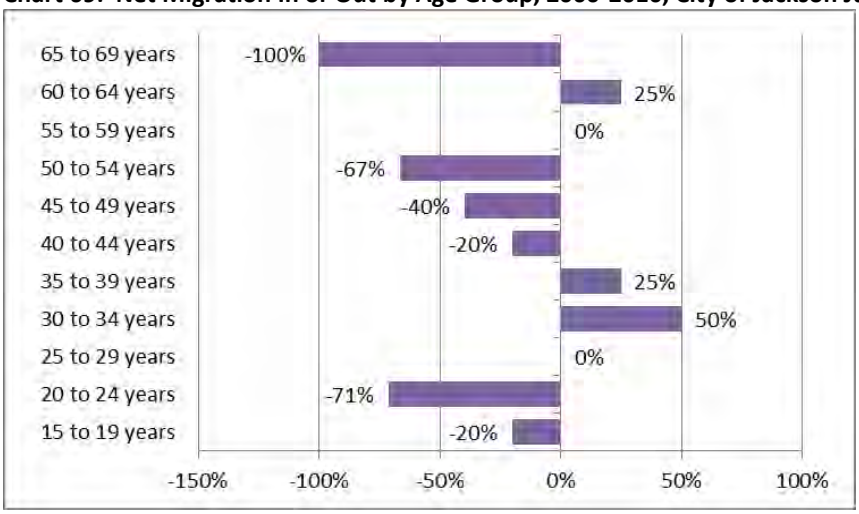
Chart 68: Age Groups as a Percentage of Population, 1980-2010, City of Jackson Junction



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

Chart 69 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 Jackson Junction is losing population and which age groups it has gained population due to a migration in or out of the community. In essence, Chart 69 captures the age ranges of the community's newcomers. For the community of Jackson Junction, a positive gain of newcomers is noted in 30 to 39 and 60 to 64 year age ranges. All other age groups experienced a net loss of population or no change, with the largest migration out of the community occurring in the 20 to 24 and 65 to 69 year age groups. It should be noted that with the very small population figures in Jackson Junction, it does not take more than one or two people in or out of the community to create large percentage shifts in population.

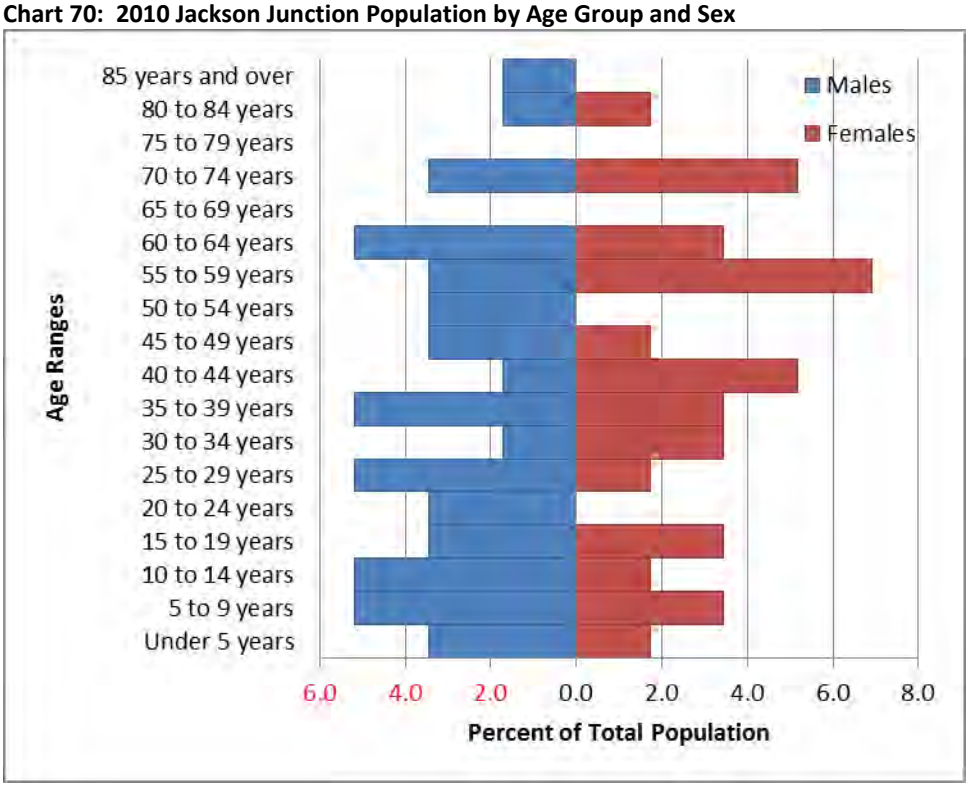
Chart 69: Net Migration In or Out by Age Group, 2000-2010, City of Jackson Junction



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

Another way to look at the population distribution within a community is to place data into a population pyramid. Chart 70 illustrates the distribution of the city's population across age groups by gender. The community's gender-balance paints an interesting picture, but one must again realize that one or two people either way can make a large percentage difference. A community 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 70: 2010 Jackson Junction Population by Age Group and Sex



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

Population Projections

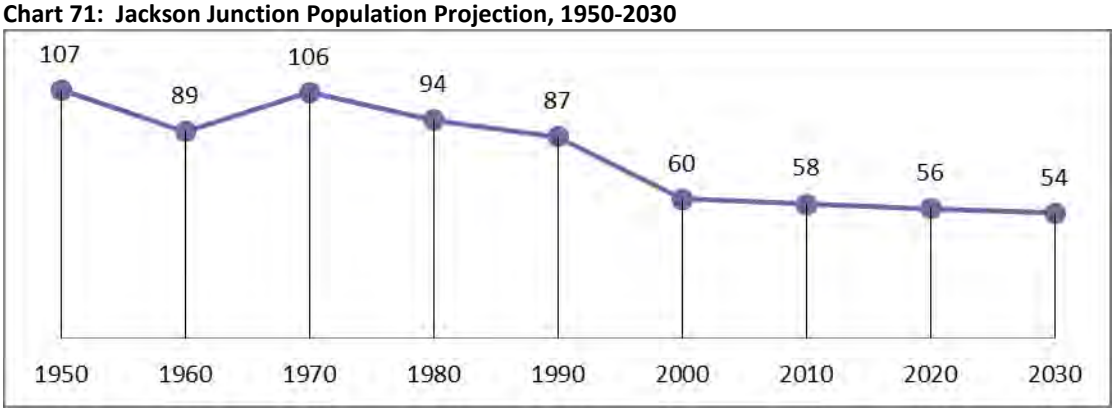
Table 57 projects the population of Jackson Junction out to the year 2030. The numbers were calculated based on the city's 10 year annualized growth rate of -.33%. These projections were made using historical population trends as their basis and do not express an exact population figure. If the city continues to see an annual decrease in growth of .33% Jackson Junction could reach a population of 54 by the year 2030. Chart 71 illustrates what this projection looks like as a continuation over the decades from 1950.

Table 57: Jackson Junction Population Projections, 2011-2030

Year	Projection		Year	Projection		Year	Projection
2011	58		2018	56		2025	55
2012	58		2019	56		2026	55
2013	57		2020	56		2027	55
2014	57		2021	56		2028	55
2015	57		2022	56		2029	54
2016	57		2023	56		2030	54
2017	57		2024	55			

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

Chart 71: Jackson Junction Population Projection, 1950-2030



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

Population Summary

The smallest community in the county, the City of Jackson Junction has noted a steady decline in population over time. Residents in the age range from 20 to 44 account for 31% of the total population. This is a decrease from 1980, but still, a majority of residents are under the age of 44. If trends continue as they have over the last decade for the community, the population is expected to decline over time. Jackson Junction has no diversity in race with 98% of the population self-identifying as white on the 2010 Census. Ethnically, the majority of the population is of German ancestry, with Czech as the next highest ancestry in the population (U.S. Census Bureau, 2012).

Community Character and Culture

Events and Activities

Events in Jackson Junction are generally organized at the Turkey Valley School Campus, central to the community. Athletic programs, performing arts, concerts and other events are featured throughout the school year, with summer camp opportunities offered to area school children as well.

Recreation and Natural Resources

The Jackson Heights Golf Course is located in Jackson Junction. The 78-acre nine-hole course with clubhouse is open to the public and is located just off Highway 24, west of the intersection with County Rd. V64/68. Chipera Prairie, the 90-acre public hunting area operated by the Winneshiek County Conservation, is located just east of Jackson Junction, north of Highway 24. This prairie and grassland area is ideal for pheasant and rabbit hunting. In addition, the school offers the Turkey Valley Fitness Center open for public use several days a week.

Housing

Having sufficient decent and affordable housing that meets the needs of the community's population is important for any community. There were 23 total housing units in Jackson Junction as of the 2010 Census, with a vacancy rate of 9%. Of the occupied housing in Jackson Junction, 24% were rental units, similar to the county (24%), and slightly less than the state (28%) (U.S. Census Bureau, 2012).

Occupancy Characteristics

General housing information for the City of Jackson Junction is shown in Table 58. The total number housing units has decreased since the 1990 Census, along with the number of households and renter occupied housing units. The city's rental rates have increased over 115% from 1990 to a median rent of $460.

Table 58: General Housing Statistics, City of Jackson Junction

Statistic	1990	2000	2010
Total Persons	87	60	58
Total Housing Units	32	24	23
Occupied	30	24	21
Owner-Occupied (%)	57%	79%	76%
Renter-Occupied (%)	43%	21%	24%
Median Rent	$213	$325	$460
Vacant	2	0	2
Vacancy Rate	6%	0%	9%
Number of Families	20	15	18
Average Family Size	3.7	3.4	3
Number of Households	30	24	21
Average Household Size	2.9	2.5	2.76

Source: (U.S. Census Bureau, 2012); (State Data Center of Iowa, n.d.); 2007-2011 ACS

Housing Values

A breakdown of the 1990, 2000 and 2010 housing unit values for the city are shown in Table 59. The values of housing within the community are showing a steady increase. The majority of housing values in the community are split in the ranges of less than $25,000 and $50,000 to 99,999, with the current median value at $106,800. The median value ranks below the county median of $152,500.

Table 59: Housing Value Statistics, City of Jackson Junction 1990-2010

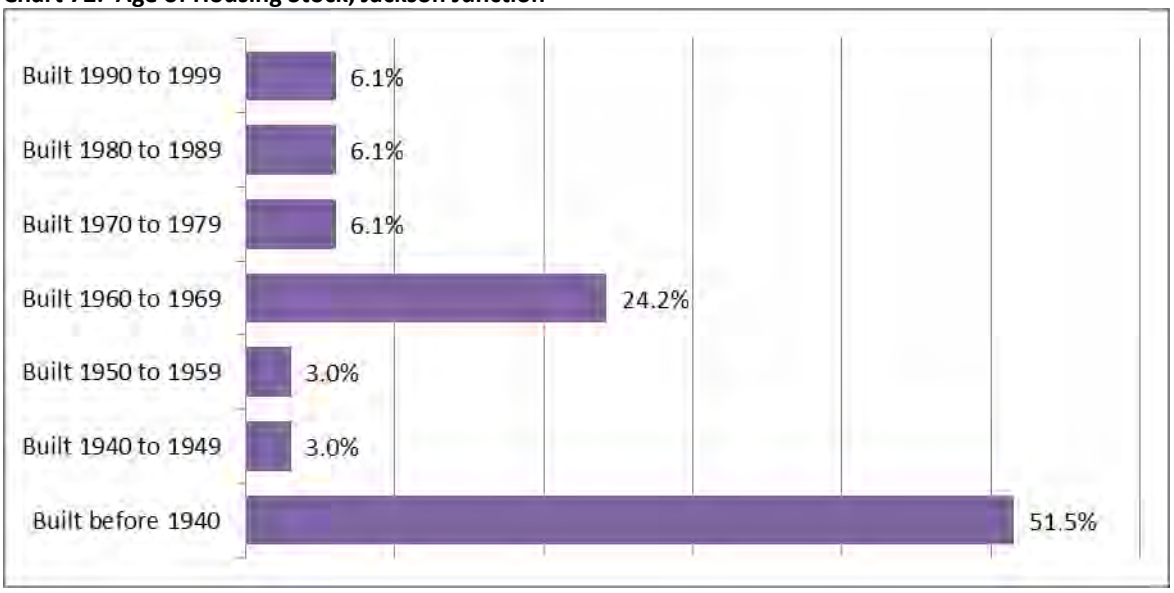
Value:	1990	2000	2010
Less than $50,000	66.7%	30.8%	24.0%
50,000-99,999	33.3%	15.4%	24.0%
100,000-149,999		53.8%	8.0%
150,000-199,999	-	-	12.0%
200,000-299,999	-	-	4.0%
300,000-499,999	-	-	16.0%
500,000 or more	-	-	12.0%
Median Value	$23,800	$101,800	$106,300

Source: (State Data Center of Iowa, n.d.); (U.S. Census Bureau, 2012), 2007-2011 ACS

Age, Condition and Type of Housing

Another factor that provides insight into a community's housing stock is the age of the existing units. Chart 72 illustrates the age of housing stock in Jackson Junction by the year built. A significant number of houses in the community were built prior to 1940, with a housing construction bursts in the 1960s Over 51% of the housing units in Jackson Junction were built prior to 1939 and 88% of the homes were 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. Single unit detached structures make up 100% of the city's housing stock.

Chart 72: Age of Housing Stock, Jackson Junction

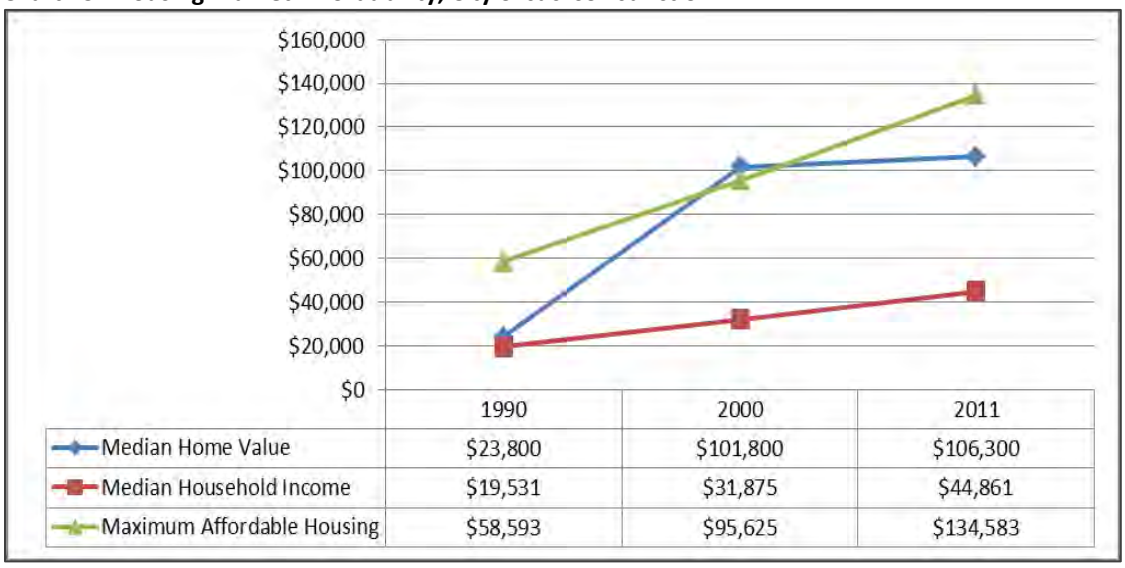


Source: (U.S. Census Bureau, 2012)

Affordability

Chart 73 indicates the median home value and median household income for Jackson Junction 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 lieu of a purchase price, one can compare median housing values to median income. Using this comparison, the median value of a home in Jackson Junction is 2.37 times the median household income for 2010. This places the local housing market within the affordable range for Jackson Junction residents as of 2011. It should be noted that in 2000, the housing values increased significantly faster than incomes, pushing the community's affordability beyond those parameters. However, given the very small data set, one new or improved home (and subsequent increased value) can skew the data significantly.

Chart 73: Housing Market Affordability, City of Jackson Junction

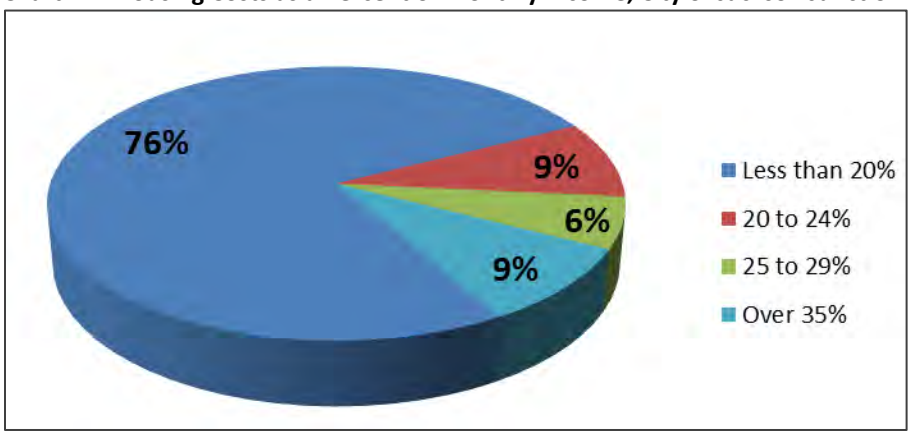


	1990	2000	2011
Median Home Value	$23,800	$101,800	$106,300
Median Household Income	$19,531	$31,875	$44,861
Maximum Affordable Housing	$58,593	$95,625	$134,583

Source: (State Data Center of Iowa, n.d.); (U.S. Census Bureau, 2012), 2007-2011 ACS

As with all communities, some families find ongoing housing expenses such as utilities, rent or mortgage payments to be a challenge. Chart 74 indicates that about 9% of the households in the community spend more than 35% 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.

Chart 74: Housing Costs as a Percent of Monthly Income, City of Jackson Junction



Source: (U.S. Census Bureau, 2012), 2007-2011 ACS (Note: there was 0% in the 30 to 34% range)

Housing Summary

In general, much of the housing in Jackson Junction is spread out on agricultural parcels. Jackson Junction has lost 9 units over the past 20 years and as of the 2010 Census, the city had 23 units with a 9% vacancy rate. Values are increasing, and the market remains affordable to most, although 9% of the population expends more than 30% of their income on housing costs which can place a burden on families. The community's housing stock is older, like much of the area. Over 51% of the housing was built prior to 1940.

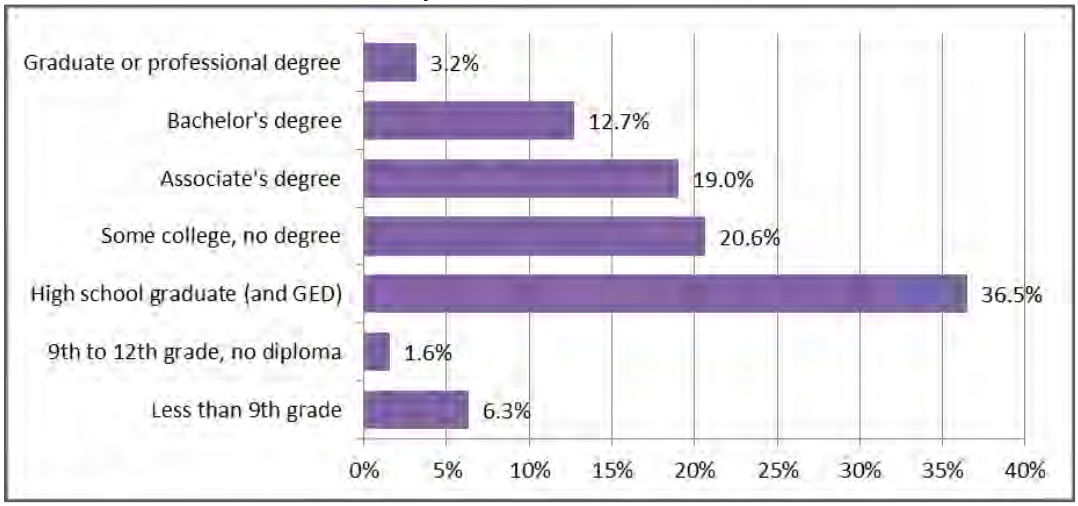
Economic Development

The City of Jackson Junction is generally a bedroom community for the surrounding area or in agricultural uses. The main employers within the community consist of the city, school, co-op and golf course. This section will review the workforce characteristics of community members.

Educational Attainment

The educational attainment of residents influences employment opportunities for residents. 92% of the residents in Jackson Junction hold high school diplomas or higher and nearly 16% hold a bachelor's degree or higher. This is similar to the county as a whole, where 92% have a high school diploma or higher and lower than the county as a whole, where 27% hold a bachelor's degree or higher (U.S. Census Bureau, 2012). Chart 75 illustrates the breakdown of educational attainment for city residents. The majority have a high school diploma or equivalent, with the next highest category being the achievement some college, no degree.

Chart 75: Educational Attainment, City of Jackson Junction



Source: (U.S. Census Bureau, 2012), 2007-2011 ACS

Commuting

According to Census data, 90% of Jackson Junction residents commute to other locations for employment. Table 60 indicates where people who live in Jackson Junction are working. Because of the small population, this data can fluctuate rapidly. Chart 76 illustrates the commuting distances traveled by the city's resident workforce. Most report a commuting distance between 10 and 24 miles.

Table 60: Commuter Data, City of Jackson Junction

Top 10 Places Jackson Junction Residents Work	% of Residents
Cresco	9.1%
Decorah	9.1%
Jackson Junction	9.1%
Waterloo	9.1%
Calmar	4.5%
Cedar Rapids	4.5%
Farley	4.5%
Iowa City	4.5%
Mason City	4.5%
Spring Valley, MN	4.5%
All Other Locations	36.4%

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

Chart 76: Commuting Distance, Jackson Junction Residents



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

Employment by Industry and Occupation

According to the Census figures shown in Table 61, the leading industry category employing Jackson Junction's workforce is educational services, and health care and social assistance, this holds true at the county level as well. Over 29% are employed in this industry, compared to 33% of the overall county workforce. The next leading industries employing Jackson Junction's workers are agriculture, forestry, fishing, hunting and mining (27%) and manufacturing (25%). As a factor in the county workforce, Jackson Junction workers make up less than 1% of the total county workforce.

Table 61: Economic Base of the City of Jackson Junction and Winneshiek County

Industry Category	City of Jackson Junction		Winneshiek County		Jackson Junction as a % of Total Employed
	Number	Percent	Number	Percent	
Agriculture, forestry, fishing, hunting, mining	17	26.56%	1,039	8.89%	1.64%
Construction	0	0.00%	850	7.28%	0.00%
Manufacturing	16	25.00%	1,375	11.77%	1.16%
Wholesale trade	0	0.00%	227	1.94%	0.00%
Retail trade	10	15.63%	1,200	10.27%	.83%
Transportation, warehousing, utilities	0	0.00%	406	3.48%	0.00%
Information	0	0.00%	97	0.83%	0.00%
Finance, insurance, real estate, rental and leasing	0	0.00%	420	3.60%	0.00%
Professional, scientific, management, admin and waste services	0	0.00%	586	5.02%	0.00%
Education, health care and social assistance	19	29.69%	3,910	33.47%	0.49%
Arts, entertainment, recreation, accommodation and food services	2	3.13%	865	7.40%	0.23%
Other services, except public administration	0	0.00%	459	3.93%	0.00%
Public administration	0	0.00%	248	2.12%	0.00%
Total Employed Persons	**64**	**100%**	**11,682**	**100%**	**0.55%**

Source: (U.S. Census Bureau, 2012), 2007-2011 ACS

Table 62 places city workers into categories by occupation. Occupations describe the type of work in which an employee is engaged. Occupations correlate strongly with industries and educational level. Jackson Junction's largest classification was the "management, business, science, arts" occupation type, at 34%. The second largest occupation classification was "sales and office" occupations at 27% of the community's workforce. The percentage of workers in those occupations was higher than the county as a whole. Jackson Junction has a much lower percentage of the workforce in "natural resources, construction, maintenance" occupations than does the county.

Table 62: Occupation Classification of Jackson Junction's Workers Compared to Winneshiek County

Occupation Description	City of Jackson		Winneshiek County	
	Number	Percent	Number	Percent
Management, business, science, arts	22	34.38%	3,876	33.18%
Service	9	14.06%	2,236	19.14%
Sales and office	17	26.56%	2,453	21.00%
Natural resources, construction, maintenance	3	4.69%	1,230	10.53%
Production, transportation, material moving	13	20.31%	1,887	16.15%
Total Employed Persons	**64**	**100%**	**11,682**	**100%**

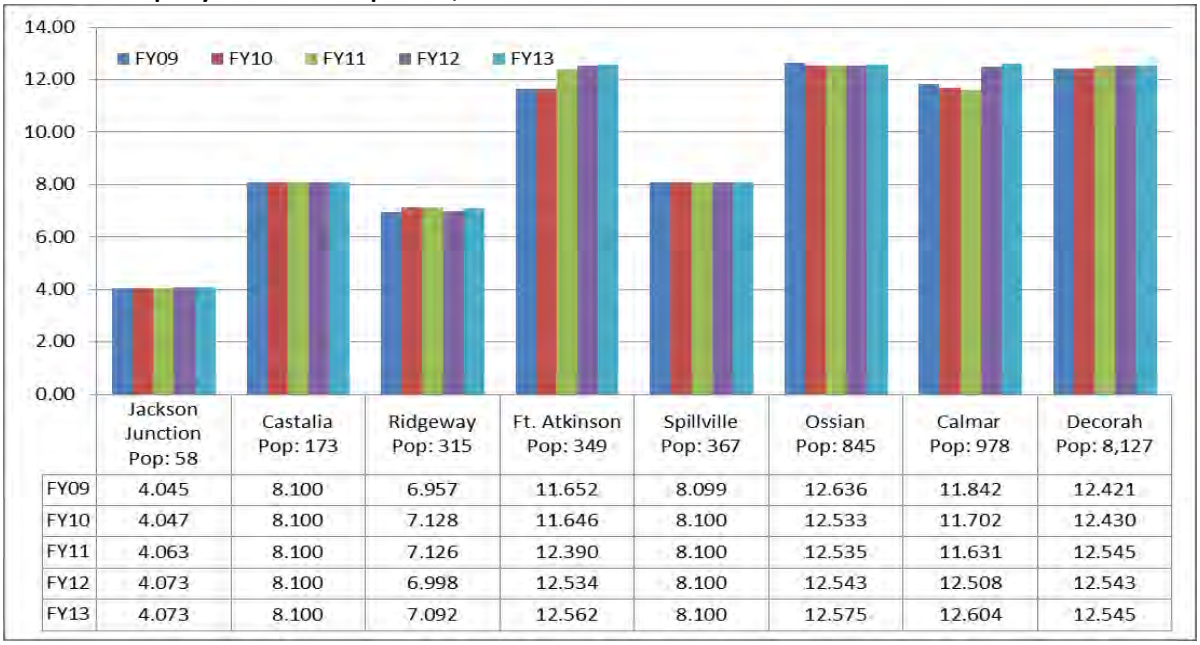
Source: (U.S. Census Bureau, 2012), 2007-2011 ACS

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 77 provides a comparison of the city's portion of property tax rates for all the communities in the county. Jackson Junction's tax rates have remained unchanged over the past five fiscal years and are the lowest in the county.

Chart 77: Property Tax Rate Comparison, 2009-2013

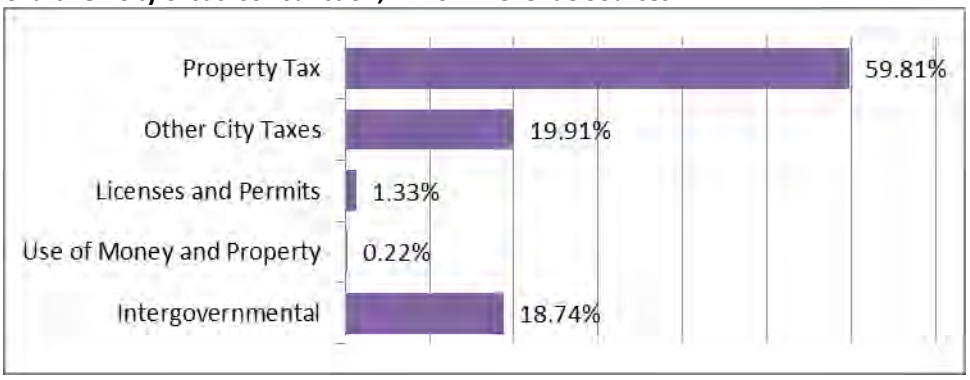


	Jackson Junction Pop: 58	Castalia Pop: 173	Ridgeway Pop: 315	Ft. Atkinson Pop: 349	Spillville Pop: 367	Ossian Pop: 845	Calmar Pop: 978	Decorah Pop: 8,127
FY09	4.045	8.100	6.957	11.652	8.099	12.636	11.842	12.421
FY10	4.047	8.100	7.128	11.646	8.100	12.533	11.702	12.430
FY11	4.063	8.100	7.126	12.390	8.100	12.535	11.631	12.545
FY12	4.073	8.100	6.998	12.534	8.100	12.543	12.508	12.543
FY13	4.073	8.100	7.092	12.562	8.100	12.575	12.604	12.545

Source: (Iowa Department of Management, 2012)

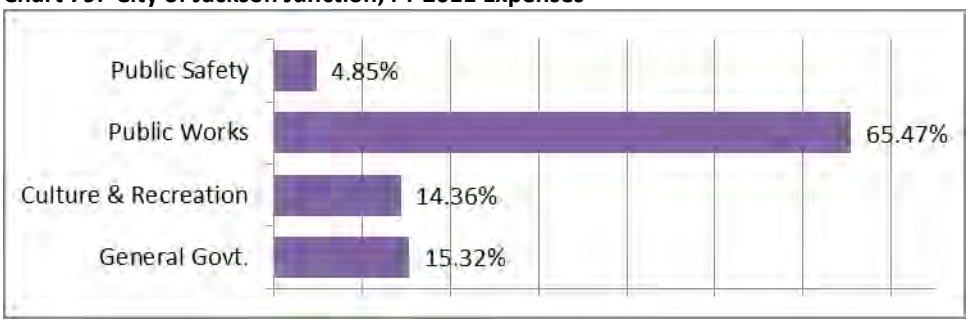
As Jackson Junction plans for its future, an overview of how the city receives revenue and where it spends that revenue can identify areas with extra resources or potential savings. Charts 78 and 79 illustrate city's revenue sources and expenses for the 2011 fiscal year. The majority of the community's revenues came from property tax revenue. Intergovernmental revenue, from grants or road use taxes, was the next highest source of revenue. Expenses are distributed across several categories, with public works making up over 65% of the city's costs. Revenue and expense categories can fluctuate from year to year as larger community projects are undertaken.

Chart 78: City of Jackson Junction, FY 2011 Revenue Sources



Source: (Iowa Department of Management, 2012)

Chart 79: City of Jackson Junction, FY 2011 Expenses



Source: (Iowa Department of Management, 2012)

Economic Development Summary

Jackson Junction's residents are part of the larger regional workforce and most of its residents commute elsewhere for primary employment. With few employers within the community this would be expected. The majority of working residents work in the agriculture, forestry, fishing, hunting and mining industry and occupationally, the majority of working residents work in management, business, science and arts positions. Many more people come to the community for employment than leave due to the school as a major employer for the area, as well as the co-op. Figure 41 illustrates the inflow and outflow of workers with Jackson Junction.

Figure 41: Worker Inflow and Outflow, Jackson Junction



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

Transportation

Inventory of Existing Transportation Options

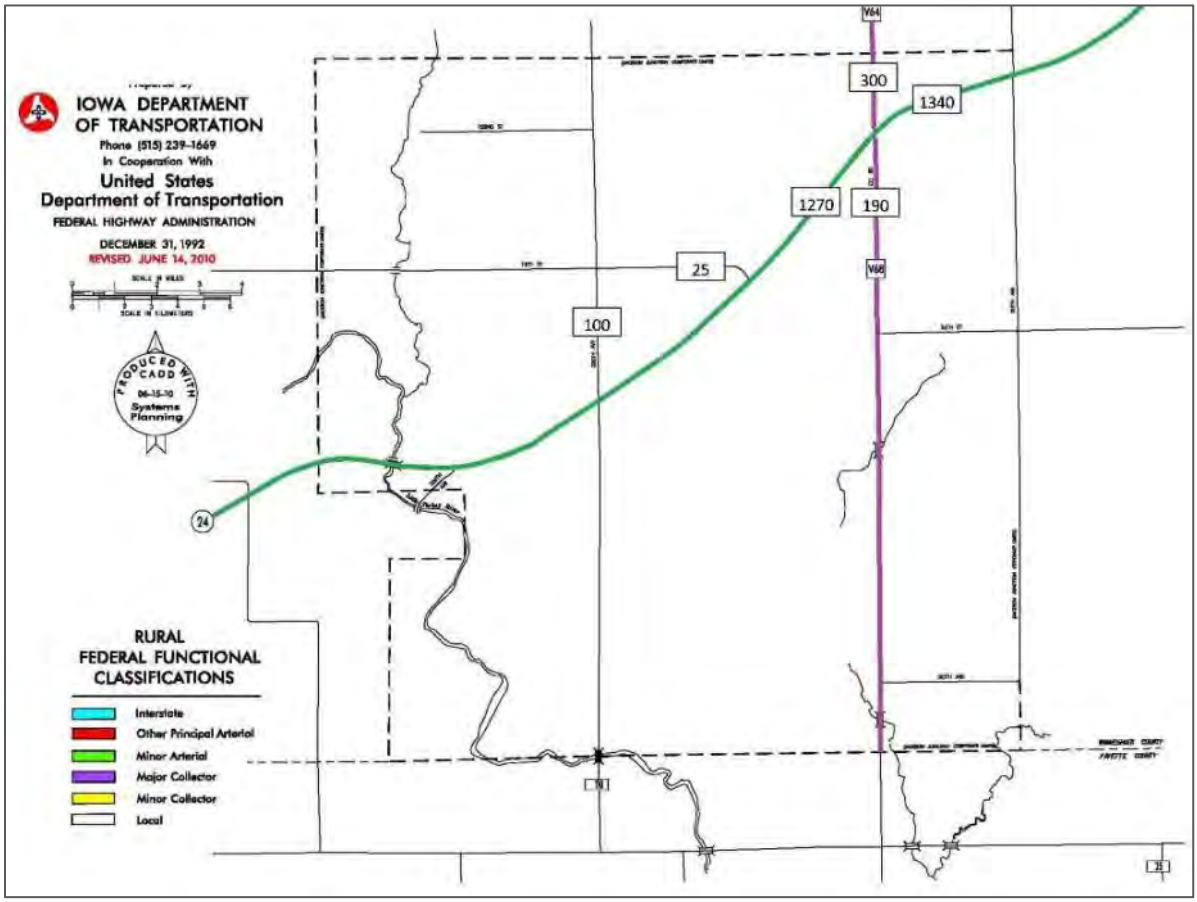
Streets and Sidewalks

Transportation facilities in the City of Jackson Junction are limited but include gravel roads, state and county highways. The community's size and layout does not make walking or biking any distance very safe or feasible. Sidewalks are not evident to any practical extent in 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, the Public Works Department is responsible for snow removal, grading of gravel roads and ditch maintenance within the community.

Figure 42 shows a street diagram, with Federal Functional Classifications highlighted and DOT traffic counts included. The city is not responsible for the maintenance of Highway 24. The highest traffic counts are taken on Highway 24 east of the intersection withV64/68, carrying 1,340 vehicles per day.

Figure 42: Federal Functional Classifications and Traffic Counts



Source: (Iowa Department of Transportation, 2011)

Air Transportation

The City of Jackson Junction has access to private air service through the Decorah Municipal Airport, Ellen Church Field in Cresco and the George L. Scott Airport in West Union, each approximately 22 miles from Jackson Junction. In addition, commercial air service is available in the larger communities of Waterloo, Rochester, Cedar Rapids, Dubuque, and Des Moines.

Railroads

Jackson Junction is one of the communities through which the Canadian Pacific Railroad, owner of Dakota, Minnesota & Eastern Railroad Corp. (DME) runs. As previously noted, the main products handled by the rail include coal, farm products, food products, chemicals, waste products, primary metal products, nonmetallic metals and stone (Iowa Department of Transportation, 2012). About four trains a day go through Jackson Junction (Federal Railroad Administration, 2011). The rail runs parallel to Highway 24 diagonally through the community.

Public Transportation

Northeast Iowa Community Action Corporation provides demand response service to the general public in Jackson Junction.

Transportation Summary

The rural nature of Jackson Junction makes walkability impractical. The school grounds are self-contained and the majority of the children are bused to the facility. There are few housing clusters, so improving walkability is most likely unfeasible for the community.

Public Facilities and Services

Inventory of Existing Facilities and Services

Police

Law enforcement is provided to the residents of Jackson Junction by the Winneshiek County Sheriff's Department.

Fire and Rescue

The Waucoma Fire Department provides service to the City of Jackson Junction.

Medical Services

There are no medical services within the community of Jackson Junction however Gundersen Lutheran operates a clinic in Calmar, just 11 miles from Jackson Junction. Hospitals are nearby in Cresco, Decorah or West Union.

Senior and Child Care

Currently, no senior care facilities or child care facilities are located within the community of Jackson Junction.

Parks and Recreation

Jackson Junction has one city shelter. The shelter with picnic tables is located in the triangle formed south of Highway 24 at its intersection with V64/68.

Schools

The City of Jackson Junction is located in the Turkey Valley School District. The school campus is located within the community and enrolls children PK through 12.



Photograph 15: Turkey Valley School Campus

Public Infrastructure and Utilities

Essential services, such as water, sewer, electricity, natural gas, communications and solid waste collection are provided by other private entities. Water is supplied to community residents through private wells and sewer is handled through private sewage disposal systems. The school and golf course have water systems that are regulated by the DNR. Electric utilities are available through Hawkeye REC. As of the latest Census, 73% of the households in Jackson Junction utilized bottle, tank or LP gas for home heating. Telephone and Internet services are provided by a variety of private providers.

Natural and Agricultural Resources

With about 10 people per square mile in Jackson Junction, residents are surrounded by natural and agricultural resources. The community's economy benefits from the agriculture in the area through the existence of the co-op, as well as the golf course, which relies on its natural resources to attract customers. The school has created a natural prairie area for student education and maintains three ponds south of the campus. The Little Turkey River winds through the community mostly through private lands.

Hazards

Winneshiek County Emergency Management provides services to the City of Jackson Junction. Jackson Junction utilizes the Winneshiek County Emergency Operations Plan and the Winneshiek County Recovery Plan. The community is also part of the Iowa Mutual Aid Compact. The community has one backup generator and owns at least three NOAA weather radios. All City Response Personnel follow appropriate protocol and guidance. Winneshiek County contracts with the Northeast Iowa Response Group (NIRG), a specialized HAZMAT Team out of Waterloo, IA to provide incident response throughout the county. Parts of the community lie within the flood plain as noted in Figure 43. The flood plain runs through private property and does not reach the community's main area of commerce, education and neighborhood housing.

The City of Jackson Junction performed a risk assessment of hazards that the community is vulnerable to during a hazard mitigation planning process in 2010. Communities can prepare for hazards by ensuring that residents have access to appropriately stocked shelters and that emergency equipment is in good condition and ready to respond. As part of the Winneshiek County MJ-4 Hazard Mitigation planning process, Jackson Junction identified severe weather incidents as high priorities for mitigation planning.

The severe weather events that ranked as "high significance" for Jackson Junction are severe winter storms, windstorms, and tornados. Jackson Junction is located in a region of the country susceptible to all these naturally occurring events. Windstorms can occur year-round as they are also associated with winter weather events. All of these weather events have the potential to interrupt roadway access and cause injury, even death, to residents. Furthermore, homes, businesses and other structures, as well as vehicles, are at risk for significant damage. (UERPC, 2010)

Figure 43: Flood Plain, City of Jackson Junction



Source: (The Schneider Corporation, 2013)

Hazard Goals, Strategies and Actions (from MJ-4)

Goal 1: The vulnerability of the people and their property to the impacts of hazards is minimized.

Strategy 1.1: Maintain functions of facilities and services during power loss events.

Action: Purchase and install generator(s).

Strategy 1.2: Provide early warning system for hazards.

Action: Purchase, install and maintain warning siren equipment.

Strategy 1.3: Protect residents from severe weather elements.

Action: Construct FEMA-compliant storm shelter/Safe Room(s).

Goal 2: The public is educated about and aware of potential hazards and risks.

Strategy 2.1: Afford residents maximum protection for flooding events while providing opportunity for residents to purchase flood insurance.

Action: Research the process to join the National Flood Insurance Program (NFIP).

Goal 3: Emergency response capabilities are sufficient to meet the needs of residents.

Strategy 3.1: Ensure that emergency responders are well-equipped and well-trained.

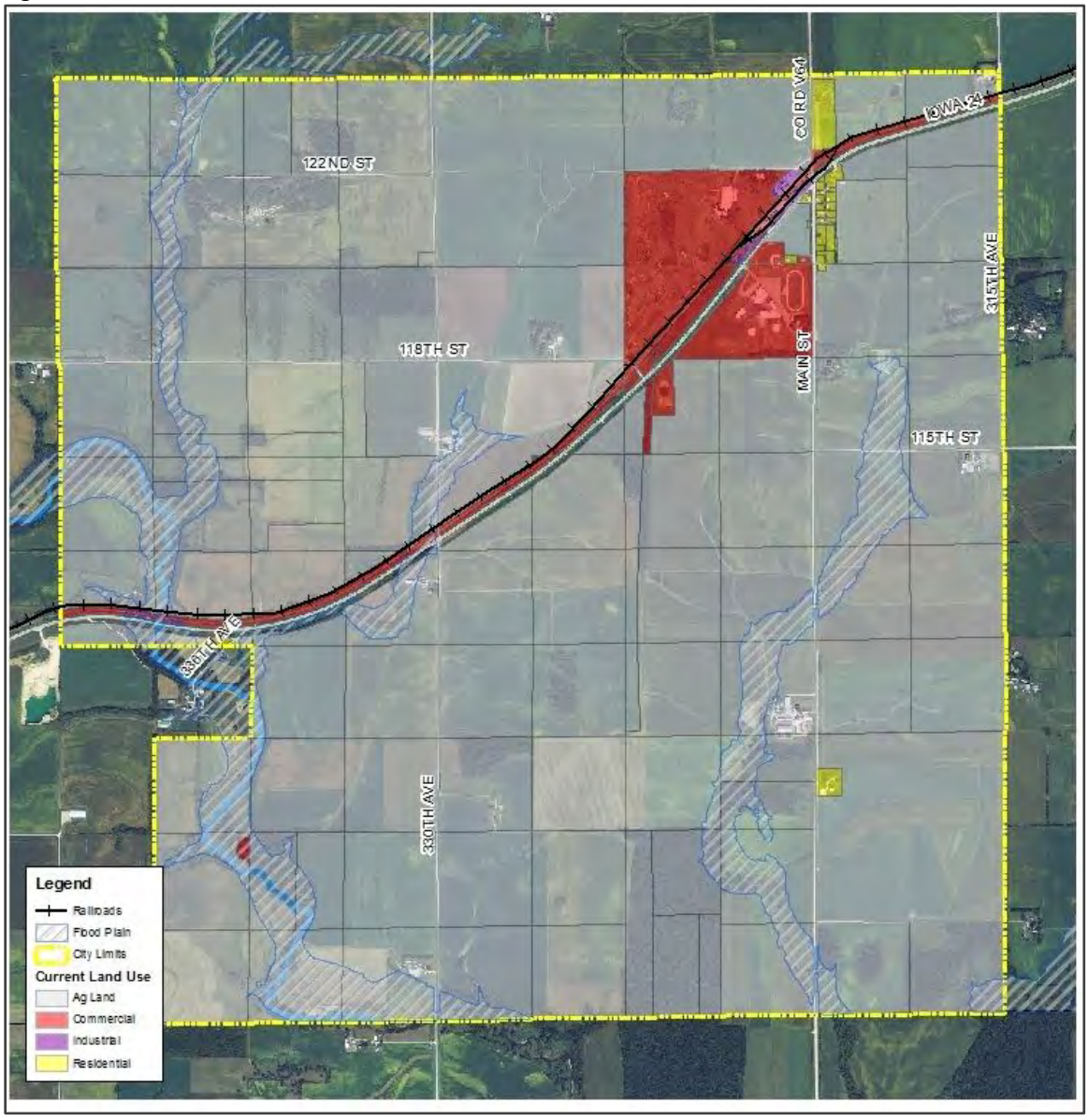
Action: Coordinate and maximize partnerships to provide appropriate training and improve equipment supplies.

Land Use

Current Land Use

The City of Jackson Junction controls land use and protects community character through local ordinances. Figure 44 illustrates current land use within the community. The community still has much room to grow within its existing boundaries.

Figure 44: Current Land Use, Jackson Junction



Source: (UERPC, 2012)

CHAPTER 14: CITY OF OSSIAN

Community Overview

Location

Ossian is located in southeast Winneshiek County along US Highway 52. The total land area of within the city limits is 1.11 square miles and is laid out as shown in Figure 45.

Figure 45: Ossian Street Map



Source: (Iowa Department of Transportation, 2011)

History

John Ossian Porter, a native of Pennsylvania, settled the second village in the County, Ossian, in 1850. The original plat consisted of three blocks, divided into 14 lots. The village was incorporated in 1876. In 1865, the railroad was constructed through town and by 1880, the population had reached 444. At this time, the thriving community had one bank, a hotel, two churches, a public school, a creamery and two newspapers. (Alexander, 1882)



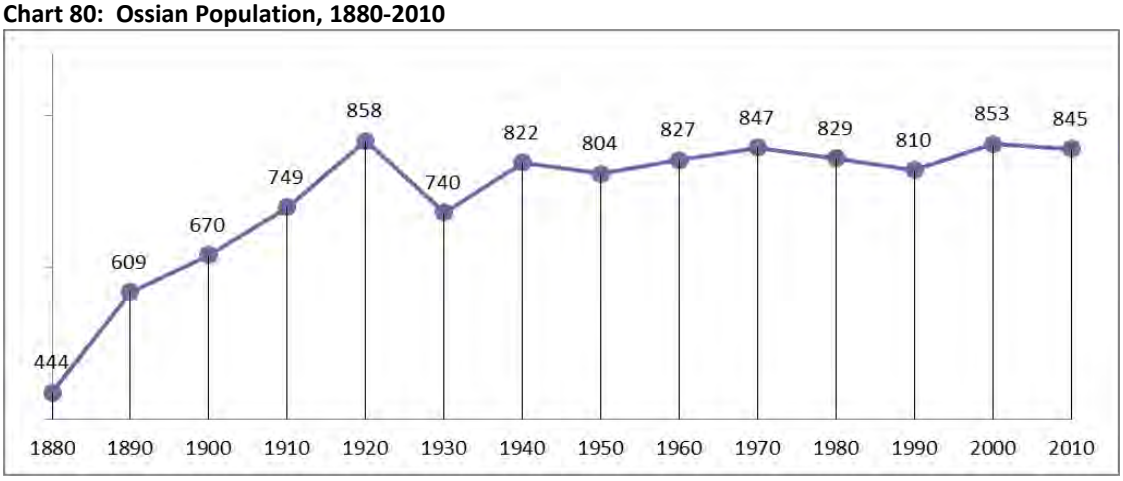
Photograph 16: Ossian Mural Depicting Ossian's History

Population Characteristics

Population Trends

The 2010 Census count for the population of Ossian is 845 and is the third largest community in the county. The Census has been tracking population data for the City of Ossian since 1880, at which time the population was 444. Chart 80 demonstrates the city's population since that time. After a sharp increase to 1920, the population has remained fairly steady. The highest count since 1880 was in 1920 with a population of 858 and the lowest count after that point occurred in 1930 at 740 people. The population has experienced a slight 1.5% decline from its highest point at the 1920 Census to the present.

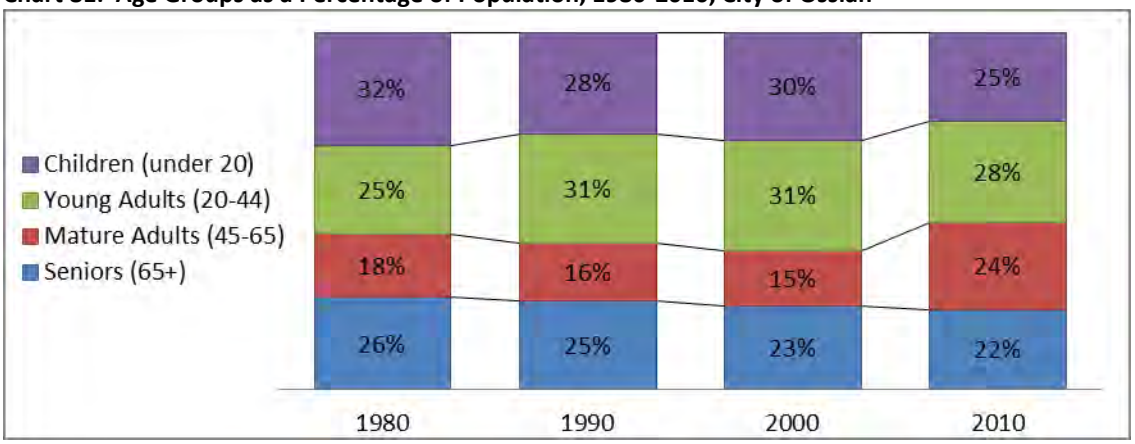
Chart 80: Ossian Population, 1880-2010



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

Chart 81 demonstrates the change in Ossian's population distribution from 1980 to 2010 in four age groupings. The city has noted overall declines since the 1980 census in the "Children (under 20)" category and the "Seniors (65+)" category. Currently the age distribution as a percentage of the population is equally distributed. A notable increase is in the "Mature Adults" category, which increased significantly as a percentage of the total population. Understanding this distribution can help the community plan for lifestyles that cater to their population distribution and provide the desired amenities and services each needs. In addition, the age range distribution may help the community reflect on ways to support the growth or prevent the decline in any age ranges.

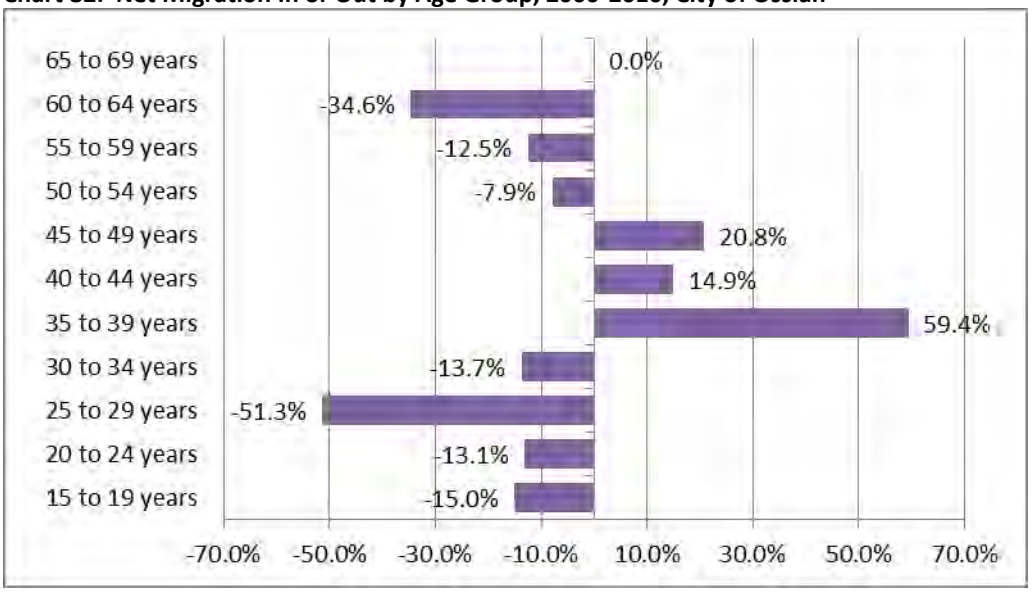
Chart 81: Age Groups as a Percentage of Population, 1980-2010, City of Ossian



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

Chart 82 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 Ossian is losing population and which age groups it has gained population due to a migration in or out of the community. In essence, Chart 82 captures the age ranges of the community's newcomers. For the community of Ossian, a large positive gain of newcomers is noted in the 35 to 39 year age range and additional gains in ages from 40 to 49. All other age groups experienced a net loss of population or no change, with the largest migration out of the community occurring between the ages of 25 and 29. It should be noted that with a small population, it does not take many people to create a large percentage loss. As an example, from the 2000 expectations, there would have been 76 individuals between the ages of 25 and 29 had all of the 15 to 19 year olds remained in the community, instead, only 37 people were counted within that age group in the 2010 Census. This is a common occurrence in communities as young people leave for college or first jobs.

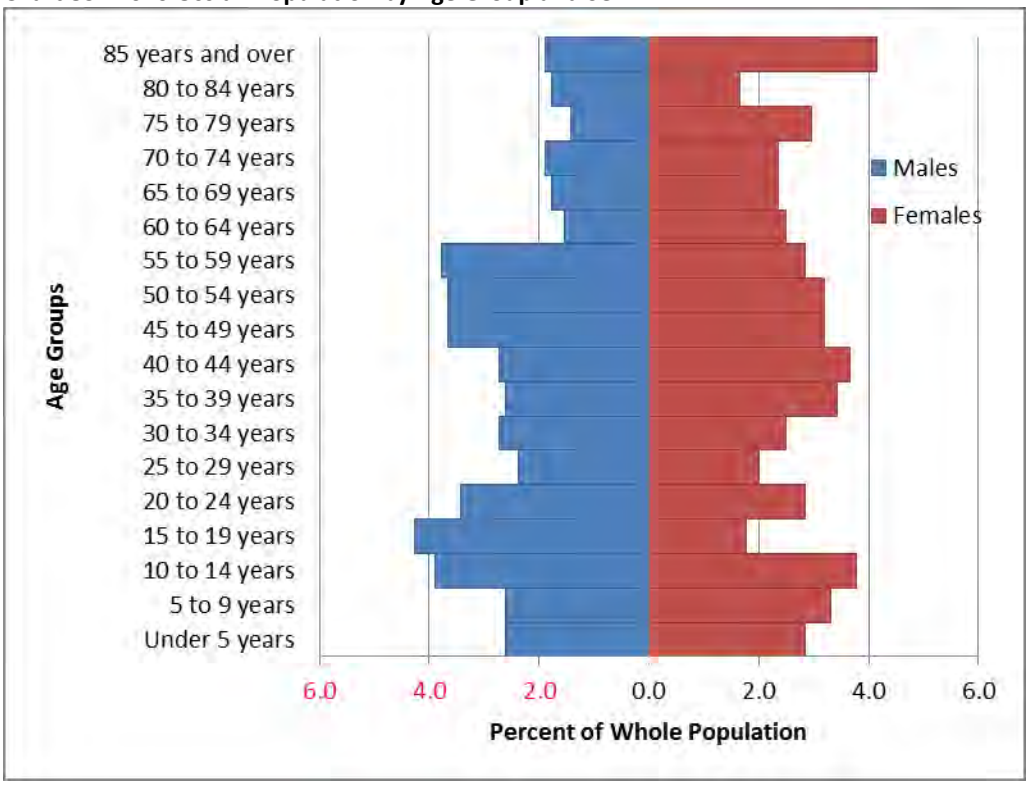
Chart 82: Net Migration In or Out by Age Group, 2000-2010, City of Ossian



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

Another way to look at the population distribution within a community is to place data into a population pyramid. Chart 83 illustrates the distribution of the city's population across age groups by gender. The community is fairly gender-balanced with some anomalies, for example in the 15 to 19 year age range where the male population is more than double that of females. As age ranges increase, females make up a larger percent of the population.

Chart 83: 2010 Ossian Population by Age Group and Sex



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

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.

Population Projections

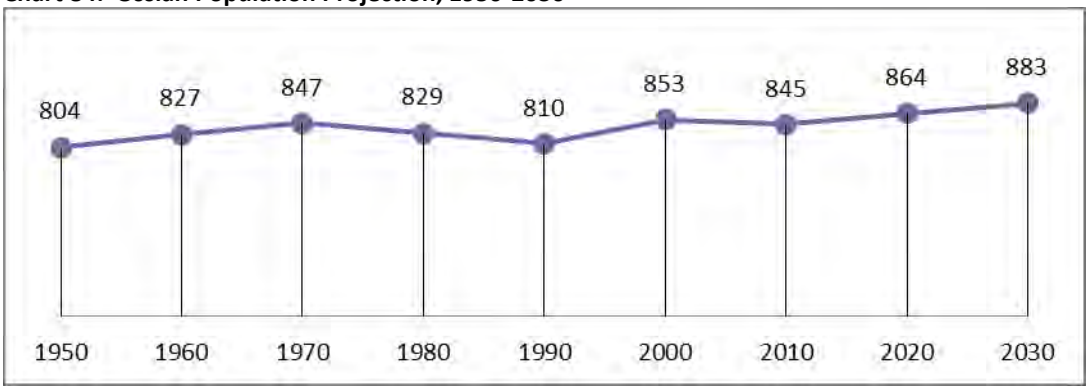
Table 63 projects the population of Ossian out to the year 2030. The numbers were calculated based on the city's 20 year annualized growth rate of .22%. These projections were made using historical population trends as their basis and do not express an exact population figure. If the city continues to see an annual increase in growth of .22% Ossian could reach a population of 883 by the year 2030. Chart 84 illustrates what this projection looks like as a continuation over the decades from 1950.

Table 63: Ossian Population Projections, 2011-2030

Year	Projection		Year	Projection		Year	Projection
2011	847		2018	860		2025	873
2012	849		2019	862		2026	875
2013	851		2020	864		2027	877
2014	852		2021	866		2028	879
2015	854		2022	868		2029	881
2016	856		2023	869		2030	883
2017	858		2024	871			

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

Chart 84: Ossian Population Projection, 1950-2030



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

Population Summary

The City of Ossian has had slightly fluctuating population numbers over time, but has generally maintained its population overall. The community's population is well-distributed across age groups and the community has noted a net increase in population in the age ranges from 35 to 49, a positive sign for the community. If trends continue for the community, the population is expected to increase slightly over time. Ossian has little diversity in race with 99% of the population self-identifying as white on the 2010 Census. Ethnically, a majority of the population is of German ancestry, with Norwegian ancestry as the next highest ethnicity of the population (U.S. Census Bureau, 2012).

Community Character and Culture

The City of Ossian is proud of its unique character and cultural assets. City residents point to community events and the community's strong social ties as strong contributors to the lifestyle available in Ossian. Historic buildings and architecture add to the visual character of the community.

Events and Activities

Ossian offers residents several opportunities to engage in cultural and fun activities throughout the year. Ossian Fest is celebrated every August, giving its residents and visitors a full day of several events to enjoy. Some of the activities include a 5K run/walk, parade, breakfast served at Columbus Hall, a baking contest, a dunk tank, kids' karaoke, food vendors, a street fair/flea market and live musical performances.

Recreation and Natural Resources

Ossian has two parks that are easily accessible by walking or biking. The Ossian City Park includes covered picnic tables and playground equipment. Carey's Park also provides covered picnic tables as well as green space for play. The Silver Springs Golf and Country Club is located southwest of town and offers a nine-hole course open to the public. Silver Springs Park is located on the south edge of Ossian at the site of the old creamery on County Road W42. This county park offers 10 acres of recreational opportunity for Ossian residents and visitors. In addition to fishing on the 2-acre pond, the park has picnic areas and a ball diamond.

Historic Preservation

There is one building in the City of Ossian on the National Register of Historic Places, the Ossian Opera House. The community has many other historical homes and buildings that contribute to its charm and are important to community aesthetics.

Community Character and Culture Summary

The community is pleased with the attendance at its major festival, Ossian Fest. This event, along with Ossian's parks and other nearby recreational opportunities increase the quality of life for residents. Residents noted the strong participation by community churches as strengths for the community's social structure. The downtown has several historic buildings that add to the character of the community, but residents worry about the upkeep on such older facilities. The Community Center is well-used by the community and offers visitors 24-hour access to public restrooms, a feature that is greatly appreciated by many.

Community Character and Culture Goals, Strategies and Actions

Goal 1: Property values are protected by improved appearance.

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

Action: Enforce and update nuisance ordinances and health laws.

Goal 2: Community events and amenities attract residents and visitors of all ages.

Strategy 2.1: Continue to host a variety of festivals and events throughout the year

Action: Engage younger people as volunteers to build long-term sustainability for events, including Ossian Fest.
Action: Work with area churches to build volunteer support.
Action: Celebrate the community's history through events and in parks.

Goal 3: Community members are well-informed about community issues and opportunities.

Strategy 3.1: Develop a wide range of strategies to engage community members and actively promote the existing cultural and natural amenities.

Action: Develop a Facebook or Twitter page and other social media.
Action: Develop a dynamic community website.

Goal 4: Visitors are welcomed and appreciated.

Strategy 4.1: Maintain amenities that serve and attract visitors.

Action: Community restrooms are open to the public at all hours.

Housing

Having sufficient decent and affordable housing that meets the needs of the community's population is important for the City of Ossian. There were 360 total housing units in Ossian as of the 2010 Census, with a vacancy rate of 6%. Of the occupied housing in Ossian, 19% were rental units, a lower percentage than the county (24%) and the state (28%) (U.S. Census Bureau, 2012).

Occupancy Characteristics

General housing information for the City of Ossian is shown in Table 64. Housing statistics have remained fairly stable overall from 1990 to 2010. The number of housing units has increased since the 1990 Census, while family size has declined. However, the total number of families has increased since 1990 to 223.

Table 64: General Housing Statistics, City of Ossian

Statistic	1990	2000	2010
Total Persons	810	853	845
Total Housing Units	333	350	360
Occupied	316	330	339
Owner-Occupied (%)	77.2%	80%	80.8%
Renter-Occupied (%)	22.8	20%	19.2%
Vacant	17	20	21
Vacancy Rate	5.1%	5.7%	5.8%
Number of Families	208	220	223
Average Family Size	3.11	3.09	2.91
Number of Households	316	330	339
Average Household Size	2.44	2.47	2.36

Source: (U.S. Census Bureau, 2012); (State Data Center of Iowa, n.d.); 2007-2011 ACS

Housing Values

A breakdown of the 1990, 2000 and 2010 housing unit values for the city are shown in Table 65. The values of housing within the community are showing a steady increase. The majority of housing values in the community are in the range of $50,000 to 99,999, with the current median value at $106,900. The median value ranks below the county median of $152,500. It should be noted that Census data collection methodology has changed over time, so the actual types of units used in the count varies over time.

Table 65: Housing Value Statistics, City of Ossian 1990-2010

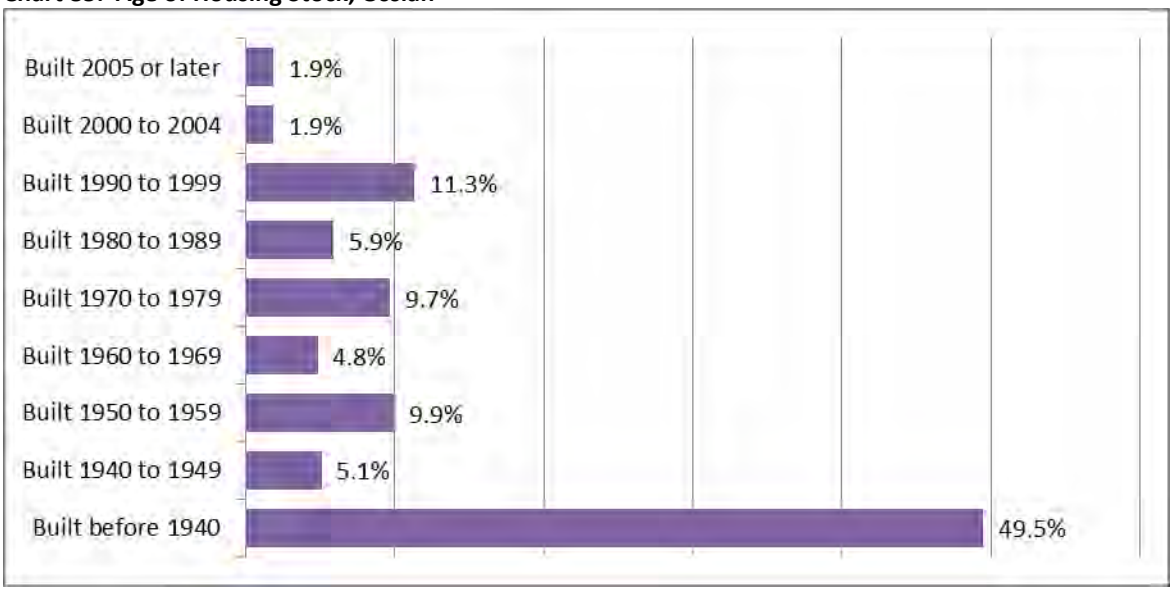
Value:	1990		2000		2011	
	Number	Percent	Number	Percent	Number	Percent
Less than $50,000	157	70.4%	67	27.6%	9	3.0%
$50,000-$99,999	62	27.8%	124	51.0%	125	41.9%
$100,000-$149,999	4	1.8%	34	14.0%	89	29.9%
$150,000-$199,999	-	-	16	6.6%	43	14.4%
$200,000-$299,999	-	-	2	.8%	28	9.4%
$300,000-$499,999	-	-	-	-	1	0.3%
$500,000 or more	-	-	-	-	-	-
Median Value	$38,500		$68,300		$106,900	

Source: (State Data Center of Iowa, n.d.); (U.S. Census Bureau, 2012), 2007-2011 ACS

Age and Condition

Another factor that provides insight into a community's housing stock is the age of the existing units. Chart 85 illustrates the age of housing stock in Ossian by the year built. A significant number of houses in the community were built prior to 1940, with fairly consistent housing construction through 1999. The age of housing stock is a challenge in Ossian. Nearly half of the housing units in Ossian were built prior to 1939 and 79% of the homes were 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.

Chart 85: Age of Housing Stock, Ossian

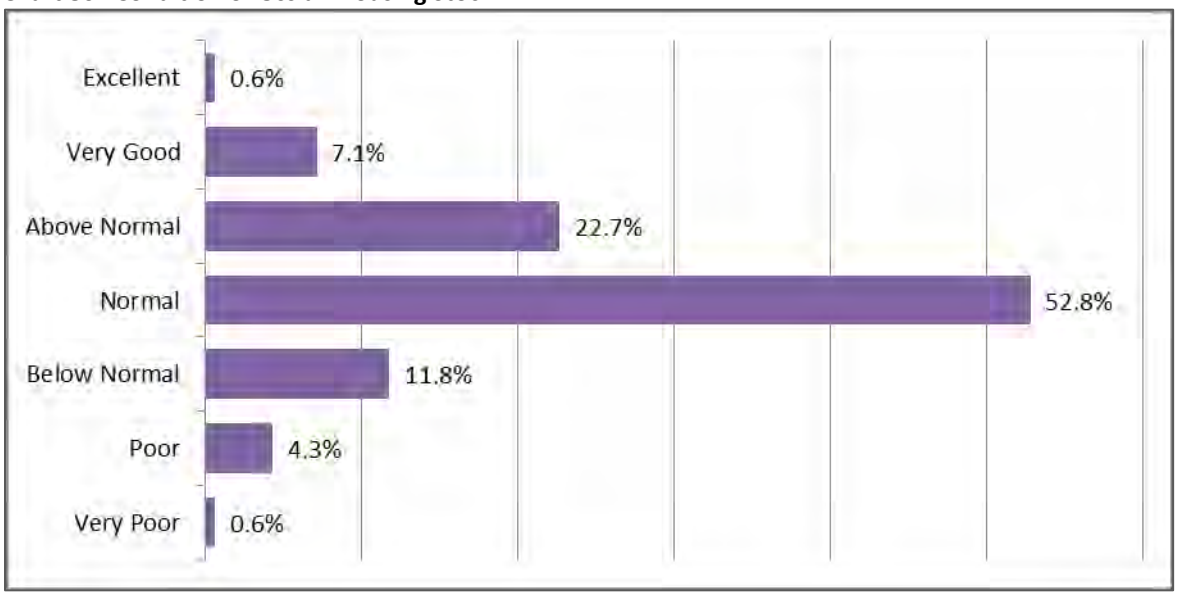


Source: (U.S. Census Bureau, 2012)

Structural Characteristics

Chart 86 indicates the condition of residential housing in City of Ossian as determined by the Winneshiek County Assessor. While most residences are in normal condition or better, 17% of the properties do not meet the minimum standards for normal condition of a residential structure.

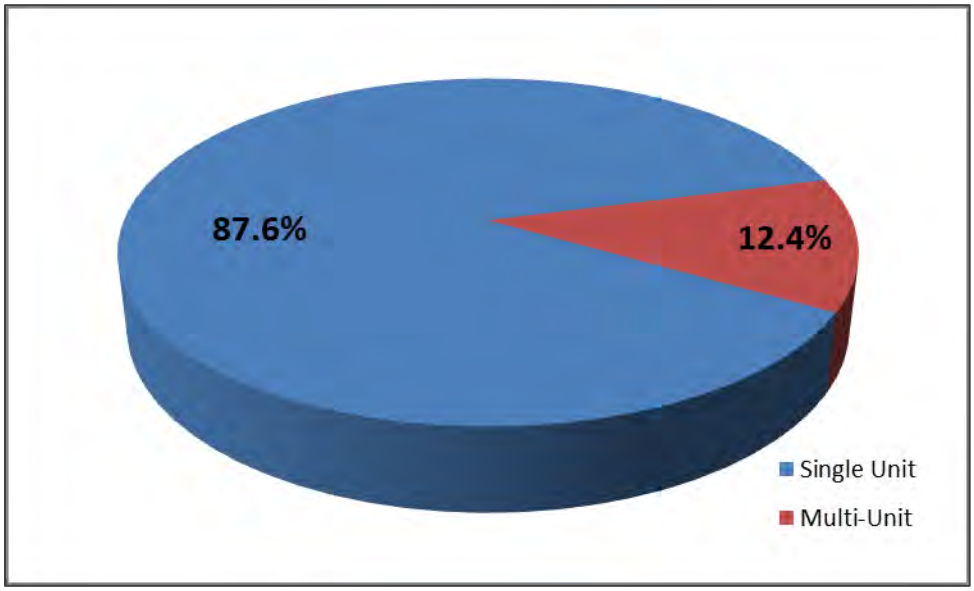
Chart 86: Condition of Ossian Housing Stock



Source: (Alstad, 2011)

Single unit structures make up 88% of the city's housing stock. Over 12% are multi-unit structures. Of the multi-unit structures, 26% are 2 unit dwellings, 61 % are 3 or 4 units and 13% are 5 to 9 unit structures. Chart 87 illustrates the distribution of housing types within the community.

Chart 87: Housing Types in the City of Ossian



Source: (U.S. Census Bureau, 2012) 2007-2011 ACS

Affordability

Public input indicated that most residents believe that the community does have affordable housing options. Chart 88 indicates the median home value and median household income for Ossian 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 lieu of a purchase price, one can compare median housing values to median income. Using this comparison, the median value of a home in Ossian is 1.84 times the median household income for 2011. This places the local housing market within the affordable range for Ossian residents.

Chart 88: Housing Market Affordability, City of Ossian

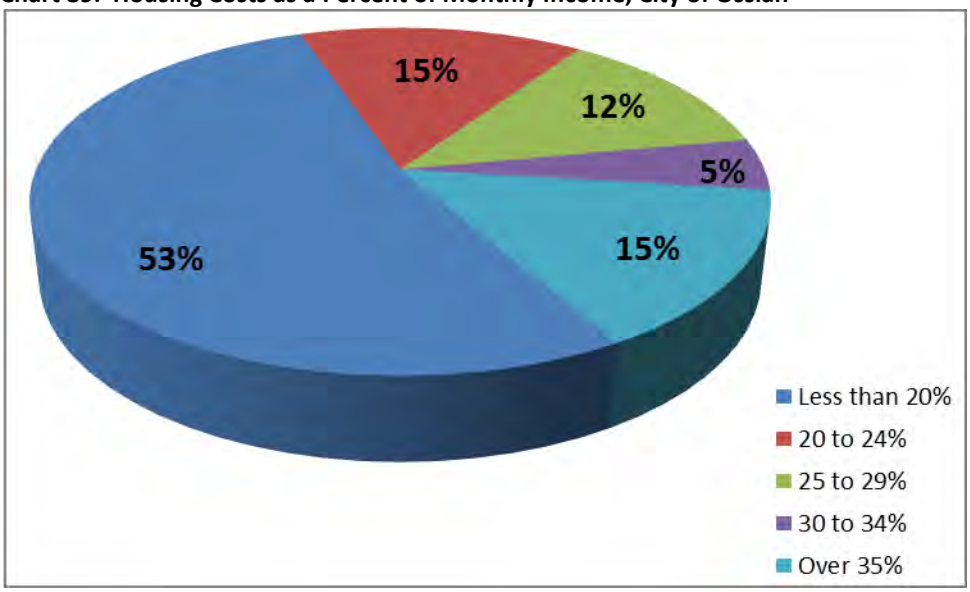


	1990	2000	2011
Median Home Value	$38,500	$68,300	$106,900
Median Household Income	$22,031	$38,214	$57,870
Maximum Affordable Housing	$66,093	$114,642	$173,610

Source: (State Data Center of Iowa, n.d.); (U.S. Census Bureau, 2012), 2007-2011 ACS

As with all communities, some families find ongoing housing expenses such as utilities, rent or mortgage payments to be a challenge. Chart 89 indicates that about 20% 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.

Chart 89: Housing Costs as a Percent of Monthly Income, City of Ossian



Source: (U.S. Census Bureau, 2012), 2007-2011 ACS

Housing Summary

The number of housing units in Ossian has been growing over the years and as of the 2010 Census, the city had 360 units with a 6% vacancy rate. Values are increasing, yet the market remains affordable to most, although 20% of the population expends more than 30% of their income on housing costs which can place a burden on families. Single housing units are the majority, with 12% as multi-unit structures. Over 19% of all units are rental units. According to Census data, the rental vacancy rate is nearly 10%. Public input indicated a potential need for senior housing such as an assisted living facility. Residents expressed concern at the number of downtown buildings were not utilizing the second story for apartments, but at the same time, converting storefront retail space into dwelling units. The community is considering a downtown ordinance to prevent this in the future in order to preserve the nature of the downtown area. The community's housing stock is older, like much of the area. Nearly half of the housing was built prior to 1940, but most homes are in normal condition or better. Overall, housing in the community is meeting the needs of its residents.

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: Consider housing enterprise zones and TIF programs to incent builders to address areas of need.
Action: Identify gaps in the range of senior housing needs.
Action: Consider an assisted living facility.

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

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

Action: As developers express interest, conduct cost-benefit analysis of infrastructure investment to ensure that it is recovered through increased tax revenues in a reasonable amount of time.

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

Action: Enforce building and property maintenance codes.

Goal 2: The community's proximity to urban areas makes it an ideal bedroom community.

Strategy 2.1: Encourage housing development that attracts young professionals, maintains a "small town atmosphere" while increasing property tax revenues.

Action: Improve infrastructure and the appearance of community.
Action: Identify areas for new development.
Action: Consider curb and gutter installation in existing neighborhoods.

Goal 3: The existing housing stock is preserved and/or rehabilitated.

Strategy 3.1: Encourage community revitalization by improving deteriorating older neighborhoods.

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

Strategy 3.2: Develop a housing rehabilitation and demolition program.

Action: Implement a program to identify and evaluate vacant or blighted buildings for redevelopment.

Goal 4: Safeguard quality of life.

Strategy 4.1: Minimize incompatible land uses near existing neighborhoods and promote neighborhood settings and environments.

Action: Develop code requirements that promote beauty, safety and health in new subdivisions, planned residential developments, multi-family units or other residential projects, such as sidewalks, open space, recreation areas.

Action: Reconsider lot size requirements to reflect resident needs.

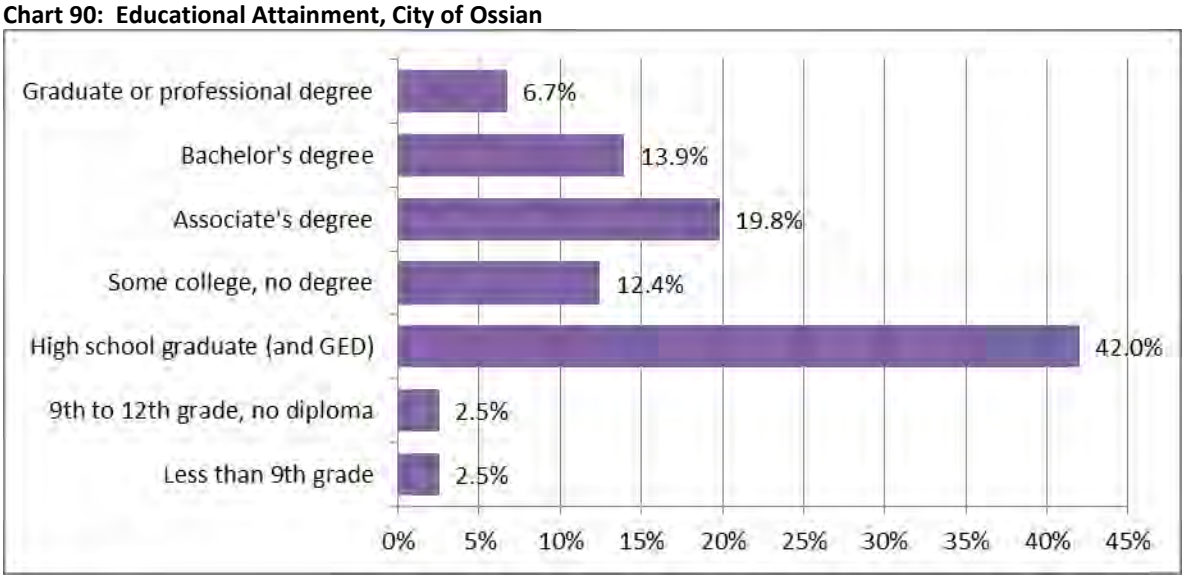
Economic Development

The City of Ossian considers itself a bedroom community for the surrounding area. However, schools and other businesses offer a good base of jobs within the community. Surrounding agriculture also provides opportunity for resident employment and business services. The community has diversity in its economic base and an educated workforce. This section will review the city's workforce and employment situation from both resident and business perspectives.

Educational Attainment

The educational attainment of residents influences employment opportunities in the community. 95% of the residents in Ossian hold high school degrees or higher and nearly 21% hold a bachelor's degree or higher. This is similar to the county as a whole, where 92% have a high school diploma or higher and 27% hold a bachelor's degree or higher (U.S. Census Bureau, 2012). The majority have a high school diploma or equivalent, with the next highest category being the achievement of an associate's degree.

Chart 90: Educational Attainment, City of Ossian



Source: (U.S. Census Bureau, 2012), 2007-2011 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 66 compares the labor force characteristics for Ossian and Winneshiek County. Comparatively, Ossian has a higher percent of its population in the labor force and a higher percentage of its workforce employed than the county as a whole. Ossian also has a significantly higher percentage of its females in the workforce.

Table 66: Labor Force Characteristics

	City of Ossian	Winneshiek County
Total population 16 years and over	720	17,265
Total in labor force	529	12,176
Percent in labor force	73.5%	70.5%
Employed labor force	502	11,682
Percent employed in labor force	69.7%	67.7%
Females 16 years and over	350	8,745
Females in labor force	252	5,690
Percent of females in labor force	72%	65.1%

Source: (U.S. Census Bureau, 2012), 2007-2011 ACS

Commuting

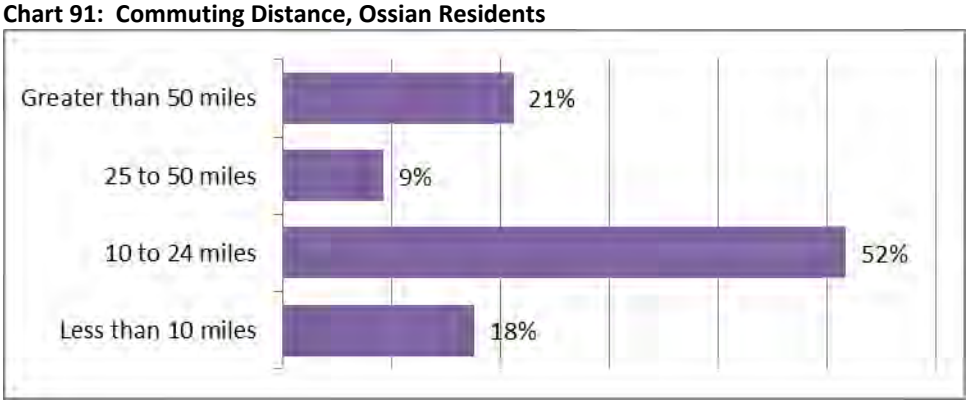
As with much of the county, many Ossian residents commute to other locations for work. Table 67 indicates where people who live in Ossian are working and where people who work in Ossian live. It is interesting to note that only 4.4% of city residents work in Ossian, and only 6.3% of the existing community jobs are filled with Ossian residents. Chart 91 illustrates the commuting distances traveled by the city's resident workforce. Over 21% reported commuting a distance further than 50 miles, but the majority travel between 10 and 24 miles.

Table 67: Commuter Data, City of Ossian

Top 10 Places Ossian Residents Work	% of Residents	Top 10 Places Ossian Workers Live	% of Residents
Decorah	33.6%	Decorah	10.8%
Ossian	4.4%	Ossian	6.3%
Postville	4.4%	Waukon	2.5%
Cedar Rapids	2.9%	Cresco	2.2%
Cresco	2.4%	Calmar	1.9%
Waterloo	2.4%	Castalia	1.6%
Dubuque	1.5%	Fort Atkinson	1.3%
West Union	1.5%	Spillville	1.3%
Cedar Falls	1.1%	Monona	1.0%
Monona	1.1%	New Hampton	1.0%
All Other Locations	44.5%	All Other Locations	70.2%

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

Chart 91: Commuting Distance, Ossian Residents



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

Employment by Industry and Occupation

According to the Census figures shown in Table 68, Ossian's leading industry category is educational services, and health care and social assistance, this holds true at the county level as well. Over 31% are employed in this industry, compared to 33% of the overall county workforce. The next leading industries employing Ossian workers are manufacturing (16%) and retail trade (14%). As a factor in the county workforce, Ossian workers make up only 4.3% of the total county workforce, yet in the information category, they make up 9.28% of the workforce.

Table 68: Economic Base of the City of Ossian and Winneshiek County

Industry Category	City of Ossian		Winneshiek County		Ossian as a % of Total Employed
	Number	Percent	Number	Percent	
Agriculture, forestry, fishing, hunting, mining	12	2.39%	1,039	8.89%	1.15%
Construction	59	11.75%	850	7.28%	6.94%
Manufacturing	78	15.54%	1,375	11.77%	5.67%
Wholesale trade	13	2.59%	227	1.94%	5.73%
Retail trade	71	14.14%	1,200	10.27%	5.92%
Transportation, warehousing, utilities	28	5.58%	406	3.48%	6.90%
Information	9	1.79%	97	0.83%	9.28%
Finance, insurance, real estate, rental and leasing	13	2.59%	420	3.60%	3.10%
Professional, scientific, management, admin and waste services	28	5.58%	586	5.02%	4.78%
Education, health care and social assistance	157	31.27%	3,910	33.47%	4.02%
Arts, entertainment, recreation, accommodation and food services	9	1.79%	865	7.40%	1.04%
Other services, except public administration	22	4.38%	459	3.93%	4.79%
Public administration	3	0.60%	248	2.12%	1.21%
Total Employed Persons	**502**	**100%**	**11,682**	**100%**	**4.30%**

Source: (U.S. Census Bureau, 2012), 2007-2011 ACS

Table 69 places city workers into categories by occupation. Occupations describe the type of work in which an employee is engaged. Occupations correlate strongly with industries and educational level. Ossian's largest classification was the "sales and office" occupation type, at 24%. The second largest occupation classification was "management, business, science and arts" occupations at 22% of the community's workforce. Ossian has a well-balanced occupational distribution.

Table 69: Occupation Classification of Ossian's Workers Compared to Winneshiek County

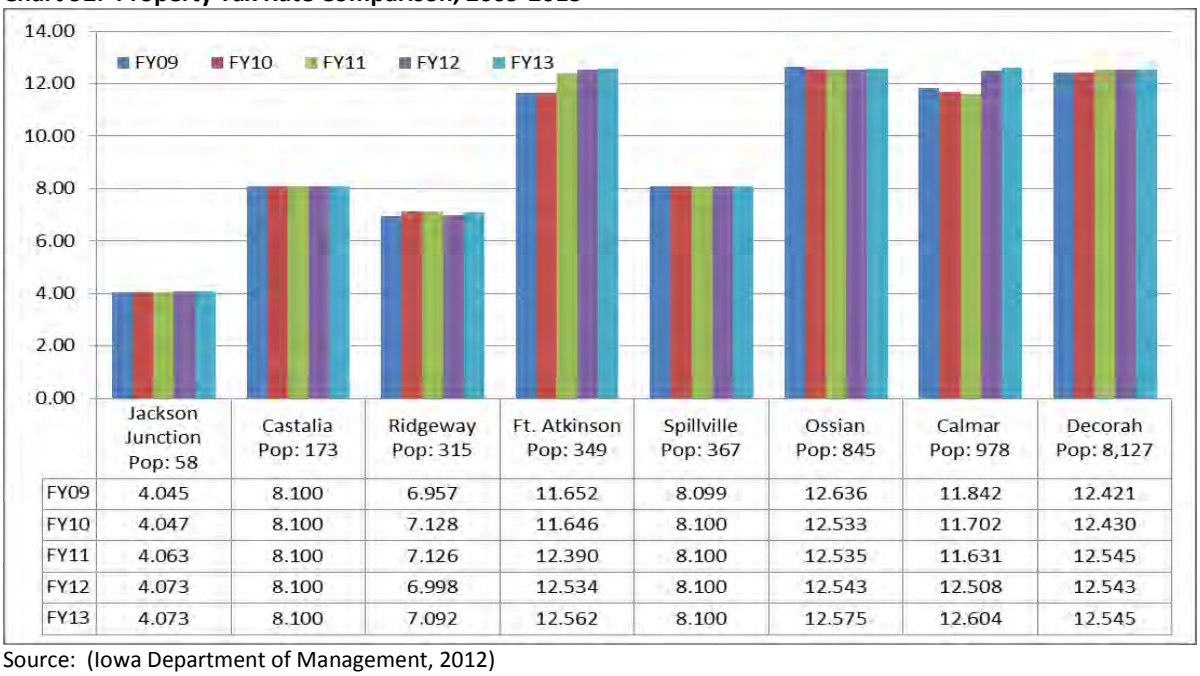
Occupation Description	City of Ossian		Winneshiek County	
	Number	Percent	Number	Percent
Management, business, science, arts	111	22.11%	3,876	33.18%
Service	91	18.13%	2,236	19.14%
Sales and office	118	23.51%	2,453	21.00%
Natural resources, construction, maintenance	68	13.55%	1,230	10.53%
Production, transportation, material moving	114	22.71%	1,887	16.15%
Total Employed Persons	**502**	**100%**	**11,682**	**100%**

Source: (U.S. Census Bureau, 2012), 2007-2011 ACS

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 92 provides a comparison of the city's portion of property tax rates for Ossian and the other communities in the county. Ossian's tax rates have remained steady in the past few years and will be the second highest in the county for FY13.

Chart 92: Property Tax Rate Comparison, 2009-2013

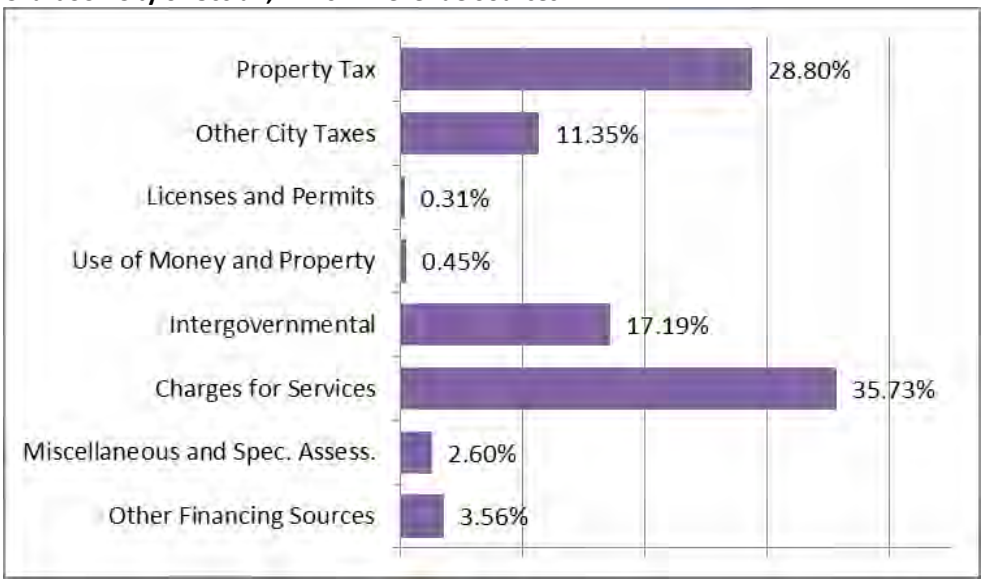


	Jackson Junction Pop: 58	Castalia Pop: 173	Ridgeway Pop: 315	Ft. Atkinson Pop: 349	Spillville Pop: 367	Ossian Pop: 845	Calmar Pop: 978	Decorah Pop: 8,127
FY09	4.045	8.100	6.957	11.652	8.099	12.636	11.842	12.421
FY10	4.047	8.100	7.128	11.646	8.100	12.533	11.702	12.430
FY11	4.063	8.100	7.126	12.390	8.100	12.535	11.631	12.545
FY12	4.073	8.100	6.998	12.534	8.100	12.543	12.508	12.543
FY13	4.073	8.100	7.092	12.562	8.100	12.575	12.604	12.545

Source: (Iowa Department of Management, 2012)

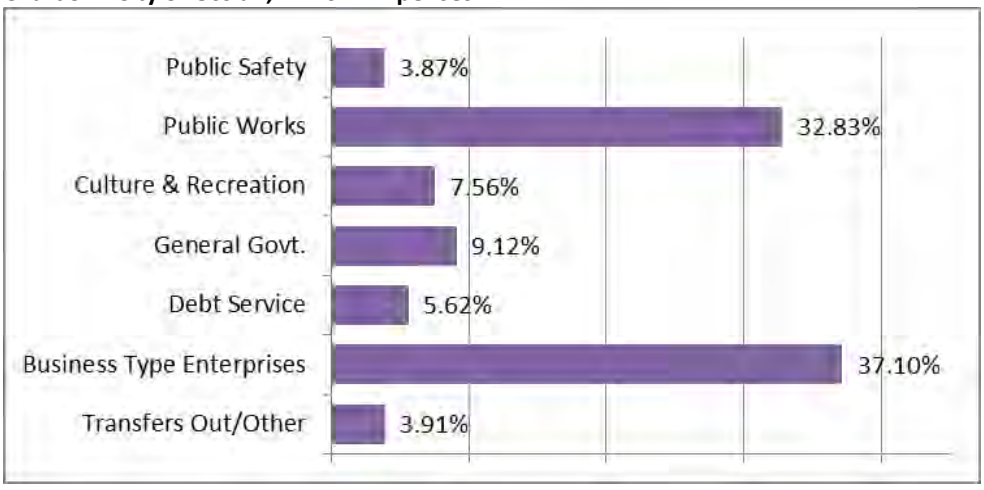
As Ossian plans for its future, an overview of how the city receives revenue and where it spends that revenue can identify areas with extra resources or potential savings. Charts 93 and 94 illustrate city's revenue sources and expenses for the 2011 fiscal year. The majority of the community's revenues came from charges for services, such as water and sewer. Property tax revenue was the next highest source of revenue. Expenses are distributed across several categories, with business type enterprises making up over 37% of the city's costs. Revenue and expense categories can fluctuate from year to year as larger community projects are undertaken.

Chart 93: City of Ossian, FY 2011 Revenue Sources



Source: (Iowa Department of Management, 2012)

Chart 94: City of Ossian, FY 2011 Expenses



Source: (Iowa Department of Management, 2012)

Economic Development Summary

Ossian's existing workforce is occupationally diverse, with 53% having educational levels of some college education or above. Like many in the region, over 95% of Ossian residents commute elsewhere for

employment. Less than 7% of the jobs within the community are filled with Ossian residents. As a bedroom community for many, Ossian hopes to focus on providing the retail services and amenities needed by residents. The community also sees the proximity of NICC to the community as an asset for development and will work to cultivate relationships with the college. The Ossian Crown Club can play an important role in the community for economic development and will work with the city council to act as front line ambassadors for the city. Ossian leadership is willing to consider incentives to draw business to the community and stand ready to assist both new and existing businesses as needed and as feasible.

Economic Development Goals, Strategies and Actions

Goal 1: Downtown is a thriving retail area.

Strategy 1.1: Fill available storefronts.

Action: Capitalize on heavy traffic flow through town to improve retail business on Main Street.

Strategy 1.2: Engage in efforts for downtown beautification.

Action: Consider adding trees and planters where feasible, creating a pedestrian-friendly environment.
Action: Seek funding sources to assist with downtown beautification projects.

Goal 2: Existing businesses will be retained and/or expanded.

Strategy 2.1: Support business expansion and job retention programs.

Action: Develop a local network of support to maintain relationships with local businesses - Crown Club/Council.

Strategy 2.2: Support the development goals and recognize the economic impact of area institutions and businesses.

Action: Maintain and strengthen the relationship with NICC.

Goal 3: Tourism and the recreation-based economy are flourishing.

Strategy 3.1: Support the development of programs, activities and facilities that increase tourism and recreation opportunities.

Action: Support the expansion of a regional trail into the community.
Action: Consider expanding camping facilities.

Goal 4: Residents will have adequate and diverse employment opportunities. Jobs will be plentiful and high-quality.

Strategy 4.1: Use incentives to attract job-creating businesses.

Action: Consider the creation of community-specific incentive programs in partnership with private entities.
Action: Continue incentives such as offering free water and sewer for 6 months to new businesses.
Action: Consider property tax incentives as feasible and cost effective.

Strategy 4.2: Grow venture capital opportunities.

Action: Work to establish a local private investment club.

Goal 5: Business attraction efforts align with community needs.

Strategy 5.1: Identify unmet community needs - quantify potential benefits and potential customer support.

Action: Conduct a community market/retail analysis to identify trade area and potential customer base.

Strategy 5.2: Develop a local network of support to answer inquiries from potential businesses.

Action: Maintain a list of business resources, available buildings and contact information at City Hall.

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.

Goal 7: The community can support economic growth from new business and industry.

Strategy 7.1: 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.

Strategy 7.2: Encourage commercial and industrial development to locate in concentrations that promote the most efficient use of land, utilities and transportation infrastructure.

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

Goal 8: Transportation and public utility systems will support and enhance economic growth.

Strategy 8.1: Use federal, state and local programs to improve transportation and utility systems.

Action: Research opportunities for train spur.

Transportation

Inventory of Existing Transportation Options

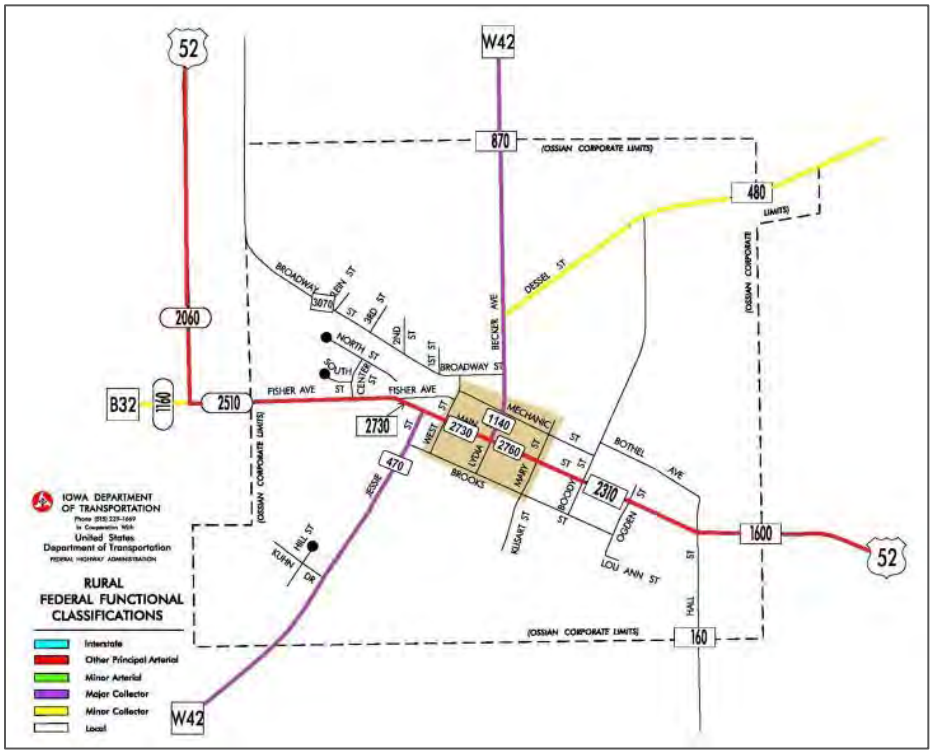
Streets and Sidewalks

Transportation facilities in the City of Ossian are basic and range from city roads to state and county highways as well as sidewalks. Ossian's residents primarily choose personal vehicles or walking as a main mode of travel in the community. The community's size makes it a walkable community with sidewalks available throughout most of the community. Residents raised some concern about the condition or lack of sidewalks in some areas. In addition, increased safety for pedestrians through well-marked crosswalks through the town was noted as an opportunity for improvement.

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, 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.

Figure 46 shows a street diagram, with Federal Functional Classifications highlighted and DOT traffic counts included. The city is not responsible for the maintenance of Highway 52. The highest traffic counts are taken on Main Street (Hwy 52) between Lydia and Mary Streets, carrying 2,760 vehicles per day.

Figure 46: Federal Functional Classifications and Traffic Counts



Source: (Iowa Department of Transportation, 2011)

Air Transportation

The City of Ossian has access to private air service through the Decorah Municipal Airport or the West Union Municipal - George L. Scott Airport, both located approximately 15 miles north or south from Ossian. In addition, commercial air service is available in the larger communities of Waterloo, Rochester, Cedar Rapids, Dubuque and Des Moines.

Railroads

Ossian is one of the communities through which the Canadian Pacific Railroad, owner of Dakota, Minnesota & Eastern Railroad Corp. (DME) runs. As previously noted, the main products handled by the rail include coal, farm products, food products, chemicals, waste products, primary metal products, nonmetallic metals and stone (Iowa Department of Transportation, 2012). About three trains a day go through Ossian (Federal Railroad Administration, 2011). The rail runs parallel to Highway 52 through town about a block off on the northerly side of the road.

Public Transportation

Northeast Iowa Community Action Corporation provides demand response service to the general public in Ossian.

Bike/Pedestrian Transportation

The residents of the Ossian have a good sidewalk system for walking throughout the community with a few gaps. As a long range goal, the community would like to be connected by trail to the existing trail systems in the region.

Transportation Summary

Ossian's residents seek connectivity between community assets, such as parks and schools. Safe crosswalks and crosswalk improvements were among the community's transportation priorities. The community sees value in applying to take part in an Iowa Living Roadways Visioning project to improve its gateways into town. Because of the jurisdictions over the roadways that go through Ossian, community leaders will need to work closely with the Iowa DOT and the county engineer to produce the desired improvements. In addition, public input indicated interest in completing a rail spur to the track from the industrial area on the northeast side of town. Parking can also be an issue for some in the downtown area and city will work to improve markings and enforce existing parking restrictions.

Transportation Goals, Strategies and Actions

Goal 1: Traffic flows smoothly through town in a safe manner that has little negative impact on commerce.

Strategy 1.1: Strengthen the existing infrastructure for safety and ease of access.

Action: Enforce existing or reevaluate parking ordinances to ensure adequate clearance for moving vehicles and pedestrians.
Action: Consider angle of parking stripes at the Post Office to avoid cars from pulling over to park on the sidewalk.

Strategy 1.2: Manage heavy and hazardous traffic through town.

Action: Enforce existing speed, stopping, and parking rules.
Action: Work with emergency management to develop a coordinated plan of response for train derailment.

Goal 2: The community's neighborhoods, parks, recreational facilities, businesses and schools are linked by safe walking and biking pathways.

Strategy 2.1: Develop a plan for connectivity.

Action: Develop a plan to connect to regional trail system.

Strategy 2.2: Ensure safe ways to cross all community roadways.

Action: Work with state DOT Office of Traffic and Safety (or county) to determine ways to improve safety for children and others crossing the highway.
Action: Repaint crosswalks with more visible patterns.

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

Strategy 3.1: Road repairs are timely and cost effective.

Action: Work with DOT to improve roadways through the town.

Public Facilities and Services

Inventory of Existing Facilities and Services

City Hall

Ossian City Hall is located in the Ossian Community Center on Main Street. City administration, utility billing and council chambers are all operated from this location.

Police

Law enforcement for the community is provided by the Calmar Police Department.

Fire and Rescue

The City of Ossian is served by the Tri-Township Fire Department housed in Ossian. The Department consists of approximately 30 volunteer members and is funded by the City of Ossian along with township trustees in the department's service area. The Tri-Township Fire Department serves the communities of Ossian, Military and Springfield Townships and a portion of Dover Township. Ossian has a volunteer ambulance service with EMTs to respond to medical emergencies.

Medical Services

There is currently no clinic available in the community of Ossian. Clinics are located in Calmar and Postville, with several doctors in many specialties accessible at the Gundersen Clinics in Decorah or West Union. Hospitals are nearby in Decorah or West Union.

Senior and Child Care

The Ossian Senior Hospice is a nursing home located on Fisher Avenue. Families have access to two licensed child care centers in Ossian, the Ossian-De Sales Child Care Center and the South Winneshiek Early Childhood Program. In addition, there are four registered home childcare providers within the community of Ossian.

Parks and Recreation

Ossian has two city parks. The Ossian City Park includes covered picnic tables, playground equipment, and a fenced-in hard-surface playing area. Carey's Park also provides covered picnic tables as well as green space for relaxation and enjoyment.



Photograph 17: Ossian Park

Schools

The City of Ossian is located in the South Winneshiek Community School District. The early childhood program, elementary school and middle school are located in Ossian. The De Sales School is also located in Ossian and offers children grades K through 8 a parochial education.

Library and Community Center

The Ossian Public Library is on Main Street and shares a building with the Community Center and City Hall. The library was established in 1937 and moved to its current location in 1978. The library serves

the entire community and offers children's, young adult and summer reading programming. In addition to the library's large collection, the library offers videos, audio books and public computers. The Community Center provides an ideal space for community meetings or other events.

Public Facilities and Services Summary

Ossian's municipal facilities are in good condition. The library, fire station and community center are all well-maintained. City leaders would like to improve the community center by remodeling the basement for regular use and possible storm shelter. The city is also seeking a good reuse of the old fire station. Other services such as health care and senior and child care are serving the needs of Ossian residents. Public input indicated a need for curb and gutter in some locations and sidewalk improvements. Community members also expressed a desire for a recreational center or larger entertainment venue.

Public Facilities and Services Goals, Strategies and Actions

Goal 1: Community facilities accommodate the community's needs.

Strategy 1.1: Ensure that community facilities are accessible to all users.

Action: Remodel Community Center to develop basement and/or include possible use as a tornado safe room.
Action: Maintain public access to community center restrooms.

Goal 2: Community facilities are well-maintained and serve the purpose for which they were designed.

Strategy 2.1: Update or expand facilities as needed by the community.

Action: Develop plan for reuse of old fire station.
Action: Obtain a stationary generator for Community Center.

Strategy 2.2: Replace, expand or construct facilities as needed by the community.

Action: Support childcare expansion.
Action: Build a new shop/fire station facility.

Strategy 2.3: Ensure that community facilities meet the long-term goals of the community.

Action: Work with school district to ensure a voice at the table if consolidation seems imminent.

Public Infrastructure and Utilities

The city provides water, sewer and stormwater services to its residents. Other essential services, such as electricity, natural gas, garbage collection and communications are provided by other private or public entities. Electric utilities are available through Alliant Energy and natural gas through Black Hills Energy. Telephone and Internet services are provided by several private providers. The city's public works department operates the water and sewer. The city also offers a recycling program. The city will need several system upgrades during the life of this plan. In addition, ongoing maintenance of the existing water system will be a priority for budgeting for the city. Some community infrastructure is aging sidewalk maintenance will be required.

Public Infrastructure and Utilities Goals, Strategies and Actions

Goal 1: Community infrastructure is well-maintained and meets the needs of residents and businesses.

Strategy 1.1: Ensure that infrastructure is monitored for adequacy.

Action: Inspect assess annually to prioritize city infrastructure projects.
Action: Create a water/sewer budget that sets aside reserves for the ongoing repair and replacement of pipes, etc.
Action: Upgrade the lift station on Hall Street.
Action: Upgrade float control to a digital reader in "West" lift station.
Action: Line old brick manholes with sprayed cement lining.
Action: Develop a plan to address sidewalk issues.

Goal 2: Community protection is adequate and cost-effective.

Strategy 2.1: Support the local fire department.

Action: Maintain the facility.

Goal 3: Downtown sidewalks are accessible and add aesthetic value to the community.

Strategy 3.1: Complete downtown streetscape improvements.

Action: Apply for the Iowa Living Roadways to develop a visual beautification plan.
Action: Consider improvements for curbs and gutters.

Goal 4: Intergovernmental and intra-governmental coordination is encouraged and supported.

Strategy 4.1: Encourage efficiency through collaborations.

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

Natural and Agricultural Resources

The City of Ossian is surrounded by agricultural resources which are vital to the community's economy and the local co-op brings much activity to town. When residents consider their natural resources, the community's parks are a priority as ways to enjoy and preserve these assets. The city seeks to promote the nearby Silver Springs Park and the available natural resources to outdoor recreation enthusiasts and hopes to eventually get connected by trail to the regional trail network.

Natural and Agricultural Resource Goals, Strategies and Actions

Goal 1: Park facilities and services are well-maintained and accessible to the public.

Strategy 1.1: Ensure that parks and recreational areas are accessible.

Action: Identify routes to connect existing parks and recreational assets safely, develop plan for infrastructure improvements if needed.

Goal 2: People will come to enjoy the natural resources and stay.

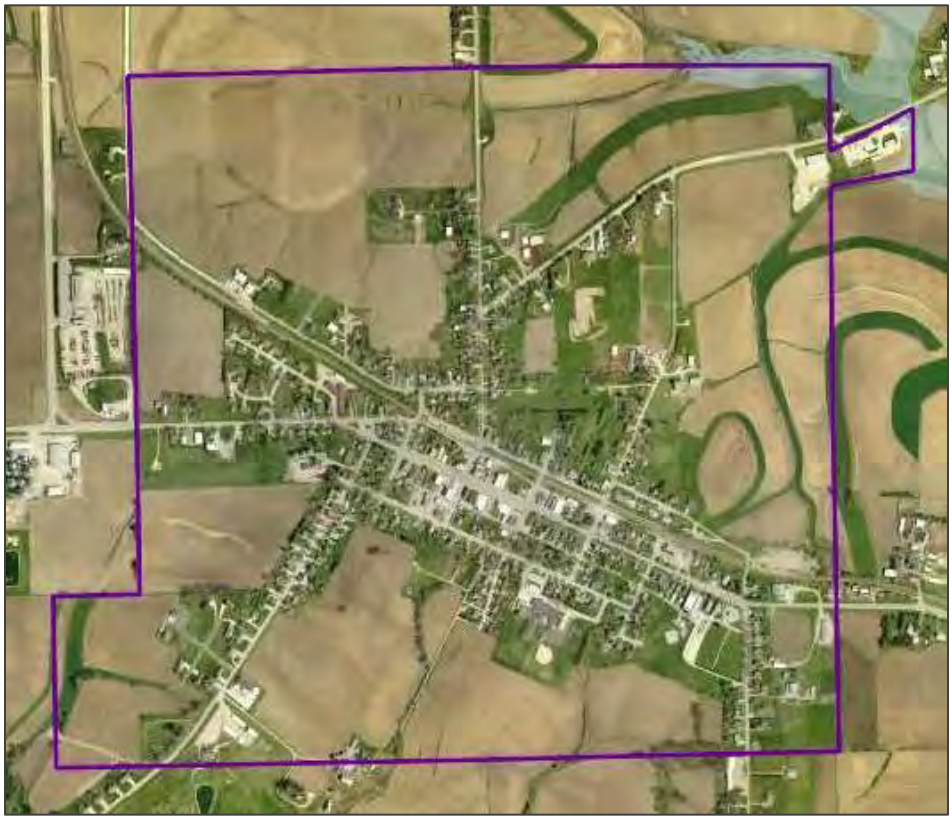
Strategy 2.2: Expand recreational opportunities.

Action: Connect city and county trails to form regional trail system.
Action: Work with the county to promote use of County Park.

Hazards

Winneshiek County Emergency Management provides services to the City of Ossian. The City has an outdoor warning system that is automatically activated by the County's 911 dispatch center. Ossian utilizes the Winneshiek County Emergency Operations Plan and the Winneshiek County Recovery Plan. All city response personnel follow appropriate protocol and guidance. Winneshiek County contracts with the Northeast Iowa Response Group (NIRG), a specialized HAZMAT Team out of Waterloo, IA to provide incident response throughout the county. Only a small portion in the northeastern section of the community lies within any flood plain and it is well beyond most city structures. Figure 47 illustrates the flood plain area in Ossian.

Figure 47: Flood Plain, City of Ossian



Source: (The Schneider Corporation, 2013)

The City of Ossian performed a risk assessment of hazards that the community is vulnerable to during a hazard mitigation planning process in 2010. Communities can prepare for hazards by ensuring that residents have access to appropriately stocked shelters and that emergency equipment is in good condition and ready to respond. As part of the Winneshiek County MJ-5 Hazard Mitigation planning process, Ossian identified severe weather events as high priorities for mitigation planning.

The severe weather events that ranked as "high significance" for Ossian are windstorms, tornados, and thunderstorms and lightning. Ossian is located in a region of the country susceptible to all these naturally occurring events. Tornados, and thunderstorms and lightning are more likely in the spring and summer months; windstorms can occur year-round as they are also associated with winter weather

events. All of these weather events have the potential to interrupt roadway access and cause injury, even death, to residents. Furthermore, homes, businesses, and other structures, as well as vehicles, are at risk for significant damage. (UERPC, 2010)

Hazards Goals, Strategies and Actions

Goal 1: The vulnerability of the people and their property to the impacts of hazards is minimized.

Strategy 1.1: Maintain functions of facilities and services during power loss events.

Action: Purchase and install generator(s).

Strategy 1.2: Protect residents from severe weather elements.

Action: Construct FEMA-compliant storm shelter/Safe Room(s).

Strategy 1.3: Be prepared and equipped to respond for any incident at any time.

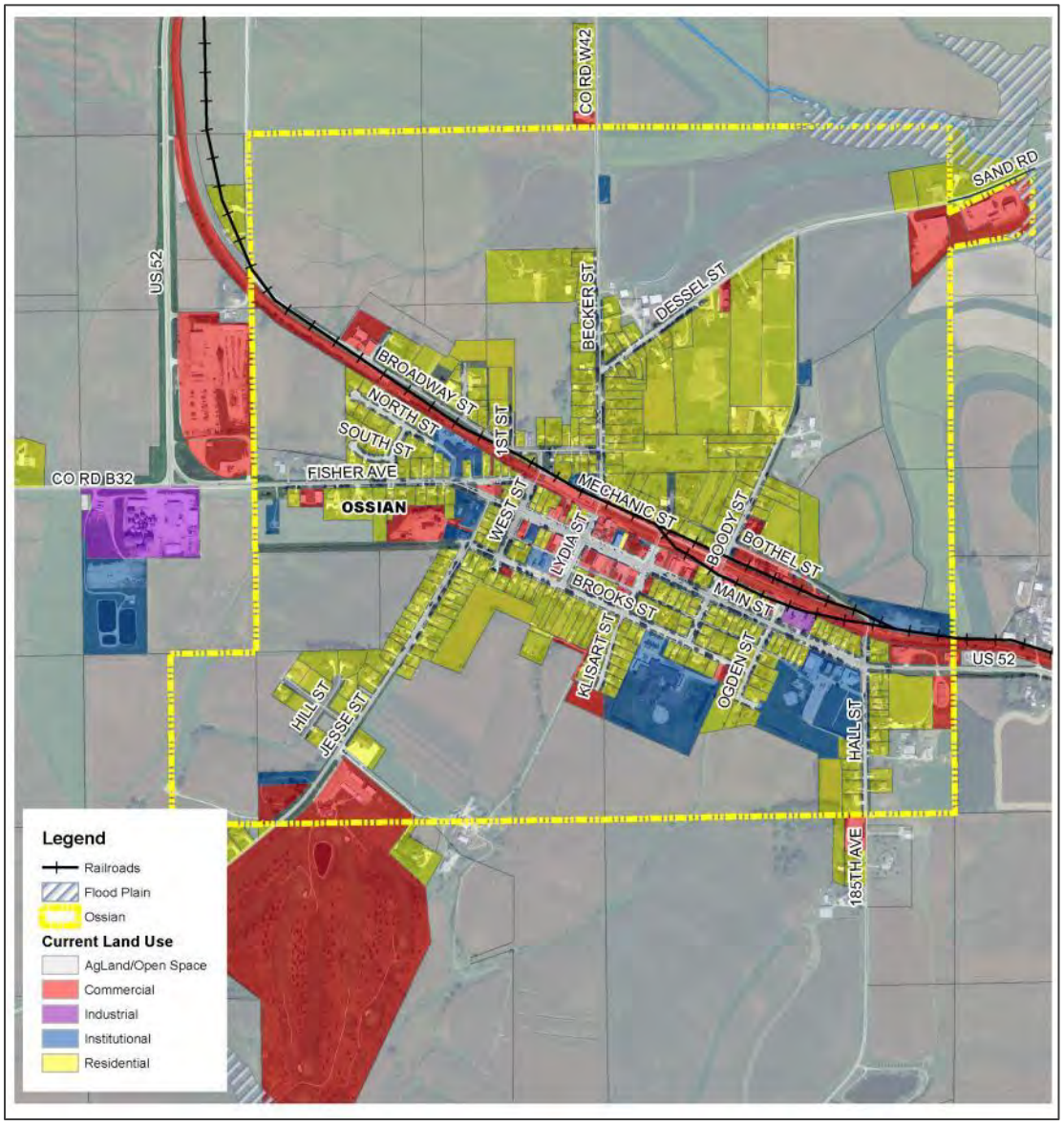
Action: Maintain and replace or upgrade fire equipment as necessary.

Land Use

Current Land Use

The City of Ossian controls land use and protects community character through a restricted residential district rule and building codes. Figure 48 illustrates current land use within the community. The community still has ample room to grow within its existing boundaries.

Figure 48: Current Land Use, Ossian

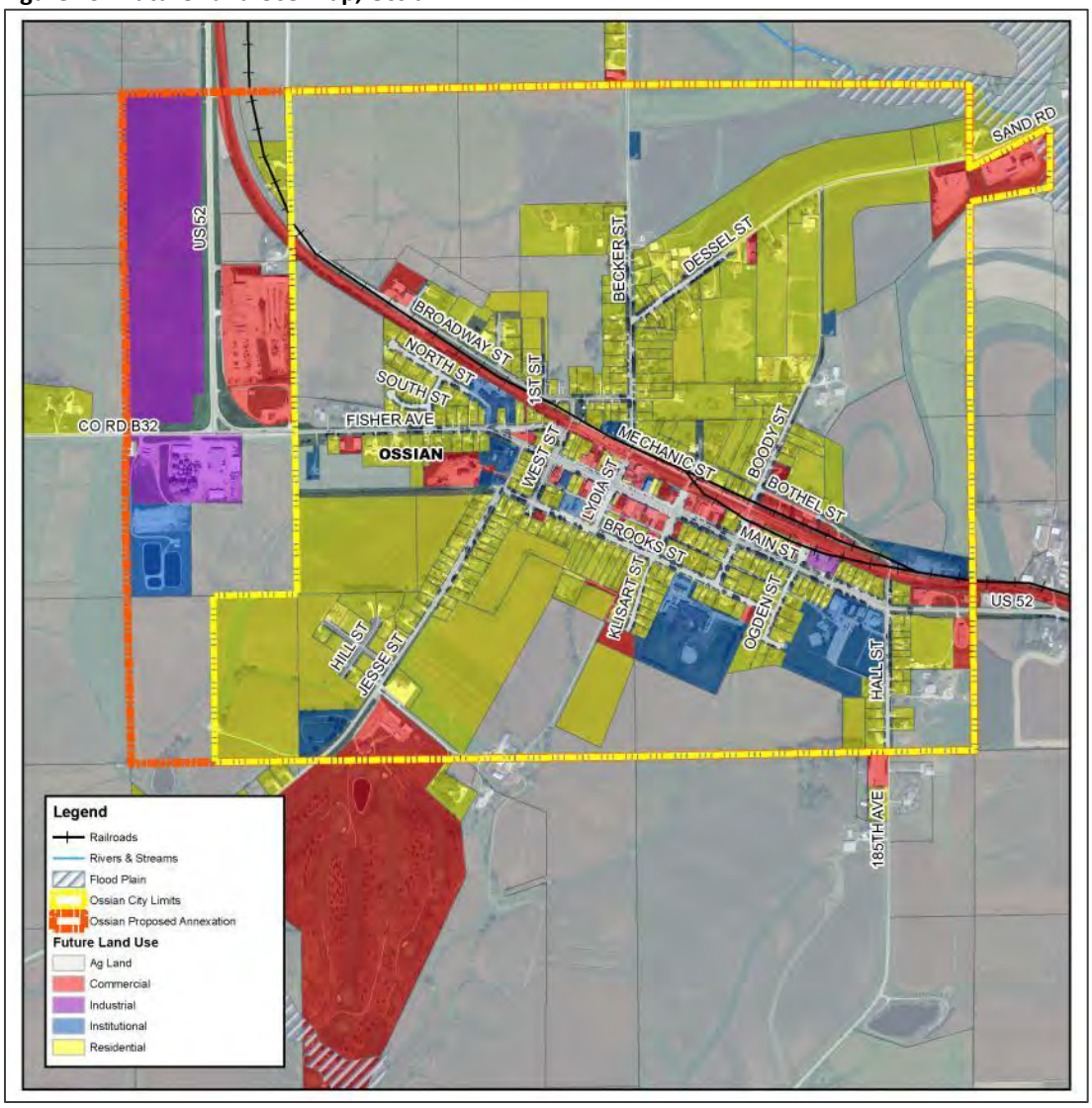


Source: (UERPC, 2012)

Future Land Use

Ossian's location offers little in the way of natural barriers to development. The city has developed a Future Land Use Map (Figure 49) to guide decisions regarding future growth and development. The city expects to see future industrial or commercial development to occur to the north along Highway 52; and residential growth to occur north along Dessel Street and South along W42 toward the county park. Potential annexation growth could be considered to the west to capture the industrial and commercial areas that the city is already serving. While the future land use map designates how the city would like to utilize the land, a city's zoning ordinances and zoning map would 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 49: Future Land Use Map, Ossian



Source: (UERPC, 2012)

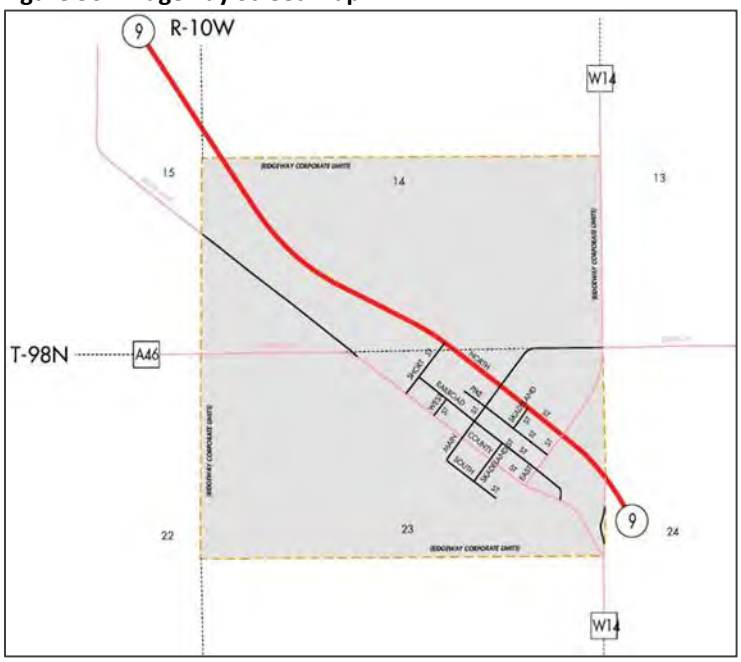
CHAPTER 15: CITY OF RIDGEWAY

Community Overview

Location

Ridgeway is located in southeast Winneshiek County on Highway 9 between Decorah and Cresco. The total land area of city limits is 1.02 square miles and is laid out as shown in Figure 50.

Figure 50: Ridgeway Street Map



Source: (Iowa Department of Transportation, 2011)

History

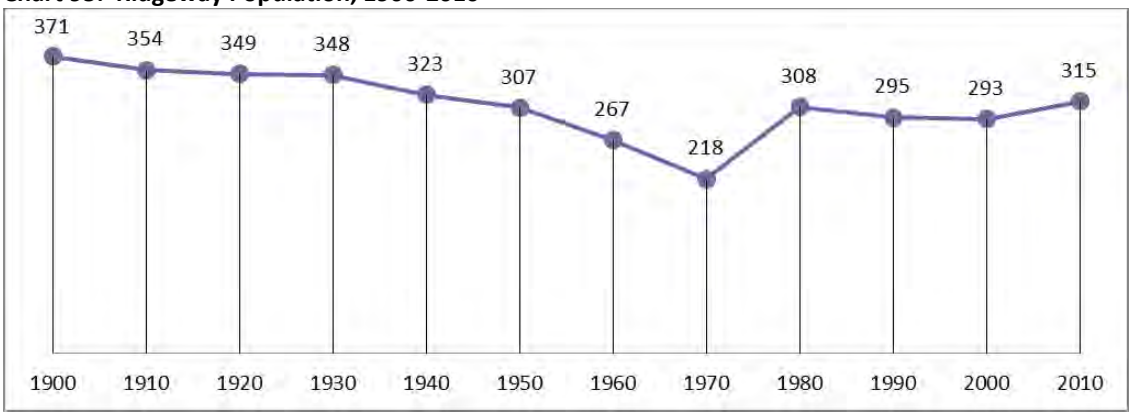
The first settlement in what later became Ridgeway was in the spring of 1852. In 1857, the Chicago, Milwaukee and St. Paul Railroad built a small depot in Ridgeway and in 1866, a house. At that time, there was little but the depot in Ridgeway. After a road was completed to Cresco, more development began. In 1867, a grain warehouse, drug store, general store and post office were constructed. The community took a devastating blow on May 9, 1874, when the village of Ridgeway was swept by a fire that destroyed 34 of 89 existing buildings. Immediately a new depot was constructed and the rest of the town soon followed to recover quickly (Alexander, 1882). The City was incorporated on March 15, 1894.

Population Characteristics

Population Trends

The 2010 Census count for the population of Ridgeway is 315. The Census has been tracking population data for the City of Ridgeway since 1900, at which time the population was 371. Chart 95 demonstrates the change in the city's population since 1900. The population has been on an overall decline throughout that time, yet has shown a rebound since the 1970 Census. The lowest count since 1900 was in 1970 Census at 218 people. The population has experienced a 15% decline from its highest point at the 1900 Census to the present.

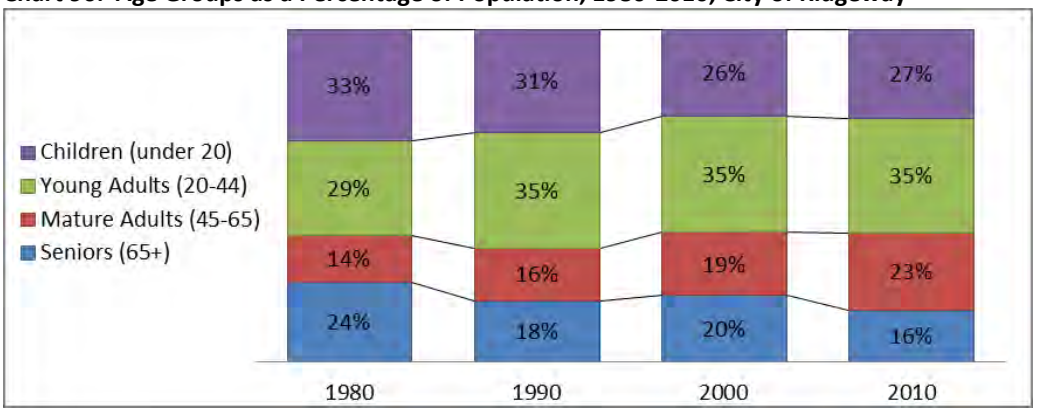
Chart 95: Ridgeway Population, 1900-2010



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

Chart 96 demonstrates the change in Ridgeway's population distribution from 1980 to 2010 in four age groupings. The city has noted declines since the 1980 census in the "Children (under 20)" category and the "Seniors (65+)" category. The city has had a significant increase in the percent of population in the "Young Adults (20-44)" and "Mature Adults (45-65)" age ranges. Understanding this distribution can help the community plan for lifestyles that cater to the existing age groups and provide the desired amenities and services they need. In addition, the age range distribution may help the community reflect on ways to support the growth or prevent the decline in other age ranges.

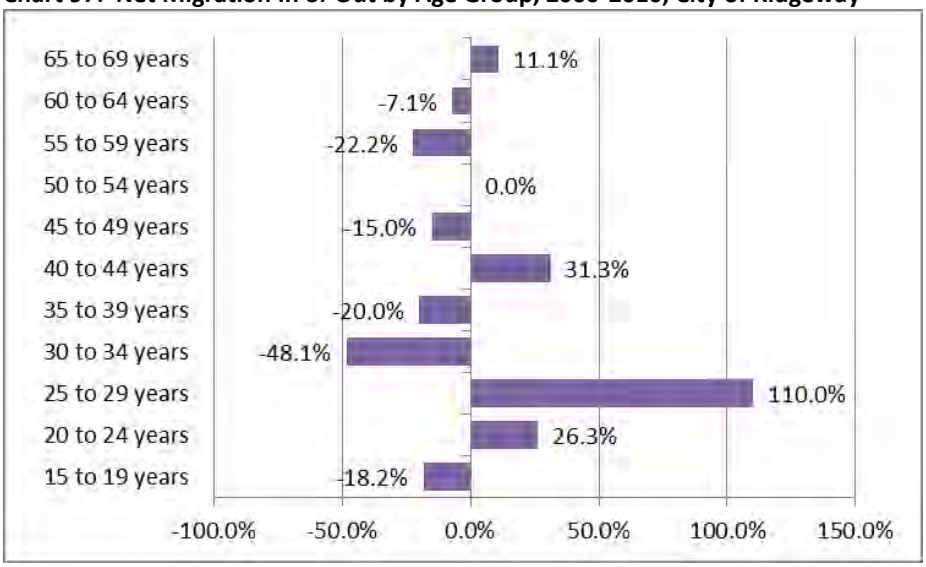
Chart 96: Age Groups as a Percentage of Population, 1980-2010, City of Ridgeway



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

Chart 97 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 Ridgeway is losing population and which age groups it has gained population due to a migration in or out of the community. In essence, Chart 97 captures the age ranges of the community's newcomers. For the community of Ridgeway, a large positive gain of newcomers is noted in the 25 to 29 and 40 to 44 year age ranges. Other age groups experienced smaller net gains or net losses of population or no change at all, with the largest migration out of the community occurring in the 30 to 34 year age group. It should be kept in mind that with the small population figures in Ridgeway, it does not take more than a few people in or out of the community to create large percentage shifts in population.

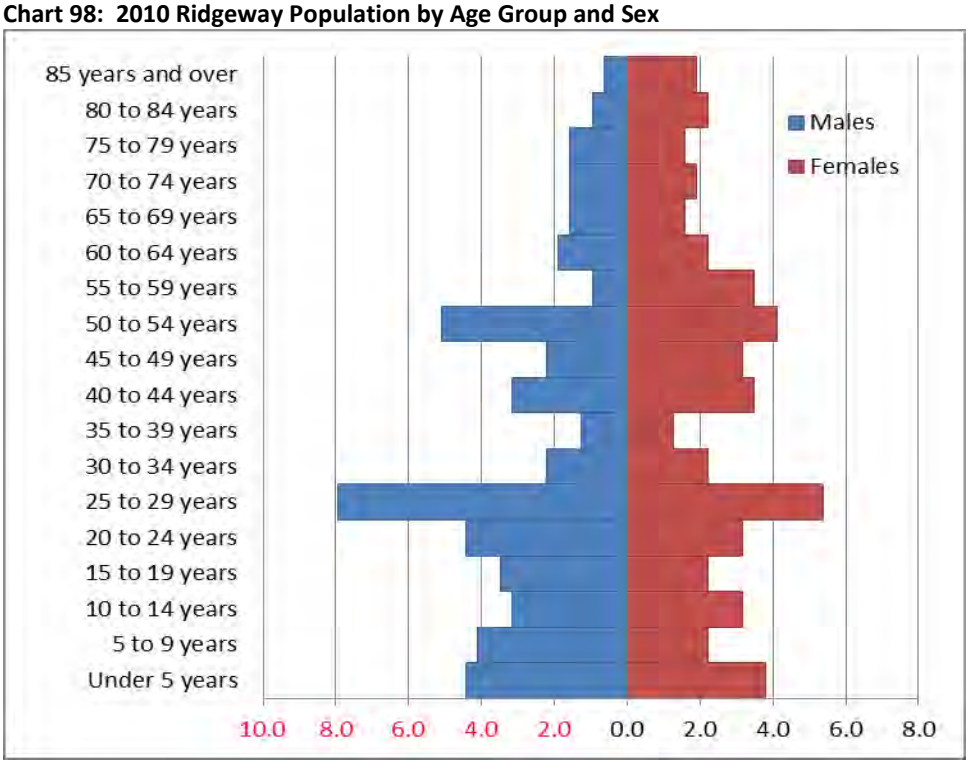
Chart 97: Net Migration In or Out by Age Group, 2000-2010, City of Ridgeway



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

Another way to look at the population distribution within a community is to place data into a population pyramid. Chart 98 illustrates the distribution of the city's population across age groups by gender. The community is fairly gender-balanced, with some age ranges where there is some variance in balance. Again, it is important to note that two or three people either way can make a large percentage difference.

Chart 98: 2010 Ridgeway Population by Age Group and Sex



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

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.

Population Projections

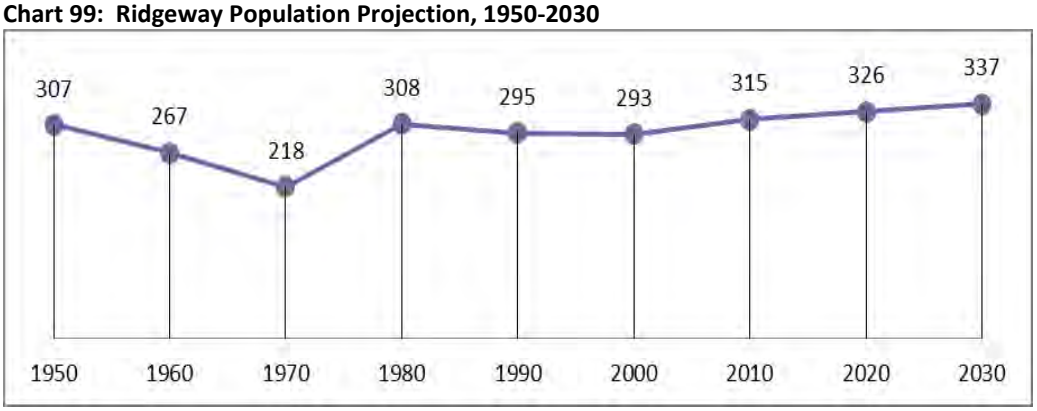
Table 70 projects the population of Ridgeway out to the year 2030. The numbers were calculated based on the city's 20 year annualized growth rate of .34%. These projections were made using historical population trends as their basis and do not express an exact population figure. If the city continues to see an annual increase in growth of .34%, Ridgeway could reach a population of 337 by the year 2030. Chart 99 illustrates what this projection looks like as a continuation over the decades from 1950.

Table 70: Ridgeway Population Projections, 2011-2030

Year	Projection		Year	Projection		Year	Projection
2011	316		2018	324		2025	331
2012	317		2019	325		2026	333
2013	318		2020	326		2027	334
2014	319		2021	327		2028	335
2015	320		2022	328		2029	336
2016	321		2023	329		2030	337
2017	323		2024	330			

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

Chart 99: Ridgeway Population Projection, 1950-2030



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

Population Summary

The City of Ridgeway has been experiencing a slight but steady increase in population since the 1970 Census. Residents in the age range from 20 to 44 account for 35% of the total population. Ridgeway has noted a significant influx of newcomers in the age ranges from 25 to 29. If trends continue for the community, the population is expected to increase over time. Ridgeway has no diversity in race with nearly 100% of the population self-identifying as white on the 2010 Census. Ethnically, the majority of the population is of Norwegian ancestry, with German ancestry as the next highest ethnicity of the population (U.S. Census Bureau, 2012).

Community Character and Culture

Events and Activities

Ridgeway celebrates Kuntz Days every year in June. The celebration is named after Everett Kuntz, who grew up on a farm in rural Ridgeway. When he got his first camera as a teenager in 1939, he took numerous photographs of the Ridgeway community, but didn't have them developed until 60 years later as his life was coming to an end from a battle with cancer. Mr. Kuntz had over 2000 negatives of Ridgeway's past; selected photographs were compiled into a book "Sunday Afternoon on the Porch." The book displays Ridgeway's past that otherwise would not have documented and the community is celebrates this. Food and beverage vendors, live musical performances, bingo, a bake sale, bouncy houses, kids' games, a parade, an ice cream social, and a display of some of Everett Kuntz's pictures are just some of the activities taking place during the weekend-long celebration. In addition to Kuntz Days, Family Fun Walks are periodically held in the community as fundraisers to start a public library in Ridgeway. (City of Ridgeway, n.d.) Various groups in the community also host a Halloween Party, Easter Egg Hunt and Polka Service with Ice Cream Social.

Recreation and Natural Resources

The Prairie Farmer Recreation Trail utilized the abandoned Milwaukee Railroad Line bed and connects Ridgeway to the communities of Calmar to the southeast and Cresco to the northwest. The trail is great for walking, running, bicycling, roller-blading, cross-country skiing, observing wildlife and enjoying nature. Snowmobiling is allowed on the section between Ridgeway and Cresco when the snow amount is adequate. The Ridgeway trailhead is by the Winneshiek Coop.



Photograph 18: Ridgeway Trail Signage

The community has three parks for resident enjoyment. The community offers active little league opportunities with games held at Gisleson Park on the north side of Highway 9. Winneshiek County Park is just to the southeast of the community off Highway 9 and Roadside Park offers a nice natural prairie area that the community works to maintain with new plantings.

Community Character and Culture Summary

Maintaining an active community is a priority for the community. Some residents expressed concern at the lack of time young families have to contribute to community events and activities. Finding volunteers and event leadership is a challenge. Residents also see much potential in the historic school building in the community and hope to develop it for a library or possible community training center.

Community Character and Culture Goals, Strategies and Actions

Goal 1: Community events and amenities attract residents and visitors of all ages.

Strategy 1.1: Continue to host a variety of festivals and events throughout the year.

Action: Engage younger people as volunteers to build long-term sustainability for events.
Action: Consider ways to increase promotion of community events such as electronic media, signage and sponsorships.

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: Participate in a community visioning process.
Action: Actively promote the existing cultural and natural amenities.

Goal 3: Neighborhoods are active, connected and engaged.

Strategy 3.1: Build social capital through participation in neighborhood events.

Action: Develop a community picnic or potluck.

Goal 4: Community volunteers will be plentiful and diverse in age and interests.

Strategy 4.1: Develop a wide range of strategies to engage community members.

Action: Create a potential leadership or volunteer list - mayor or councilmembers make a direct request for participation.
Action: Structure events to accommodate community volunteers (shorten shifts, reduce event size).
Action: Recognize volunteer efforts.
Action: Keep Community members well-informed about community issues and opportunities.

Housing

Having sufficient decent and affordable housing that meets the needs of the community's population is important for the City of Ridgeway. There were 147 total housing units in Ridgeway as of the 2010 Census, with a vacancy rate of 6%. Of the occupied housing in Ridgeway, 30% were rental units, a much higher percentage than the county (24%), and the state (28%) (U.S. Census Bureau, 2012).

Occupancy Characteristics

General housing information for the City of Ridgeway is shown in Table 71. Housing statistics have remained fairly stable overall from 1990 to 2010. The total number housing units has increased significantly since the 1990 Census, while the vacancy rate has declined. The percent of renter-occupied units has remained high throughout. The total number of families has declined somewhat since 1990 to 77.

Table 71: General Housing Statistics, City of Ridgeway

Statistic	1990	2000	2010
Total Persons	295	293	315
Total Housing Units	127	137	147
Occupied	118	124	138
Owner-Occupied (%)	66%	73%	70%
Renter-Occupied (%)	34%	27%	30%
Vacant	9	13	9
Vacancy Rate	7%	9%	6%
Number of Families	82	81	77
Average Family Size	3.06	2.91	3.03
Number of Households	118	124	138
Average Household Size	2.5	2.36	2.28

Source: (U.S. Census Bureau, 2012); (State Data Center of Iowa, n.d.); 2007-2011 ACS

Housing Values

A breakdown of the 1990, 2000 and 2010 housing unit values for the city are shown in Table 72. The values of housing within the community are showing a steady increase. The majority of housing values in the community are in the range of $50,000 to 99,999, with the current median value at $91,500. The median value ranks well below the county median of $152,500.

Table 72: Housing Value Statistics, City of Ridgeway 1990-2010

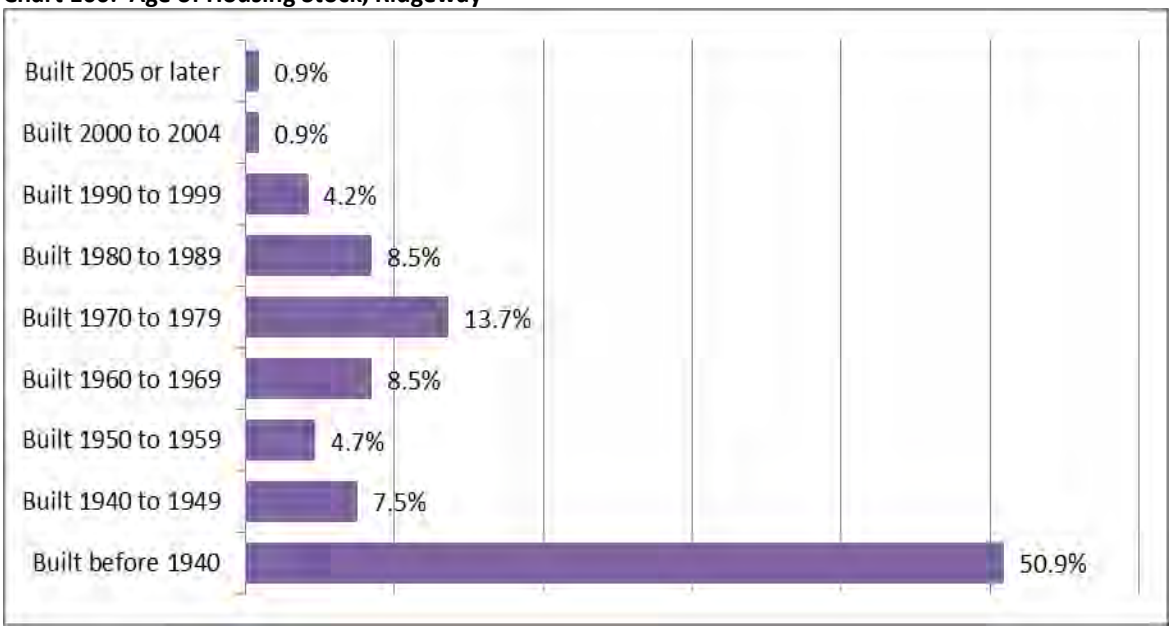
Value:	1990	2000	2010
Less than $50,000	78.9%	37.3%	15.4%
50,000-99,999	21.1%	50.6%	52.1%
100,000-149,999	-	10.8%	14.5%
150,000-199,999	-	1.2%	15.4%
200,000-299,999	-	-	.9%
300,000-499,999	-	-	1.7%
500,000 or more	-	-	-
Median Value	$31,800	$55,800	$91,500

Source: (State Data Center of Iowa, n.d.); (U.S. Census Bureau, 2012), 2007-2011 ACS

Age and Condition

Another factor that provides insight into a community's housing stock is the age of the existing units. Chart 100 illustrates the age of housing stock in Ridgeway by the year built. A significant number of houses in the community were built prior to 1940, with fairly steady housing construction from 1940 to 1999. The age of housing stock is one of the greatest challenges in Ridgeway. Nearly 51% of the housing units in Ridgeway were built prior to 1939 and 85% of the homes were 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.

Chart 100: Age of Housing Stock, Ridgeway

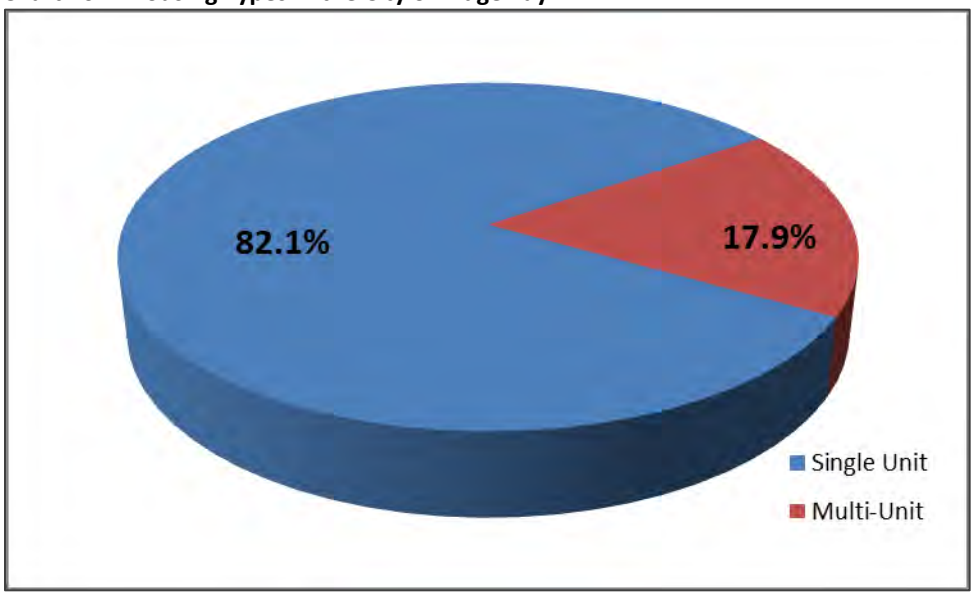


Source: (U.S. Census Bureau, 2012)

Structural Characteristics

Single unit structures make up 82% of the city's housing stock. The remaining 18% are multi-unit structures. Data indicates a variety of multi-unit structures: duplexes, 3 or 4 unit, 5 to 9 unit, 10 to 19 unit and 20 or more units. Chart 101 illustrates the distribution of housing types within the community.

Chart 101: Housing Types in the City of Ridgeway



Source: (U.S. Census Bureau, 2012) 2007-2011 ACS

Affordability

Public input indicated that most residents believe that the community does have affordable housing options. Chart 102 indicates the median home value and median household income for Ridgeway 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 lieu of a purchase price, one can compare median housing values to median income. Using this comparison, the median value of a home in Ridgeway is 2.39 times the median household income for 2010. This places the local housing market within the affordable range for Ridgeway residents.

Chart 102: Housing Market Affordability, City of Ridgeway

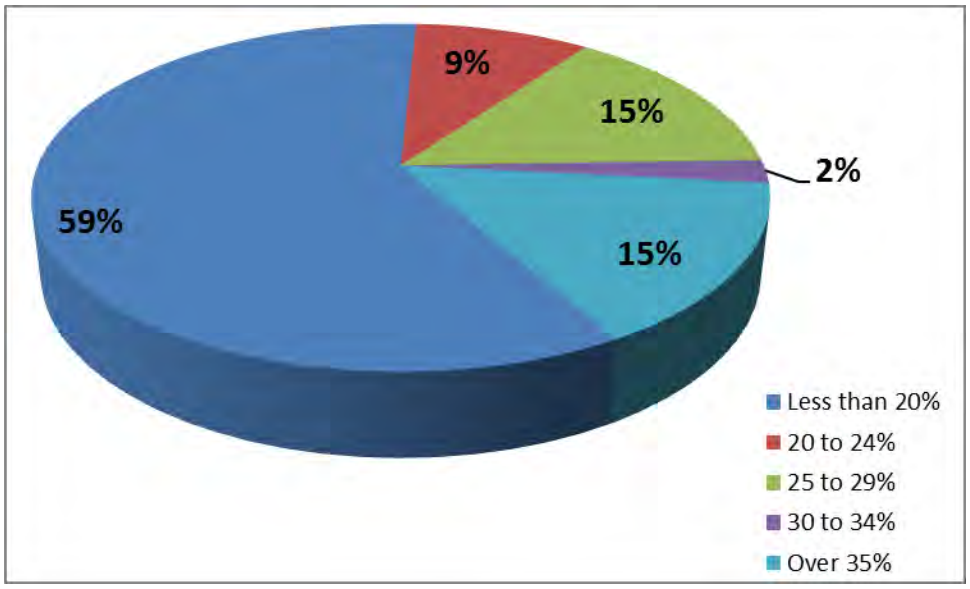


	1990	2000	2011
Median Home Value	$31,800	$55,800	$91,500
Median Household Income	$16,518	$33,750	$38,333
Maximum Affordable Housing	$49,554	$101,250	$114,999

Source: (State Data Center of Iowa, n.d.); (U.S. Census Bureau, 2012), 2007-2011 ACS

As with all communities, some families find ongoing housing expenses such as utilities, rent or mortgage payments to be a challenge. Chart 103 indicates that about 17% 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.

Chart 103: Housing Costs as a Percent of Monthly Income, City of Ridgeway



Source: (U.S. Census Bureau, 2012), 2007-2011 ACS

Housing Summary

Housing in Ridgeway has remained quite stable over the years and as of the 2010 Census, the city had 147 units, an increase of 20 units, with a 6% vacancy rate. Values are increasing, yet the market remains affordable to most, although 17% of the population expends more than 30% of their income on housing

costs which can place a burden on families. The community's housing stock is older, like much of the area. Over half of the housing was built prior to 1940. Public input indicated a need to provide information to owners of older homes as to energy efficiency and rehabilitation and repair programs available in the region. Overall, housing in the community is meeting the needs of its residents.

Housing Goals, Strategies and Actions

Goal 1: The existing housing stock is preserved and/or rehabilitated.

Strategy 1.2: Encourage community revitalization by improving deteriorating older neighborhoods.

Action: Create a list of the existing housing programs and market within the community.
Action: Develop a reward or penalty program to address unfinished home projects.
Action: Work with local agencies to offer weatherization and low-cost energy efficiency measures for older homes.

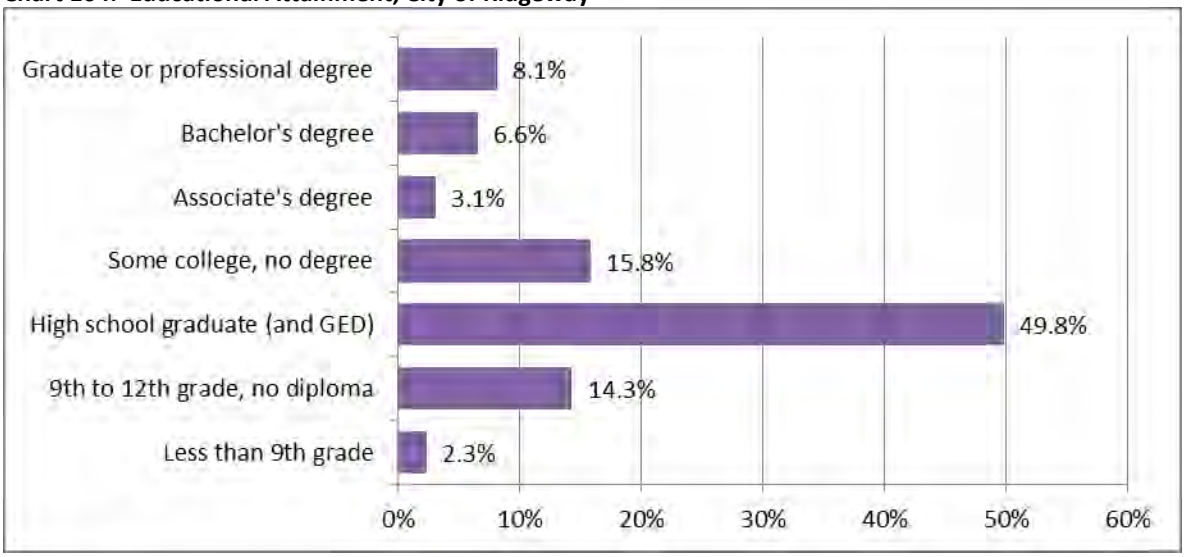
Economic Development

The City of Ridgeway is generally a bedroom community for the surrounding area. Businesses within the community are small, local operations and the focus of Ridgeway is to provide sufficient retail to serve the needs of its residents. This section will review the workforce characteristics of community members.

Educational Attainment

The educational attainment of residents influences employment opportunities for residents. 83% of the residents in Ridgeway hold high school diplomas or higher and nearly 15% hold a bachelor's degree or higher. This is much lower than the county as a whole, where 92% have a high school diploma or higher and 27% hold a bachelor's degree or higher (U.S. Census Bureau, 2012). Chart 104 illustrates the breakdown of educational attainment for city residents. The majority have a high school diploma or equivalent, with the next highest category being the achievement of some college, no degree.

Chart 104: Educational Attainment, City of Ridgeway



Source: (U.S. Census Bureau, 2012), 2007-2011 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 73 compares the labor force characteristics for Ridgeway and Winneshiek County. Comparatively, Ridgeway has more of it population in the labor force as the county as a whole, this holds true for just females in the labor force as well.

Table 73: Labor Force Characteristics

	City of Ridgeway	Winneshiek County
Total population 16 years and over	307	17,265
Total in labor force	233	12,176
Percent in labor force	75.9%	70.5%
Employed labor force	219	11,682
Percent employed in labor force	71.5%	67.7%
Females 16 years and over	139	8,745
Females in labor force	98	5,690
Percent of females in labor force	70.5%	65.1%

Source: (U.S. Census Bureau, 2012), 2007-2011 ACS

Commuting

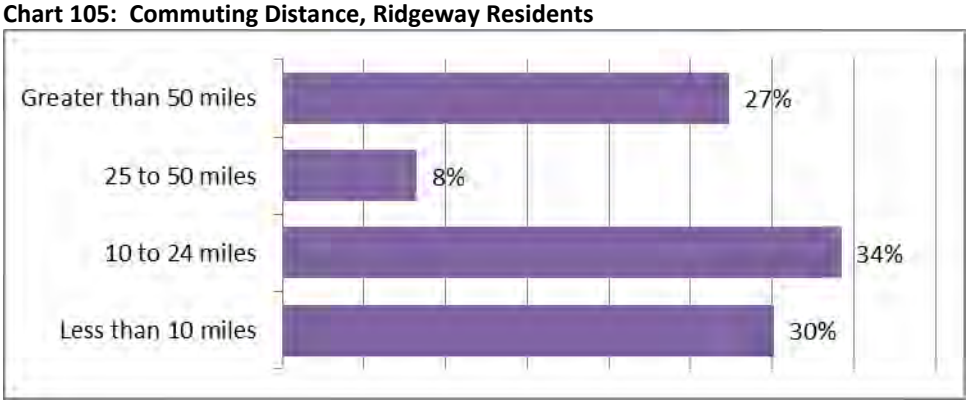
According to Census data, 98% of Ridgeway residents commute to other locations for employment. Table 74 indicates where people who live in Ridgeway are working. Because of the small population, this data can fluctuate rapidly. The fact that Decorah and Cresco are the locations that most Ridgeway residents work is the most significant knowledge gained from the data. Chart 105 illustrates the commuting distances traveled by the city's resident workforce. Nearly 27% reported commuting a distance further than 50 miles.

Table 74: Commuter Data, City of Ridgeway

Top 10 Places Ridgeway Residents Work	% of Residents
Decorah	26.7%
Cresco	15.8%
Cedar Rapids	4.1%
Waterloo	2.7%
Preston, MN	2.7%
La Crosse, WI	2.7%
Cedar Falls	2.1%
Ridgeway	2.1%
Marshalltown	1.4%
Mason City	1.4%
All Other Locations	38.4%

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

Chart 105: Commuting Distance, Ridgeway Residents



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

Employment by Industry and Occupation

According to the Census figures shown in Table 75, the leading industry category employing Ridgeway's workforce is educational services, and health care and social assistance, this holds true at the county level as well. Over 26% are employed in this industry, compared to 33% of the overall county workforce. The next leading industries employing Ridgeway's workers are construction (25%) and manufacturing (13%). As a factor in the county workforce, Ridgeway workers make up less than 2% of the total county workforce, yet fill over 6% of the workforce in the construction industry.

Table 75: Economic Base of the City of Ridgeway and Winneshiek County

Industry Category	City of Ridgeway		Winneshiek County		Ridgeway as a % of Total Employed
	Number	Percent	Number	Percent	
Agriculture, forestry, fishing, hunting, mining	18	8.22%	1,039	8.89%	1.73%
Construction	55	25.11%	850	7.28%	6.47%
Manufacturing	28	12.79%	1,375	11.77%	2.04%
Wholesale trade	8	3.65%	227	1.94%	3.52%
Retail trade	13	5.94%	1,200	10.27%	1.08%
Transportation, warehousing, utilities	3	1.37%	406	3.48%	0.74%
Information	0	0.00%	97	0.83%	0.00%
Finance, insurance, real estate, rental and leasing	0	0.00%	420	3.60%	0.00%
Professional, scientific, management, admin and waste services	11	5.02%	586	5.02%	1.88%
Education, health care and social assistance	57	26.03%	3,910	33.47%	1.46%
Arts, entertainment, recreation, accommodation and food services	8	3.65%	865	7.40%	0.92%
Other services, except public administration	15	6.85%	459	3.93%	3.27%
Public administration	3	1.37%	248	2.12%	1.21%
Total Employed Persons	**219**	**100%**	**11,682**	**100%**	**1.87%**

Source: (U.S. Census Bureau, 2012), 2007-2011 ACS

Table 76 places city workers into categories by occupation. Occupations describe the type of work in which an employee is engaged. Occupations correlate strongly with industries and educational level. Ridgeway's largest classification was the "production, transportation and material moving" occupation type, at 37%. The second largest occupation classification was "service" occupations at 26% of the community's workforce. The percentage of workers in those occupations was much higher than the county as a whole. Ridgeway has a much lower percentage of the workforce in "management, business, science, arts" occupations than does the county.

Table 76: Occupation Classification of Ridgeway's Workers Compared to Winneshiek County

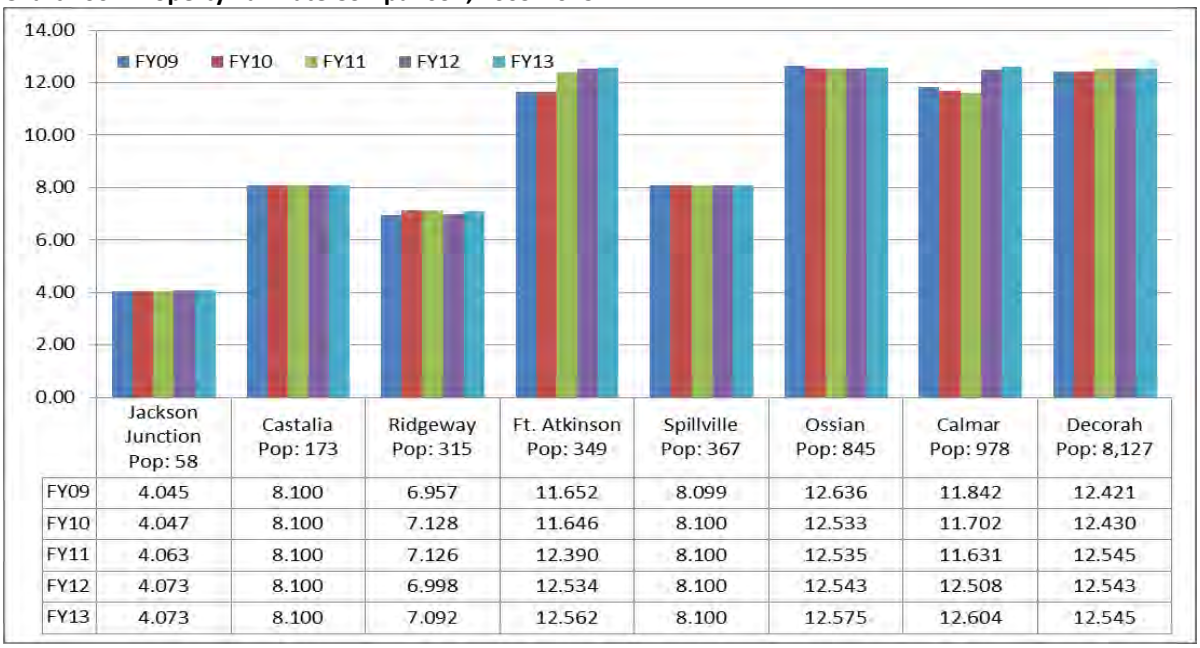
Occupation Description	City of Ridgeway		Winneshiek County	
	Number	Percent	Number	Percent
Management, business, science, arts	39	17.81%	3,876	33.18%
Service	47	21.46%	2,236	19.14%
Sales and office	26	11.87%	2,453	21.00%
Natural resources, construction, maintenance	70	31.96%	1,230	10.53%
Production, transportation, material moving	37	16.89%	1,887	16.15%
Total Employed Persons	**219**	**100%**	**11,682**	**100%**

Source: (U.S. Census Bureau, 2012), 2007-2011 ACS

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 106 provides a comparison of the city's portion of property tax rates for all the communities in the county. Ridgeway's tax rates have remained relatively unchanged over the past five fiscal years and are the second lowest in the county.

Chart 106: Property Tax Rate Comparison, 2009-2013

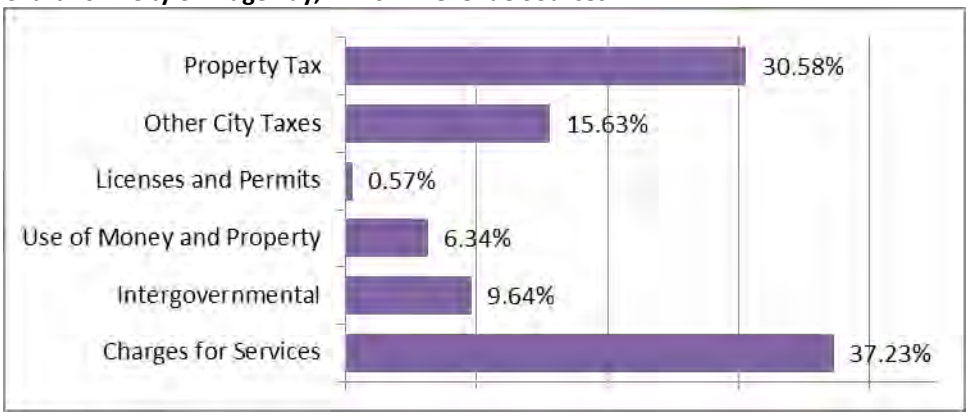


	Jackson Junction Pop: 58	Castalia Pop: 173	Ridgeway Pop: 315	Ft. Atkinson Pop: 349	Spillville Pop: 367	Ossian Pop: 845	Calmar Pop: 978	Decorah Pop: 8,127
FY09	4.045	8.100	6.957	11.652	8.099	12.636	11.842	12.421
FY10	4.047	8.100	7.128	11.646	8.100	12.533	11.702	12.430
FY11	4.063	8.100	7.126	12.390	8.100	12.535	11.631	12.545
FY12	4.073	8.100	6.998	12.534	8.100	12.543	12.508	12.543
FY13	4.073	8.100	7.092	12.562	8.100	12.575	12.604	12.545

Source: (Iowa Department of Management, 2012)

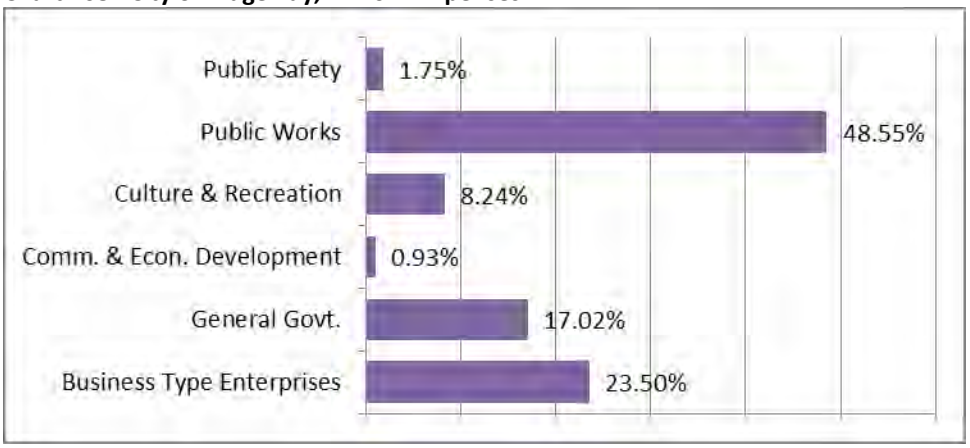
As Ridgeway plans for its future, an overview of how the city receives revenue and where it spends that revenue can identify areas with extra resources or potential savings. Charts 107 and 108 illustrate city's revenue sources and expenses for the 2011 fiscal year. The majority of the community's revenues came from charges for services, such as water and sewer. Property tax revenue was the next highest source of revenue. Expenses are distributed across several categories, with public works making up over 48% of the city's costs. Revenue and expense categories can fluctuate from year to year as larger community projects are undertaken.

Chart 107: City of Ridgeway, FY 2011 Revenue Sources



Source: (Iowa Department of Management, 2012)

Chart 108: City of Ridgeway, FY 2011 Expenses



Source: (Iowa Department of Management, 2012)

Economic Development Summary

Ridgeway's residents are part of the larger regional workforce and statistically speaking, all of its residents commute elsewhere for primary employment. As a community, its main concern is to provide sufficient amenities and retail offerings to fulfill the basic needs for the community. Showing appreciation for the community's existing businesses is important to community residents. But public input indicated that residents need to leave town for health and dental care, groceries, school and many more things they are unable to do locally. The community hopes to capitalize on tourism from the trail to build retail for all residents.

Economic Development Goals, Strategies and Actions

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

Strategy 1.1: Support the development goals and recognize the economic impact of area institutions and businesses.

Action: Develop a local network of support to maintain relationships with local businesses.
Action: Establish an appreciation program for local businesses.
Action: Implement a "shop local" campaign.

Goal 2: Tourism and the recreation-based economy are flourishing.

Strategy 2.1: Develop a marketing plan to increase tourism.

Action: Research other community tourism efforts.

Goal 3: Business attraction efforts align with community needs.

Strategy 3.1: Identify unmet community needs - quantify potential benefits and potential customer support.

Action: Conduct a community market/retail analysis to identify trade area and potential customer base.

Strategy 3.2: Prioritize the reuse of the vacant school building.

Action: Conduct feasibility study for library.
Action: Expand upon the building's use for community events and organizational trainings.
Action: Identify local partners who can help market the building for trainings, events, etc. and provide them with contact information.

Transportation

Inventory of Existing Transportation Options

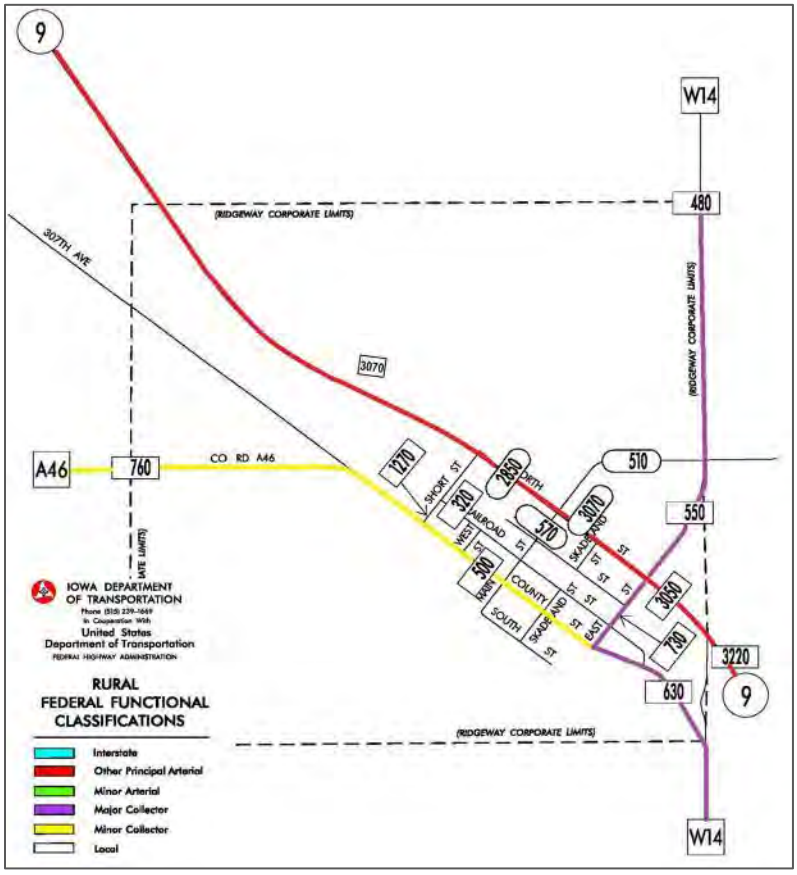
Streets and Sidewalks

Transportation facilities in the City of Ridgeway are limited but include city roads to state and county highways as well as sidewalks. Ridgeway's residents primarily choose personal vehicles or walking as a main mode of travel in the community. The community's size makes it a walkable community with sidewalks available throughout most of 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, 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.

Figure 51 shows a street diagram, with Federal Functional Classifications highlighted and DOT traffic counts included. The city is not responsible for the maintenance of Highway 9. The highest traffic counts are taken on Highway 9 as it heads to the southeast out of town, carrying 3,220 vehicles per day.

Figure 51: Federal Functional Classifications and Traffic Counts



Source: (Iowa Department of Transportation, 2011)

Air Transportation

The City of Ridgeway has access to private air service through the Ellen Church Field in Cresco or the Decorah Municipal Airport each approximately 10 miles from Ridgeway. In addition, commercial air service is available in the larger communities of Waterloo, Rochester, Cedar Rapids, Dubuque, and Des Moines.

Public Transportation

Northeast Iowa Community Action Corporation provides demand response service to the general public in Ridgeway.

Bike/Pedestrian Transportation

The residents of the Ridgeway do have sidewalks on each side of Highway 9 through most of the community. Some sidewalk gaps do exist within the community and crosswalks across Highway 9 are not well-marked. The Prairie Farmer Recreation Trail runs through the community.

Transportation Summary

The main transportation concern for Ridgeway is the speed at which traffic often travels through town. The community is very walkable, but crossing Highway 9 can be dangerous for children as well as adults. Because of the jurisdictions over the highway, community leaders will need to work closely with the Iowa DOT to produce the desired results. Public input indicated a need to develop a complete sidewalk system through town and the enforcement of stop signs and parking regulations through town.

Transportation Goals, Strategies and Actions

Goal 1: Traffic flows smoothly through town in a safe manner that has little negative impact on commerce.

Strategy 1.1: Strengthen the existing infrastructure for safety and ease of access.

Action: Implement a pothole repair schedule.
Action: Enforce existing or reevaluate parking ordinances to ensure adequate clearance for moving vehicles and pedestrians.

Strategy 1.2: Manage heavy and hazardous traffic through town.

Action: Enforce existing speed and stopping rules.
Action: Limit traffic noise by developing jake-brake ordinance.

Goal 2: The community's neighborhoods, parks, recreational facilities, businesses and schools are linked by safe walking and biking pathways.

Strategy 2.1: Develop a plan for connectivity.

Action: Conduct a sidewalk gap analysis.

Strategy 2.2: Ensure safe ways to cross all community roadways.

Action: Work with state DOT Office of Traffic and Safety (or county) to determine ways to improve safety for children and others crossing highway 9.

Goal 3: Alternate transportation modes are welcomed and encouraged.

Strategy 3.1: Support diverse transportation options.

Action: Develop taxi, carpool or rideshare options for residents.

Public Facilities and Services

Inventory of Existing Facilities and Services

City Hall and Community Center

The Ridgeway City Hall is located in the Ridgeway Community Center located on County Street. City administration, utility billing and council chambers all take place at city hall. The Community Center is a large public space with full kitchen available for rent to private events and available for community meetings.

Police

Law enforcement is provided to the residents of Ridgeway by the Winneshiek County Sheriff's Department.

Fire and Rescue

The Ridgeway Fire Department consists of approximately 22 volunteer members and is funded by the City of Ridgeway along with township trustees in the department's service area. The Ridgeway Fire Station is located on Main Street and serves the community and all of Lincoln Township along with sections in Sumner, Madison and Bluffton Townships.

Medical Services

There are no medical services within the community of Ridgeway however health clinics and hospitals are available nearby in Decorah and Cresco, each just about 10 miles from Ridgeway.

Senior and Child Care

Currently, no senior care facilities or child care centers are located within the community of Ridgeway. There are three registered home child care providers in the community.

Parks and Recreation

Ridgeway has three local parks. Gisleson Park is home to the city's little league teams and features a softball/baseball diamond and concession stand. Two tennis courts are also available. The Winneshiek County Park is just on the eastern edge of town. Covered picnic tables, playground equipment, and open green space are available at this park.



Photograph 19: Ridgeway Park with Prairie Farmer Trail

School

The City of Ridgeway is located in the Howard-Winneshiek Community School District. Ridgeway children attend the campus in Cresco. The city has recently taken responsibility for the vacated elementary school in Ridgeway. The city hopes to develop the building for a library or another suitable reuse.

Public Facilities and Services Summary

Ridgeway's municipal facilities are in excellent condition. Residents and community leaders did not foresee any structural needs in this area throughout the life of this plan.

Public Infrastructure and Utilities

The city 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 other private or public entities. Electric and gas utilities are available through Alliant Energy and Black Hills Energy. As of the latest Census, 67% of the households in Ridgeway utilized utility gas for home heating and 27% utilize electricity. Telephone and Internet services are provided by a variety of private providers. The city's water department manages the water and sewer operations for the community. , City leaders indicated a need to replace aging water infrastructure during the life of this plan, including pipes and hydrants. In addition, some sidewalk infrastructure is missing or in poor condition and potholes will require a more permanent fix. Public input indicated a need for some equipment and upgrades at the ball diamond.

Public Infrastructure and Utilities Goals, Strategies and Actions

Goal 1: Community infrastructure is well-maintained and meets the needs of residents and businesses.

Strategy 1.2: Ensure that infrastructure is monitored for adequacy.

Action: Conduct system assessments that indicate age and condition of infrastructure.
Action: Create a water/sewer budget that sets aside reserves for the ongoing repair and replacement of pipes, etc.

Strategy 1.2: Develop a plan to address sidewalk issues.

Action: Conduct a sidewalk assessment for prioritization purposes.

Natural and Agricultural Resources

Ridgeway residents are surrounded by natural and agricultural resources. The community's most valued natural resource areas are the city's parks. Maintaining them for long term use by community members is a major goal of city leadership. Agriculture plays a significant role in the community's economy with the large co-op in the middle of the community. Public input indicated an issue with the high water table at the "frog pond" which will limit development in that area.

Natural and Agricultural Resource Goals, Strategies and Actions

Goal 1: Natural resources are valued and protected.

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

Action: Encourage filtration-based systems for the management of storm water runoff and analyze current best management practices to protect and control contamination of surface water and ground water from fields, lawns and man-made facilities.

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

Strategy 2.1: Ensure long term viability of public parks and recreational areas.

Action: Develop Capital Improvement plan for the gradual replacement of park equipment.

Goal 3: People will come to enjoy the natural resources and stay.

Strategy 3.1: Increase the marketing of natural resource opportunities.

Action: Develop directional signage for trailheads and other natural resource attractions.

Hazards

Winneshiek County Emergency Management provides services to the City of Ridgeway. The City has an outdoor warning system that is automatically activated by the County's 911 Dispatch Center. Ridgeway utilizes the Winneshiek County Emergency Operations Plan and the Winneshiek County Recovery Plan. All City Response Personnel follow appropriate protocol and guidance. Winneshiek County contracts with the Northeast Iowa Response Group (NIRG), a specialized HAZMAT Team out of Waterloo, IA to provide incident response throughout the county. None of the community lies within any flood plain as noted in Figure 52.

Figure 52: Flood Plain, City of Ridgeway



Source: (The Schneider Corporation, 2013)

The City of Ridgeway performed a risk assessment of hazards that the community is vulnerable to during a hazard mitigation planning process in 2010. Communities can prepare for hazards by ensuring that residents have access to appropriately stocked shelters and that emergency equipment is in good condition and ready to respond. As part of the Winneshiek County MJ-5 Hazard Mitigation planning process, Ridgeway identified severe weather as high priorities for mitigation planning.

The severe weather events that ranked as "high significance" for Ridgeway are windstorms, tornados, and thunderstorms and lightning. Ridgeway is located in a region of the country susceptible to all these naturally occurring events. Tornados and thunderstorms and lightning are more likely in the spring and summer months; windstorms can occur year-round as they are also associated with winter weather

events. All of these weather events have the potential to interrupt roadway access and cause injury, even death, to residents. Furthermore, homes, businesses and other structures, as well as vehicles, are at risk for significant damage. (UERPC, 2010)

Hazards Goals, Strategies and Actions

Goal 1: The vulnerability of the people and their property to the impacts of hazards is minimized.

Strategy 1.1: Maintain functions of facilities and services during power loss events.

Action: Purchase and install generator(s).

Strategy 1.2: Protect residents from severe weather elements.

Action: Construct FEMA-compliant storm shelter/Safe Room(s).

Strategy 1.3: Be prepared and equipped to respond for any incident at any time.

Action: Maintain a well-equipped and well trained emergency response capability for appropriate and effective response.

Goal 2: Critical facilities, infrastructure and other community assets are protected from the impacts of hazards.

Strategy 2.1: Maximize preparedness and afford protection of government, critical facilities and road infrastructure.

Action: Construct safe routes for travel and educate residents on the proper use of these routes.

Strategy 2.2: Improve and protect infrastructure.

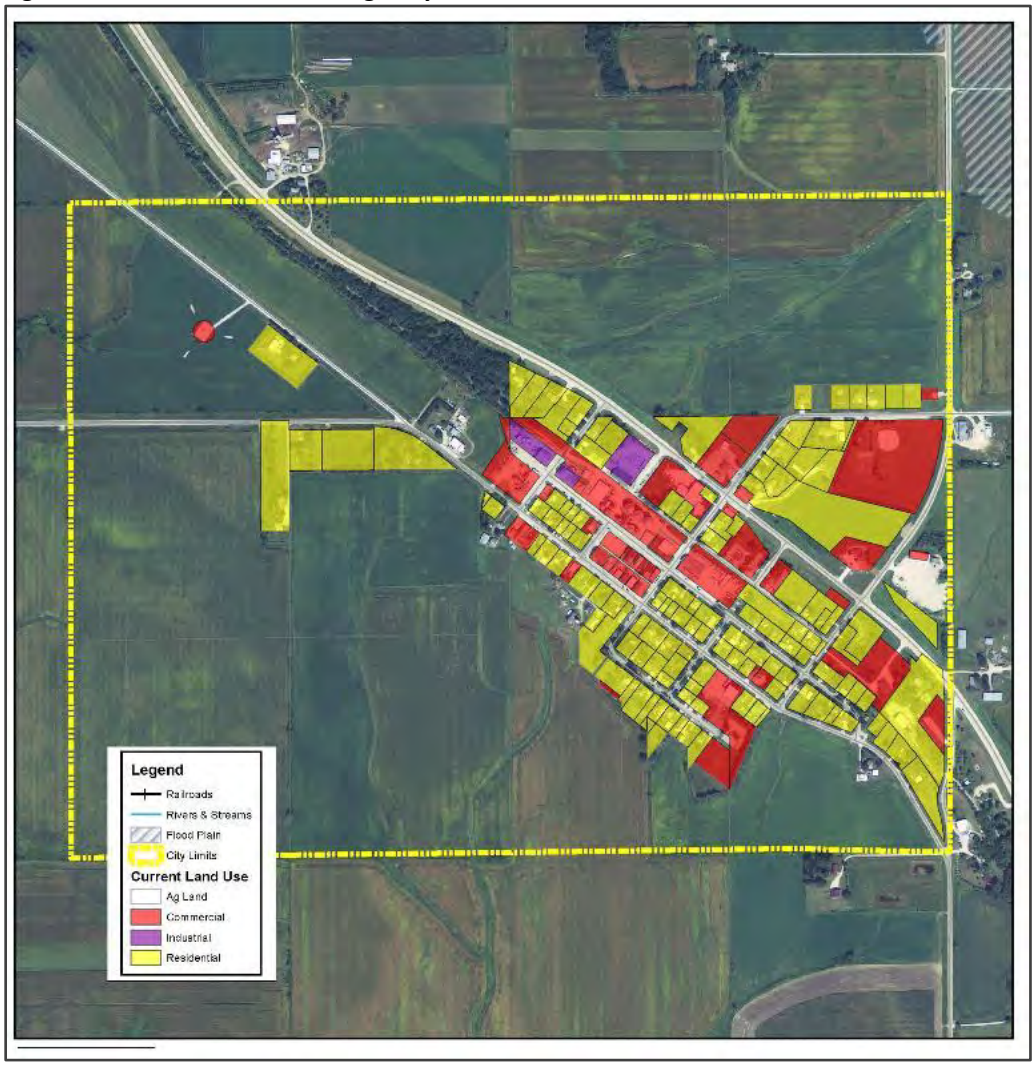
Action: Upgrade water and wastewater treatment infrastructure.

Land Use

Current Land Use

The City of Ridgeway controls land use and protects community character through zoning ordinances and building permits and codes. Figure 53 illustrates current land use within the community. The community still has much room to grow within its existing boundaries.

Figure 53: Current Land Use, Ridgeway



Source: (UERPC, 2012)

Future Land Use

Ridgeway's location offers ample room for development if necessary. The slopes surrounding the community are slight, producing few barriers to development. The city has developed a Future Land Use Map (Figure 54) to guide decisions regarding future growth and development. The city expects to see future development to occur within the existing limits and expects to have no annexation growth

throughout the life of this plan. The community expects that growth may be residential in nature and have identified an area in the northeast edge of town as a potentially good location for development. The future land use map designates how the city would like to utilize the land, but a city's zoning ordinances and zoning map would be the tool necessary to 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 54: Future Land Use Map, Ridgeway



Source: (UERPC, 2012)

Land Use Goals, Strategies and Actions:

Goal 1: Safeguard quality of life.

Strategy 1.2: Consider the possible surrounding hazards when approving potential new development.

Action: Maintain appropriate buffer from "frog pond" for new growth and development to avoid flooding potential.

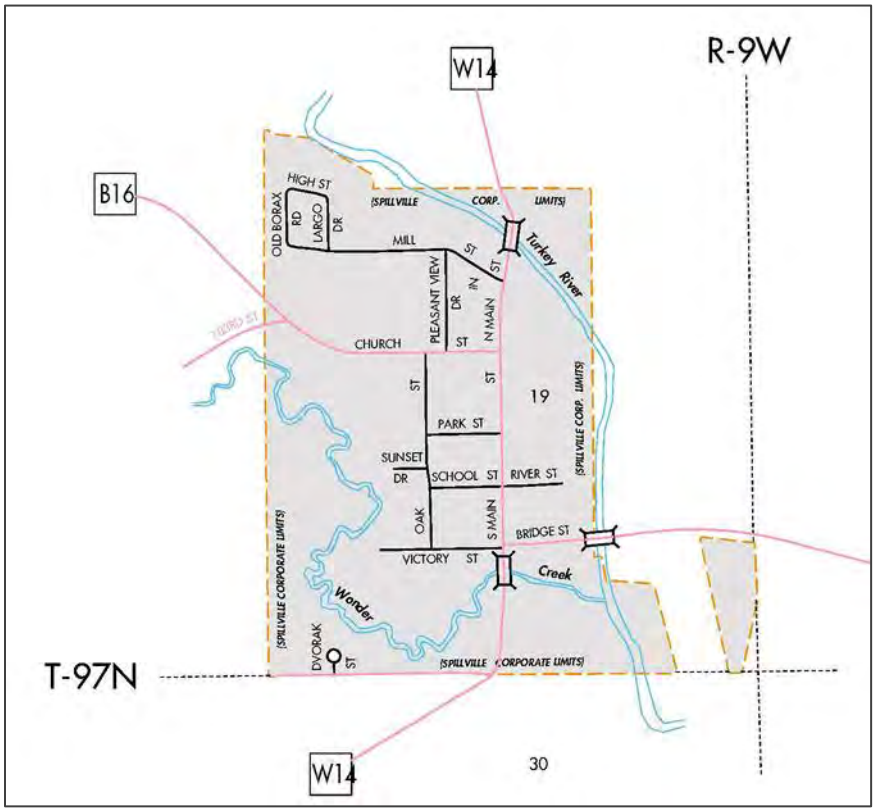
CHAPTER 16: CITY OF SPILLVILLE

Community Overview

Location

Spillville is located in southwest Winneshiek County at the intersections of County Roads W14 and B16. The total land area of within the city limits is .42 square miles and is laid out as shown in Figure 55.

Figure 55: Spillville Street Map



Source: (Iowa Department of Transportation, 2011)

History

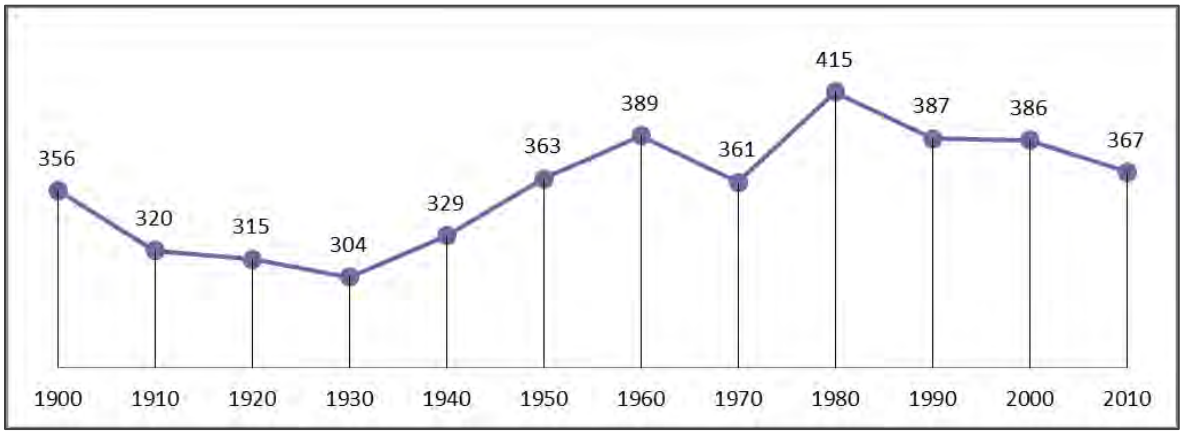
The village of Spillville was first settled in 1851 by Joseph Spielman, or Spillman. Mr. Spielman platted the village in 1860 and operated a mill which had become the Spillville Mill Co. by 1882. The community was a refuge for Czech immigrants and has developed a strong Czech heritage. By 1860, St. Wenceslaus Catholic Church was completed and is now the oldest Czech Catholic church in the United States. The addition of a bell tower occurred in 1869 and a pipe organ was installed in 1876 and remains to this day. Famous Czech composer Antonin Dvorak played the organ while spending a summer in the community in 1893. Named after Joseph Spielman, Spillville was incorporated on December 5, 1894. (Alexander, 1882); (City of Spillville, n.d.)

Population Characteristics

Population Trends

The 2010 Census count for the population of Spillville is 367. The Census has been tracking population data for the City of Spillville since 1900, at which time the population was 356. Chart 109 demonstrates the city's population since that time. Spillville's population has fluctuated over time with the highest count in 1980 with a population of 415. The lowest count occurred in 1930 at 304 people. The population has experienced a 12% decline since its highest point at the 1980 Census to the present.

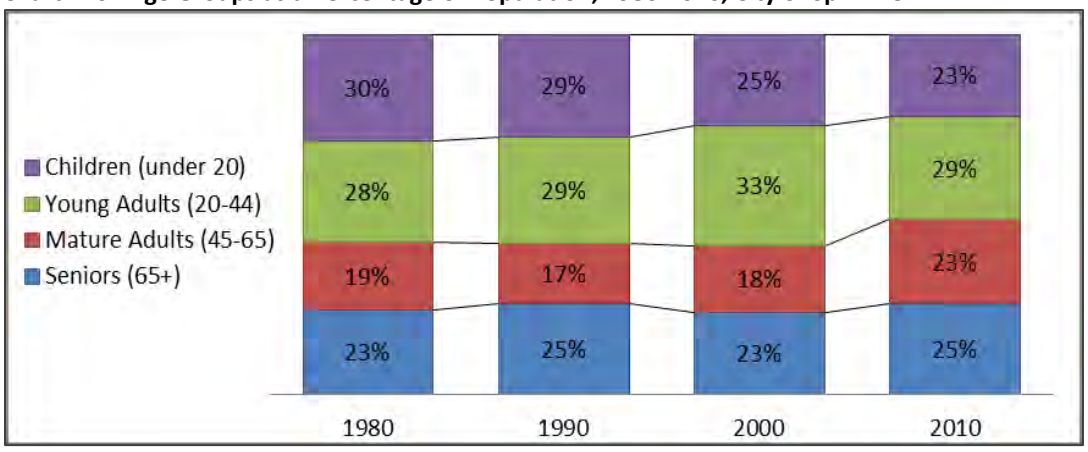
Chart 109: Spillville Population, 1900-2010



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

Chart 110 demonstrates the change in Spillville's population distribution from 1980 to 2010 in four age groupings. The city has noted overall declines since the 1980 census in the "Children (under 20)" category, but the population distribution is fairly equally distributed as of the last Census. Understanding this distribution can help the community plan for lifestyles that cater to the older adults and provide the desired amenities and services they need. In addition, the age range distribution may help the community reflect on ways to support the growth or prevent the decline in other age ranges.

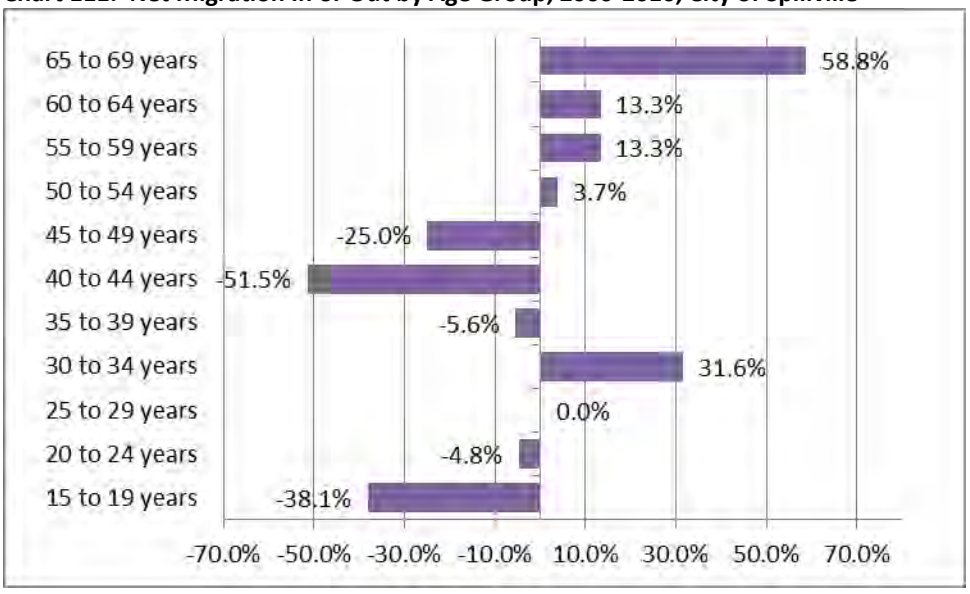
Chart 110: Age Groups as a Percentage of Population, 1980-2010, City of Spillville



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

Chart 111 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 Spillville is losing population and which age groups it has gained population due to a migration in or out of the community. In essence, Chart 111 captures the age ranges of the community's newcomers. For the community of Spillville, a large positive gain of newcomers is noted from the 50 through 69 year age ranges as well as a gain in the 30 to 34 age range. Nearly all other age groups experienced a net loss of population or no change, with the largest migration out of the community occurring between the ages of 40 and 44. It should be noted that with a small population, it does not take many people to create a large percentage loss. As an example, from the 2000 expectations, there would have been 42 individuals between the ages of 15 and 24 had all of the 5 to 14 year olds remained in the community, instead, only 33 people were counted within that age group in the 2010 Census. This is a common occurrence in communities as young people leave for college or first jobs.

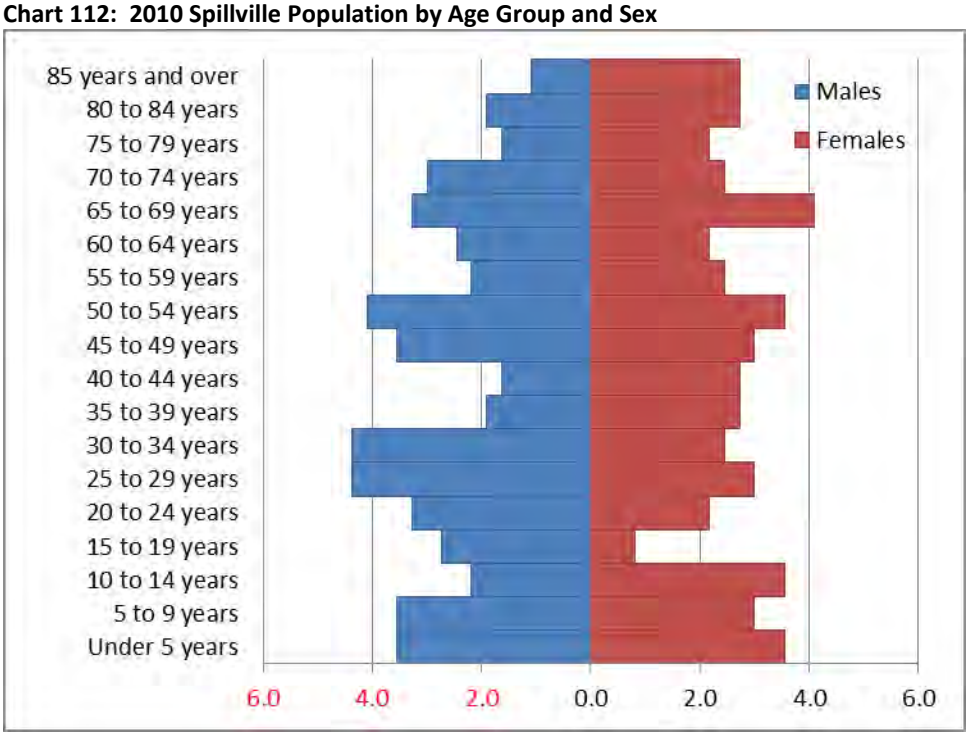
Chart 111: Net Migration In or Out by Age Group, 2000-2010, City of Spillville



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

Another way to look at the population distribution within a community is to place data into a population pyramid. Chart 112 illustrates the distribution of the city's population across age groups by gender. As age ranges increase, it is typical to see females making up a larger percent of the population. The community is fairly gender-balanced, with some age ranges where there is some variance in balance. One possibly significant anomaly occurs in the 15 to 19 age range where males outnumber females three to one. Again, it is important to note that two or three people either way can make a large percentage difference.

Chart 112: 2010 Spillville Population by Age Group and Sex



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

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.

Population Projections

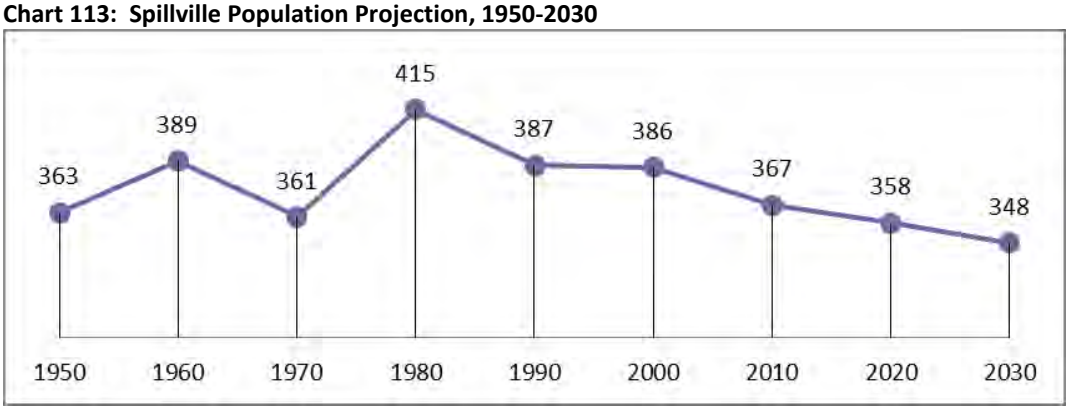
Table 77 projects the population of Spillville out to the year 2030. The numbers were calculated based on the city's 20 year annualized growth rate of -.26%. These projections were made using historical population trends as their basis and do not express an exact population figure. If the city continues to see an annual decrease in growth of .26%, Spillville could reach a population of 348 by the year 2030. Chart 113 illustrates what this projection looks like as a continuation over the decades from 1950.

Table 77: Spillville Population Projections, 2011-2030

Year	Projection		Year	Projection		Year	Projection
2011	366		2018	359		2025	353
2012	365		2019	359		2026	352
2013	364		2020	358		2027	351
2014	363		2021	357		2028	350
2015	362		2022	356		2029	349
2016	361		2023	355		2030	348
2017	360		2024	354			

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

Chart 113: Spillville Population Projection, 1950-2030



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

Population Summary

The City of Spillville has had slightly fluctuating population numbers over time. The community's current age distribution is fairly equal across age groups. Residents in the age range from 20 to 44 account for 29% of the total population. If trends continue for the community, the population is expected to decline slightly over time. Newcomers to the community are noted from the ages of 50 through 69 and 30 to 34, a positive sign for the community. Spillville has little diversity in race with 97% of the population self-identifying as white on the 2010 Census. Ethnically, a majority of the population is of German ancestry, with Czech ancestry as the next highest ethnicity of the population (U.S. Census Bureau, 2012).

Community Character and Culture

The City of Spillville is proud of its history, character and cultural assets. City residents point to the rich natural resources and history, as well as the Czech and German heritage, celebrated by the community ad contributors to the lifestyle available in Spillville. Historic buildings and architecture add to the visual character of the community.

Events and Activities

Spillville offers residents several opportunities to engage in cultural and fun activities throughout the year. The Independence Day Celebration is the big event in the community and is celebrated every year in Spillville on the 4th of July. Complete with fireworks choreographed to music, the event also features a popular dance at the historic Inwood Ballroom. The community also hosts monthly summer concerts in the Sailors' and Soldiers' Memorial Bandstand in the center of town. The church and legion offer various community meals throughout the year that build social capital in Spillville. Church concerts and school events are also well-attended by the community.



Photograph 20: The Inwood Ballroom
Source: (Timp)

Recreation and Natural Resources

The Turkey River flows around the community providing recreational fishing and beautiful scenery to contrast the rolling hills. Riverside Park is located along the Turkey and is home to the Inwood Ballroom. The park features ball fields and concession stand for little leaguers and an Antonin Dvorak memorial.

Arts and Culture

The Bily Clocks Museum is located in Spillville and houses a collection of intricately carved wooden clocks created by brothers Frank and Joseph Bily. The museum also exhibits items related to Antonin Dvorak. The Inwood Ballroom offers the community a venue for a variety of events, including Polka Dances. The ballroom is one of the few ballrooms left in Iowa. Built in 1922, the ballroom is available for private receptions as well. Spillville enjoys arts throughout the year and is home to three building murals.



Photograph 21: Bily Brothers Mural
Source: (Timp)

Historic Preservation

There are two sites in the City of Spillville on the National Register of Historic Places. The Big Stones Mill, or Old Stones Water Mill, was added in 2009 and is only one of three remaining mills in the county. The Taylor, Wenzil Building was

added in 1979 and is now home to the Speakeasy Inn. The community hopes to have the Inwood placed on the Register as well. The community has many other historical homes and buildings that contribute to its charm and are important to community aesthetics. The St. Wenceslaus Catholic Church, constructed in 1860 and the St. Wenceslaus Old School, built in 1870 are unique as the oldest Czech Catholic Church and the oldest Czech parochial school in the United States.

Community Character and Culture Summary

The community has a strong sense of its heritage and appreciates the value of its historic assets for future generations. Community members hope to further the use of Spillville's natural resources by promoting the new campground along the Turkey River. Public input indicated a strong desire to promote more usage of the Inwood Ballroom by modernizing the kitchen, restrooms and HVAC system. Getting the Ballroom on the National Register was seen as a priority for the facility. More marketing of the community's assets was suggested as a way to develop tourism as an economic development strategy. Community members promoted the reinvigoration of SHAG, the Spillville Historic Action Group, to work to further preserve and celebrate the community's history and heritage.



Photograph 22: Sailors' and Soldiers' Memorial Bandstand
Source: (Timp)

Community Character and Culture Goals, Strategies and Actions

Goal 1: Our history is celebrated and remembered.

Strategy 1.1: Maintain and utilize the Inwood Ballroom.

Action: Complete process to get ballroom on the National Registry of Historic Places.
Action: Develop capital improvement plan to modernize kitchen, restrooms and HVAC.

Goal 2: Community events and amenities attract residents and visitors of all ages.

Strategy 2.1: Continue to host a variety of festivals and events throughout the year.

Action: Consider ways to increase promotion of community events through electronic media, signage and sponsorships.

Strategy 2.2: Increase community marketing.

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

Goal 3: The community's culture and heritage are valued and apparent in its visual character.

Strategy 3.1: Maintain and support existing cultural assets.

Action: Reform/reengage the Spillville Historic Action Group.

Strategy 3.2: Actively promote the existing cultural and natural amenities.

Action: Create a marketing plan that uses a variety of methods: radio, brochures and electronic media.

Goal 4: Community volunteers will be plentiful and diverse in age and interests.

Strategy 4.1: Prevent volunteer "burn-out."

Action: Recognize volunteer efforts.

Goal 5: Visitors are welcomed and appreciated.

Strategy 5.1: Maintain amenities that serve and attract visitors.

Action: Continue to improve the campground on the Turkey River.

Housing

Having sufficient decent and affordable housing that meets the needs of the community's population is important for the City of Spillville. There were 182 total housing units in Spillville as of the 2010 Census, with a vacancy rate of 8%. Of the occupied housing in Spillville, 26% were rental units, a similar percentage as the county (24%), and the state (28%) (U.S. Census Bureau, 2012).

Occupancy Characteristics

General housing information for the City of Spillville is shown in Table 78. Housing statistics have remained fairly stable overall from 1990 to 2010. The percent of renter-occupied units has increased over time. The total number of families has increased since 1990 to 96.

Table 78: General Housing Statistics, City of Spillville

Statistic	1990	2000	2010
Total Persons	387	386	367
Total Housing Units	179	184	182
Occupied	163	172	168
Owner-Occupied (%)	78.5%	82.0%	74.4%
Renter-Occupied (%)	21.5%	18.9%	25.6%
Vacant	16	12	14
Vacancy Rate	8.9%	6.5%	7.7%
Number of Families	106	111	96
Average Family Size	3.06	2.85	2.9
Number of Households	163	172	168
Average Household Size	2.37	2.24	2.18

Source: (U.S. Census Bureau, 2012); (State Data Center of Iowa, n.d.); 2007-2011 ACS

Housing Values

A breakdown of the 1990, 2000 and 2010 housing unit values for the city are shown in Table 79. The values of housing within the community are showing a steady increase. The majority of housing values in the community are in the range of $50,000 to $99,999, followed closely by homes with values in the $100,000 to $150,000 range. The current median value is $95,000 which ranks well below the county median of $152,500. It should be noted that data collection methodology has changed over time, so the actual number of units used in the count varies over time.

Table 79: Housing Value Statistics, City of Spillville 1990-2010

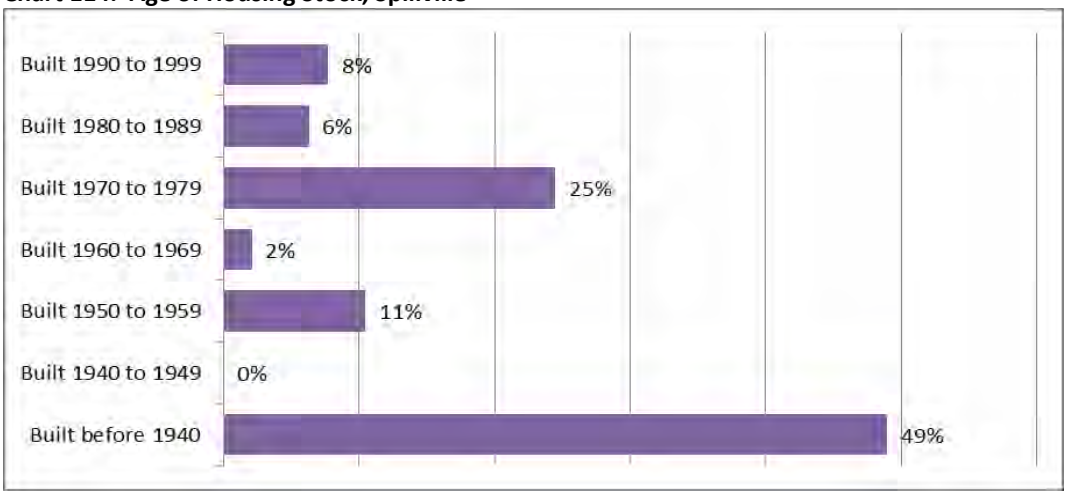
Value:	1990		2000		2011	
	Number	Percent	Number	Percent	Number	Percent
Less than $50,000	100	79%	46	35%	11	14%
$50,000-$99,999	27	21%	70	54%	30	39%
$100,000-$149,999	-	-	14	11	25	33%
$150,000-$199,999	-	-	-	-5	7	9%
$200,000-$299,999	-	-	-	-	4	5%
$300,000-$499,999	-	-	-	-	-	-
$500,000 or more	-	-	-	-	-	-
Median Value	$29,600		$61,100		$95,000	

Source: (State Data Center of Iowa, n.d.); (U.S. Census Bureau, 2012), 2007-2011 ACS

Age and Condition

Another factor that provides insight into a community's housing stock is the age of the existing units. Chart 114 illustrates the age of housing stock in Spillville by the year built. A significant number of houses in the community were built prior to 1940, with a burst of housing construction in the 1970s. The age of housing stock is a challenge in Spillville. Nearly half of the housing units in Spillville were built prior to 1939 and 86% of the homes were 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.

Chart 114: Age of Housing Stock, Spillville

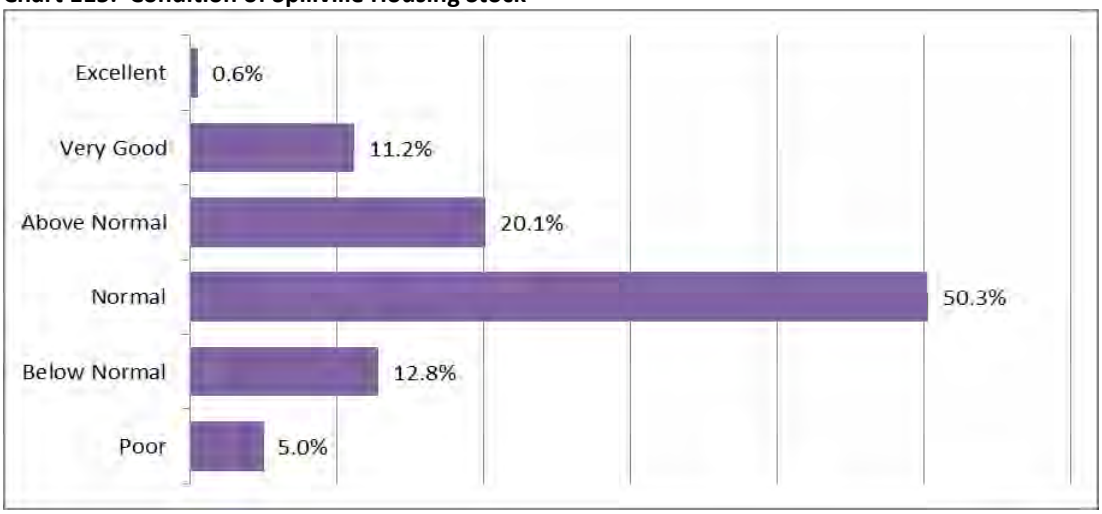


Source: (U.S. Census Bureau, 2012)

Structural Characteristics

Chart 115 indicates the condition of residential housing in City of Spillville as determined by the Winneshiek County Assessor. While most residences are in normal condition or better, 18% of the properties do not meet the minimum standards for normal condition of a residential structure.

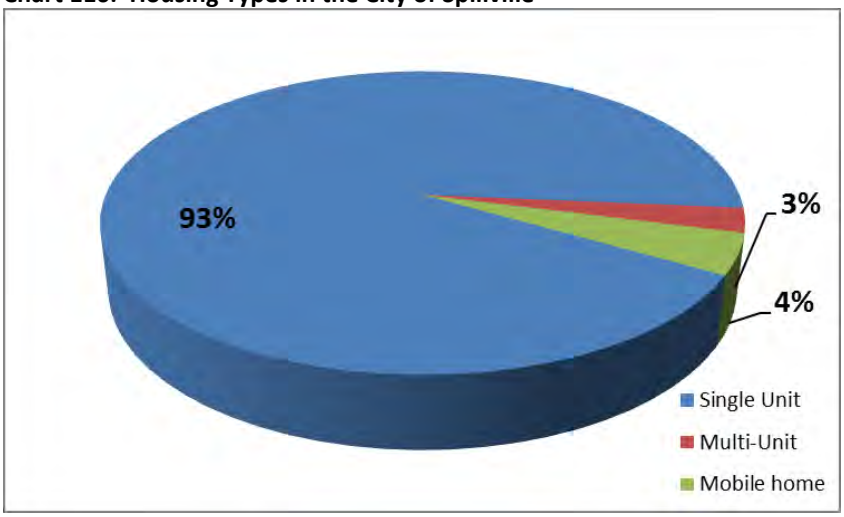
Chart 115: Condition of Spillville Housing Stock



Source: (Alstad, 2011)

Single unit structures make up 93% of the city's housing stock. Only 3% are multi-unit structures and 4% mobile homes. Chart 116 illustrates the distribution of housing types within the community.

Chart 116: Housing Types in the City of Spillville



Source: (U.S. Census Bureau, 2012) 2007-2011 ACS

Affordability

Public input indicated that most residents believe that the community does have affordable housing options. Chart 117 indicates the median home value and median household income for Spillville 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 lieu of a purchase price, one can compare median housing values to median income. Using this comparison, the median value of a home in Spillville is 2.03 times the median household income for 2011. This places the local housing market within the affordable range for Spillville residents.

Chart 117: Housing Market Affordability, City of Spillville

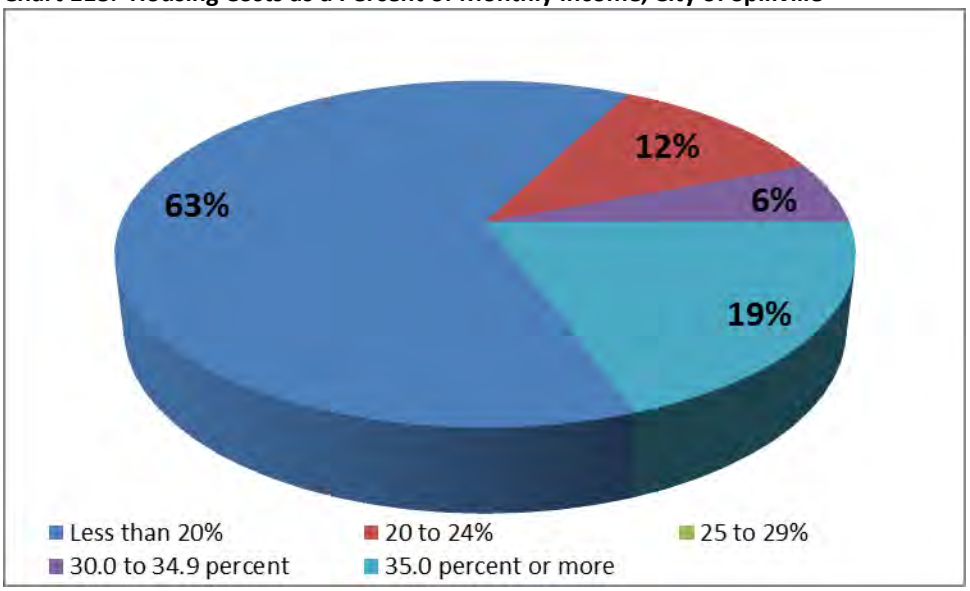


	1990	2000	2011
Median Home Value	$29,600	$61,100	$95,000
Median Household Income	$16,250	$32,500	$46,875
Maximum Affordable Housing	$48,750	$97,500	$140,625

Source: (State Data Center of Iowa, n.d.); (U.S. Census Bureau, 2012), 2007-2011 ACS

As with all communities, some families find ongoing housing expenses such as utilities, rent or mortgage payments to be a challenge. Chart 118 indicates that about 25% 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.

Chart 118: Housing Costs as a Percent of Monthly Income, City of Spillville



Source: (U.S. Census Bureau, 2012), 2007-2011 ACS

Housing Summary

Housing in Spillville has remained steady over the past 20 years and as of the 2010 Census, the city had 182 units with an 8% vacancy rate. Values are increasing, yet the market remains affordable to most,

although 25% of the population expends more than 30% of their income on housing costs which can place a burden on families. Single housing units are the majority at 93% of all units. The percentage of renter-occupied units has risen since 1980 to 26%. According to Census data, the rental vacancy rate is only 4%. Public input indicated a potential need for additional senior housing and city leadership will work with the senior housing board to identify needs and potential. The community's housing stock is older, like much of the area. Nearly half of the housing was built prior to 1940, but most homes are in normal condition or better. Overall, housing in the community is meeting the needs of its residents.

Housing Goals, Strategies and Actions

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

Strategy 1.1: Encourage public and private sectors to develop and maintain an adequate supply of housing for all segments of the population.

Action: Identify gaps in the range of senior housing needs.
Action: Develop a strong relationship with senior housing board.

Strategy 1.2: Encourage community revitalization through the use of infill for future housing.

Action: Conduct an "infill checkup" to identify and evaluate sites for redevelopment.

Strategy 1.3: Consider and plan for placement of future housing development.

Action: Explore opportunities for adding stories to existing facility for additional senior housing.

Goal 2: The community's proximity to urban areas makes it an ideal bedroom community.

Strategy 2.1: Encourage housing development that attracts young professionals, maintains a "small town atmosphere" while increasing property tax revenues.

Goal 3: The existing housing stock is preserved and/or rehabilitated.

Strategy 3.1: Encourage rehabilitation that provides safe, sanitary and accessible housing.

Action: Consider rental property ordinance with inspection process.

Goal 4: Safeguard quality of life.

Strategy 4.1: Promote neighborhood settings and environments.

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

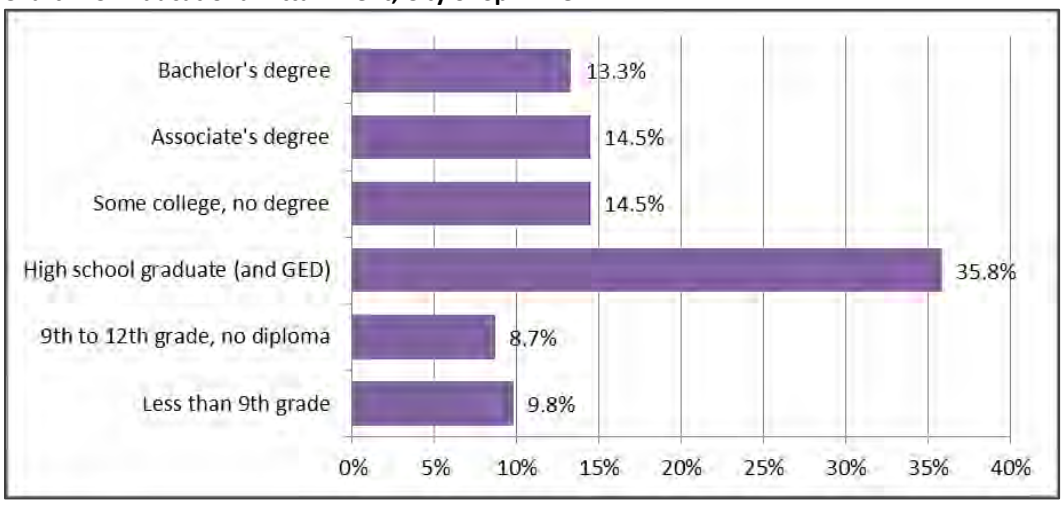
Economic Development

The City of Spillville sees tourism as a tool for economic growth. Existing business is strong, but over 96% of the city's workforce commutes elsewhere for employment. Businesses within the community are mostly local operations that focus on providing the necessary retail and services for Spillville residents. Surrounding agriculture provides some opportunity for resident employment and business services. This section will review the workforce characteristics of community members.

Educational Attainment

The educational attainment of residents influences employment opportunities in the community. Nearly 82% of the residents in Spillville hold high school degrees or higher and nearly 17% hold a bachelor's degree or higher. This is lower than the county as a whole, where 92% have a high school diploma or higher and 27% hold a bachelor's degree or higher (U.S. Census Bureau, 2012). The majority have a high school diploma or equivalent, with the next highest categories being the achievement of some college or an associate's degree.

Chart 119: Educational Attainment, City of Spillville



Source: (U.S. Census Bureau, 2012), 2007-2011 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 80 compares the labor force characteristics for Spillville and Winneshiek County. Comparatively, Spillville has a larger percent of its population in the labor force and a much higher percentage of its workforce employed than the county as a whole. Spillville also has a significantly higher percentage of its females in the workforce.

Table 80: Labor Force Characteristics

	City of Spillville	Winneshiek County
Total population 16 years and over	187	17,265
Total in labor force	144	12,176
Percent in labor force	77.0%	70.5%
Employed labor force	141	11,682
Percent employed in labor force	75.4%	67.7%
Females 16 years and over	92	8,745
Females in labor force	67	5,690
Percent of females in labor force	72.8%	65.1%

Source: (U.S. Census Bureau, 2012), 2007-2011 ACS

Commuting

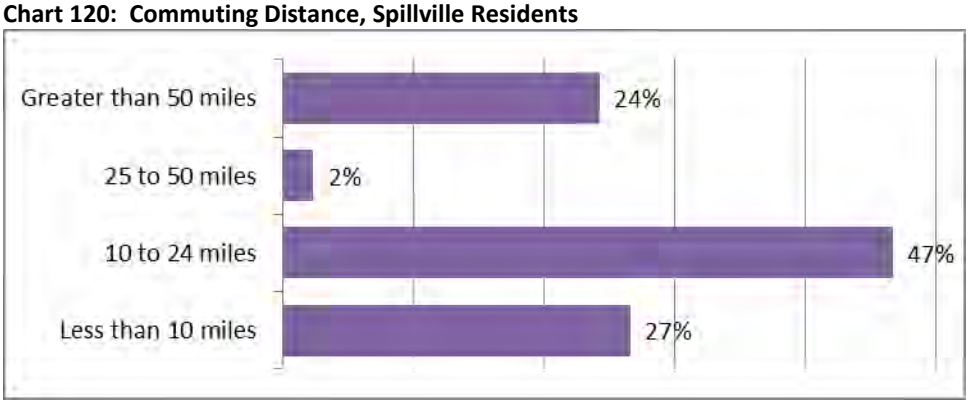
As with much of the county, many Spillville residents commute to other locations for work. Table 81 indicates where people who live in Spillville are working. Less than 4% of city residents work in Spillville. Chart 120 illustrates the commuting distances traveled by the city's resident workforce. Nearly 24% reported commuting a distance further than 50 miles with a majority traveling between 10 and 24 miles.

Table 81: Commuter Data, City of Spillville

Top 10 Places Spillville Residents Work	% of Residents
Decorah	26.6%
Cresco	7.1%
Calmar	4.7%
Spillville	3.6%
Jackson Junction	3.0%
Cedar Rapids	2.4%
Ossian	2.4%
Postville	2.4%
Waterloo	1.8%
West Union	1.8%
All Other Locations	44.4%

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

Chart 120: Commuting Distance, Spillville Residents



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

Employment by Industry and Occupation

According to the Census figures shown in Table 82, Spillville's leading industry category is manufacturing. Over 24% are employed in this industry, compared to just 12% of the overall county workforce. In the county as a whole, "educational services, health care and social assistance" is the leading industry category. This is the next highest employing industry for Spillville workers. As a factor in the county workforce, Spillville workers make up only 1.21% of the total county workforce, yet in the wholesale trade category, they make up nearly 5% of the workforce.

Table 82: Economic Base of the City of Spillville and Winneshiek County

Industry Category	City of Spillville		Winneshiek County		Spillville as a % of Total Employed
	Number	Percent	Number	Percent	
Agriculture, forestry, fishing, hunting, mining	15	10.64%	1,039	8.89%	1.44%
Construction	15	10.64%	850	7.28%	1.76%
Manufacturing	34	24.11%	1,375	11.77%	2.47%
Wholesale trade	11	7.80%	227	1.94%	4.85%
Retail trade	15	10.64%	1,200	10.27%	1.25%
Transportation, warehousing, utilities	2	1.42%	406	3.48%	0.49%
Information	3	2.13%	97	0.83%	3.09%
Finance, insurance, real estate, rental and leasing	2	1.42%	420	3.60%	0.48%
Professional, scientific, management, admin and waste services	9	6.38%	586	5.02%	1.54%
Education, health care and social assistance	21	14.89%	3,910	33.47%	0.54%
Arts, entertainment, recreation, accommodation and food services	2	1.42%	865	7.40%	0.23%
Other services, except public administration	4	2.84%	459	3.93%	0.87%
Public administration	8	5.67%	248	2.12%	3.23%
Total Employed Persons	**141**	**100%**	**11,682**	**100%**	**1.21%**

Source: (U.S. Census Bureau, 2012), 2007-2011 ACS

Table 83 places city workers into categories by occupation. Occupations describe the type of work in which an employee is engaged. Occupations correlate strongly with industries and educational level.

Spillville's largest classification was the "management, business, science and arts" and "sales and office" occupation types, each at 44%. A small percent of Spillville's workforce is employed in service occupations, only 4%. Spillville has a similar occupational distribution as the county as a whole.

Table 83: Occupation Classification of Spillville's Workers Compared to Winneshiek County

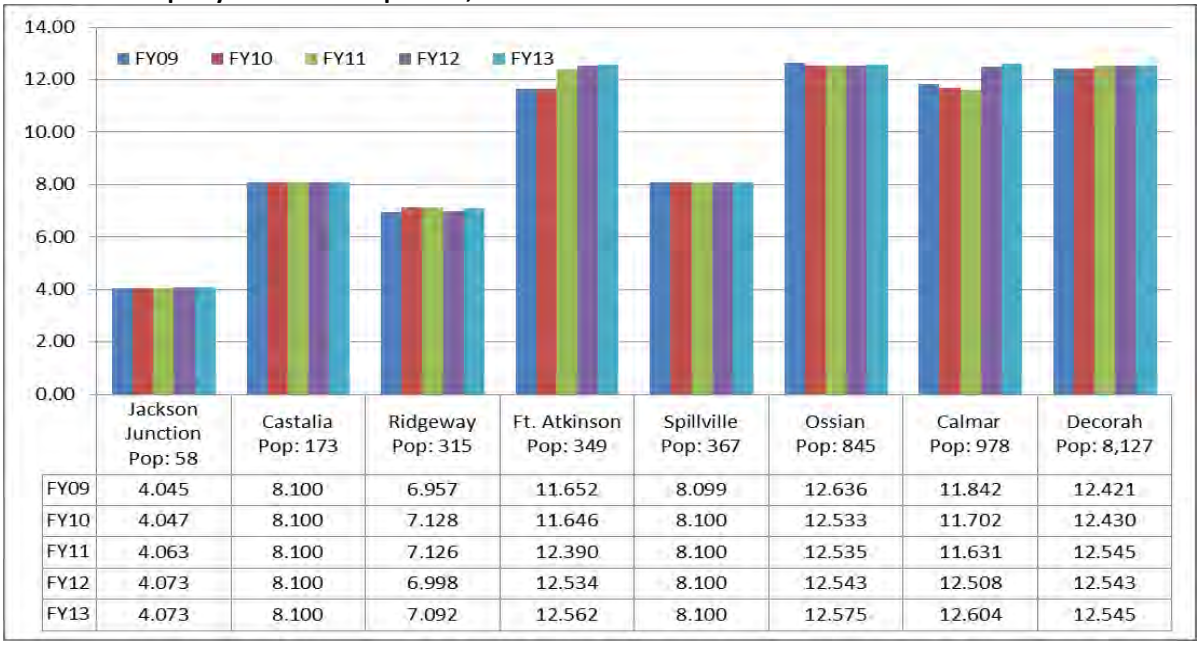
Occupation Description	City of Spillville		Winneshiek County	
	Number	Percent	Number	Percent
Management, business, science, arts	44	31.21%	3,876	33.18%
Service	6	4.26%	2,236	19.14%
Sales and office	44	31.21%	2,453	21.00%
Natural resources, construction, maintenance	17	12.06%	1,230	10.53%
Production, transportation, material moving	30	21.28%	1,887	16.15%
Total Employed Persons	**141**	**100%**	**11,682**	**100%**

Source: (U.S. Census Bureau, 2012), 2007-2011 ACS

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 121 provides a comparison of the city's portion of property tax rates for Spillville and the other communities in the county. Spillville's tax rates have remained steady over the past several years and will be third lowest in the county for FY13, at the same rate as Castalia.

Chart 121: Property Tax Rate Comparison, 2009-2013



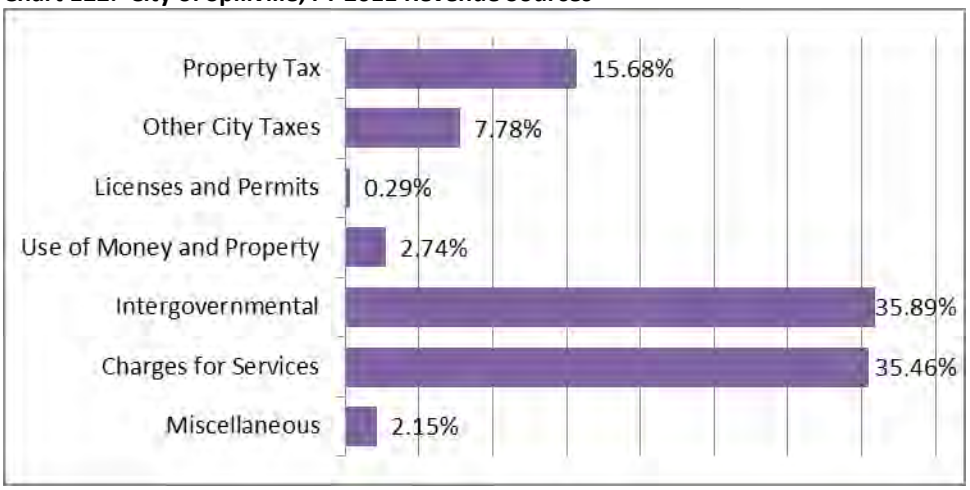
	Jackson Junction Pop: 58	Castalia Pop: 173	Ridgeway Pop: 315	Ft. Atkinson Pop: 349	Spillville Pop: 367	Ossian Pop: 845	Calmar Pop: 978	Decorah Pop: 8,127
FY09	4.045	8.100	6.957	11.652	8.099	12.636	11.842	12.421
FY10	4.047	8.100	7.128	11.646	8.100	12.533	11.702	12.430
FY11	4.063	8.100	7.126	12.390	8.100	12.535	11.631	12.545
FY12	4.073	8.100	6.998	12.534	8.100	12.543	12.508	12.543
FY13	4.073	8.100	7.092	12.562	8.100	12.575	12.604	12.545

Source: (Iowa Department of Management, 2012)

As Spillville 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 122 and 123 illustrate city's

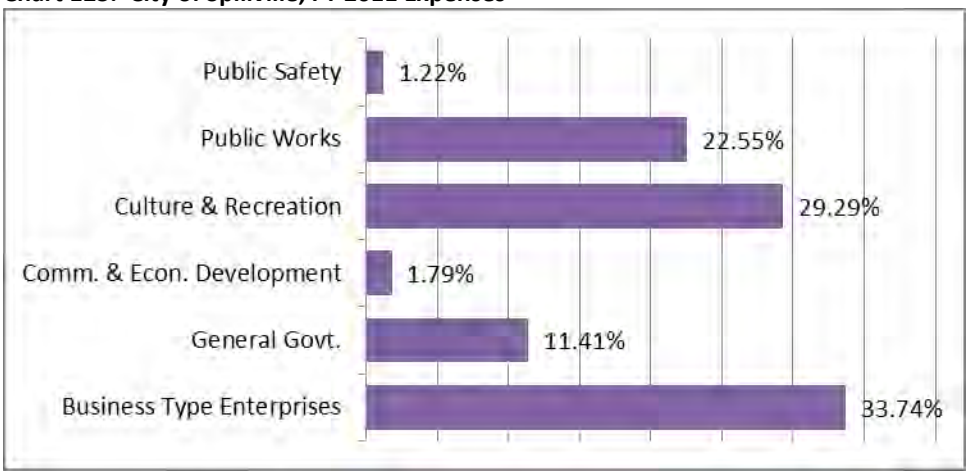
revenue sources and expenses for the 2011 fiscal year. The majority of the community's revenues came from charges for services, such as water and sewer and intergovernmental sources such as federal, state or local grants and road use taxes. Property tax revenue was the next highest source of revenue. Expenses are distributed across several categories, business type enterprises making up nearly 34% of the city's costs and culture and recreation over 29%. Revenue and expense categories can fluctuate from year to year as larger community projects are undertaken.

Chart 122: City of Spillville, FY 2011 Revenue Sources



Source: (Iowa Department of Management, 2012)

Chart 123: City of Spillville, FY 2011 Expenses



Source: (Iowa Department of Management, 2012)

Economic Development Summary

Spillville's location along the Turkey River makes tourism and recreation an economic driver for the community. A priority for the community is to create an environment where visitors stay in the community for longer periods by improving amenities and developing a campground. Residents are interested in attracting younger families and are focusing on the amenities and shopping needs of these residents. The community's existing workforce is occupationally diverse, with 46% having educational

levels of some college education or above. As with many in the region, over 96% of Spillville residents commute elsewhere for employment. Less than 4% of the jobs within the community are filled with Spillville residents. Spillville leadership is planning to work with local stakeholders and the business development committee to retain and attract businesses to the community.

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: Develop a local network of support to maintain relationships with local businesses.

Strategy 1.2: Support the development goals and recognize the economic impact of area institutions and businesses.

Action: Local development groups maintain active BRE efforts and records.

Goal 2: Tourism and the recreation-based economy are flourishing.

Strategy 2.1: Support the development of programs, activities and facilities that increase tourism and recreation opportunities.

Action: Use local resources and other grant programs to promote the planned growth of tourism in the county.
Action: Explore and promote the opportunity for expanded camping facilities in the community.
Action: Develop a marketing plan to increase tourism.

Goal 3: Residents will have adequate and diverse employment opportunities. Jobs will be plentiful and high-quality.

Strategy 3.1: 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.
Action: Consider the creation of community-specific incentive programs in partnership with private entities.
Action: Continue to work with local, regional and state organizations to establish methods to promote economic development
Action: Support home-based businesses that do not adversely change the character of the neighborhood or area.

Strategy 3.2: Grow venture capital opportunities.

Action: Work with local financial institutions to create new funding mechanisms for area businesses.

Goal 4: Business attraction efforts align with community needs.

Strategy 4.1: Develop a local network of support to answer inquiries from potential businesses.

Action: Identify key individuals to serve as business "ambassadors.

Goal 5: Land use policies and economic development are compatible and support each other.

Strategy 5.1: Minimize negative impacts of growth by reducing conflicts from incompatible land uses.

Action: Identify flood zone areas to avoid with potential development.

Goal 6: Transportation and public utility systems will support and enhance economic growth.

Strategy 6.1: Use federal, state and local programs to improve transportation and utility systems.

Action: Make necessary road repairs.
Action: Continue sidewalk replacement incentive (50/50 cost share) to encourage residents to improve sidewalks.

Goal 7: Retain and attract young residents.

Strategy 7.1: Encourage amenities and culture that satisfy young families.

Action: Connect city trail system to recreation facilities.

Transportation

Inventory of Existing Transportation Options

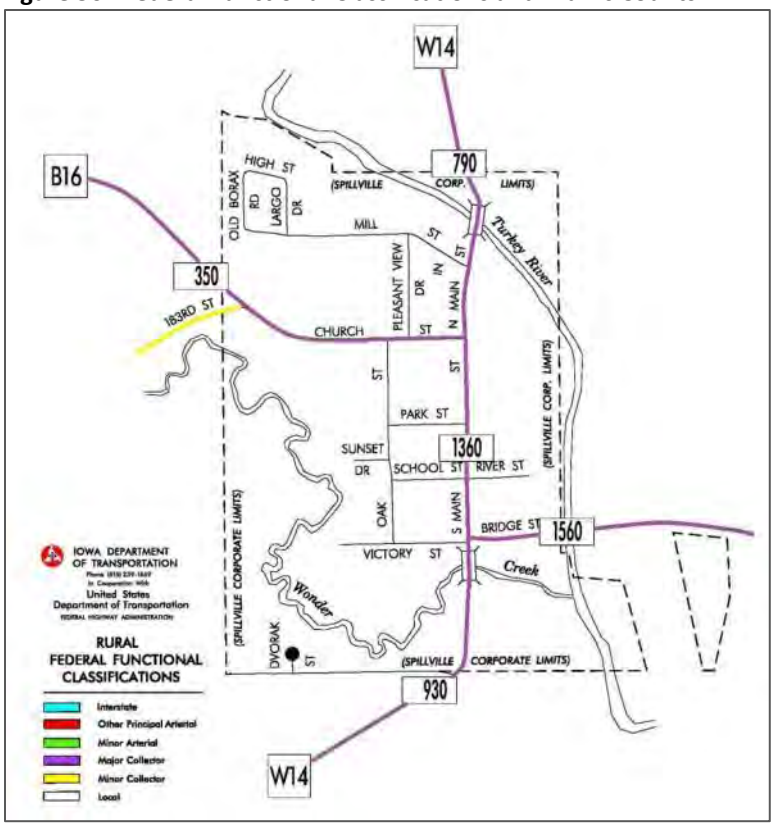
Streets and Sidewalks

Transportation facilities in the City of Spillville are basic and range from city roads to county highways as well as sidewalks. Spillville's residents primarily choose personal vehicles or walking as a main mode of travel in the community. The community's size makes it a walkable community with sidewalks available throughout most of the community. Residents did identify areas where sidewalks are missing and also were concerned that some sidewalks never got shoveled after snowfalls.

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, 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.

Figure 56 shows a street diagram, with Federal Functional Classifications highlighted and DOT traffic counts included. The highest traffic counts are on B16 on the east edge or town, carrying 1,560 vehicles per day.

Figure 56: Federal Functional Classifications and Traffic Counts



Source: (Iowa Department of Transportation, 2011)

Air Transportation

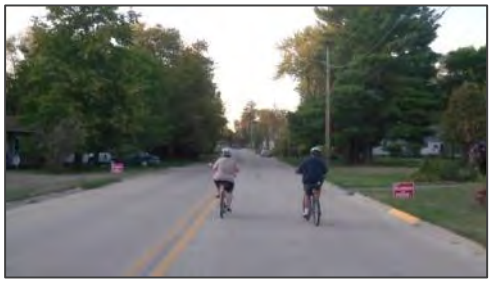
The City of Spillville has access to private air service through the Decorah Municipal Airport, 12 miles northeast, Ellen Church Field in Cresco, 17 miles northwest or the West Union Municipal - George L. Scott Airport, 22 miles southeast from Spillville. In addition, commercial air service is available in the larger communities of Waterloo, Rochester, Cedar Rapids, Dubuque and Des Moines.

Public Transportation

Northeast Iowa Community Action Corporation provides demand response service to the general public in Spillville.

Bike/Pedestrian Transportation

The residents of the Spillville have a decent sidewalk system for walking throughout the community with a few gaps. Eventually, the community would like to be connected by trail to the Prairie Farmer Recreation Trail.



Photograph 23: Bicycling in Spillville
Source: (Timp)

Transportation Summary

Spillville's residents seek connectivity to the historic and natural resource amenities in the area. Long term, they envision a connection to the Prairie Farmer Trail and between the communities of Fort Atkinson and Calmar. Safer crosswalks and parking and speed enforcement were among the community's transportation priorities. Because of the law enforcement situation in the community, community leaders will need to work closely with the county sheriff to produce the desired results.

Transportation Goals, Strategies and Actions

Goal 1: Traffic flows smoothly through town in a safe manner that has little negative impact on commerce.

Strategy 1.1: Strengthen the existing infrastructure for safety and ease of access.

Action: Enforce existing or reevaluate parking ordinances to ensure adequate clearance for moving vehicles and pedestrians.

Strategy 1.2: Manage heavy and hazardous traffic through town.

Action: Enforce existing speed and stopping rules.
Action: Investigate radar speed sign or other method of slowing traffic.

Goal 2: The community's neighborhoods, parks, recreational facilities, businesses and schools are linked by safe walking and biking pathways.

Strategy 2.1: Develop a plan for connectivity.

Action: Institute a messaging campaign for existing safe routes.
Action: Develop a plan to connect to regional trail system.

Strategy 2.2: Ensure safe ways to cross all community roadways.

Action: Work with state DOT Office of Traffic and Safety (or county) to determine ways to improve safety for children and others crossing highways through town.

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

Strategy 3.1: Road repairs are timely and cost effective.

Action: Develop a real capital improvements plan.

Goal 4: Alternate transportation modes are welcomed and encouraged.

Strategy 4.1: Support diverse transportation options.

Action: Engage regional Mobility Manager to assess options for the area.
Action: Develop taxi, carpool or rideshare options for residents.

Goal 5: The transportation system has the capacity necessary to support all users.

Strategy 5.1: Develop a comprehensive system that supports transportation connectivity for all modes of travel.

Action: Create a plan to connect the city's "districts" by multiple modes of travel.
Action: Develop a multijurisdictional trail plan that promotes regional connectivity.

Public Facilities and Services

Inventory of Existing Facilities and Services

City Hall

City business is conducted in the Community Center, which shares the building with the Spillville Library on Oak Street.

Police

Law enforcement for the community is provided by the Winneshiek County Sheriff's office.

Fire and Rescue

The Calmar Fire Department provides firefighting services to the community. The South Winn First Responders operate out of the Calmar Fire Station and have about 15 trained volunteers able to respond to any trauma or medical emergency. The South Winn Responders are a collaboration of the communities of Calmar, Fort Atkinson and Spillville. The group consists of certified First Responders, Emergency Medical Technicians (EMTs) and Paramedics.

Medical Services

There are no medical facilities in Spillville. The nearest clinic is the Gundersen Lutheran Clinic, located on Main Street in Calmar, six miles from Spillville. The Calmar clinic staffs one nurse practitioner. Several doctors in many specialties can be accessed at the Gundersen Clinic in Decorah or West Union. Hospitals are nearby in Decorah, Cresco or West Union.

Senior and Child Care

Currently, no senior care facilities exist in the community however the community center/library offers social opportunities for the aging and serves congregate meals twice a week, provided through Northland Agency on Aging. Families have access to two registered home childcare providers within the community of Spillville.

Parks and Recreation

Spillville has one city park. Riverside Park is located in the southeast part of town nestled against the Turkey River. Riverside Park has received many upgrades over the years and is used by the residents frequently. The ball field hosts summer little league games and is accessorized with dugouts, lights, a concession stand, and bleachers. The park also includes playground equipment, camping facilities, the Inwood Ballroom and an Antonin Dvorak Memorial, added in 1925.

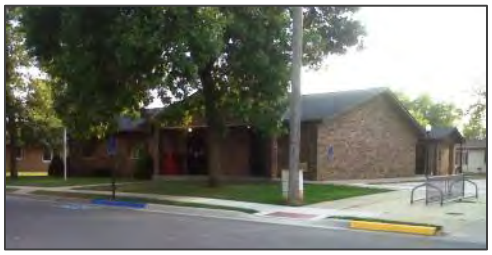
Schools

The City of Spillville is located in the South Winneshiek School District. Spillville children either attend the school campus located in Calmar or Ossian, depending on grade level. The CFS Catholic School has its grade K-3 campus in Spillville.

Library and Community Center

The Spillville Public Library is on Oak Street, adjoining the community center. The library was established in 1980. The library began in the old public school and was later moved to its current

location in 1986. Improvements were made to the building in 2002, doubling the size of the facility. The library serves the entire community and offers children's programming, adult education programs and computer instruction. The library has plans to develop a new large meeting room in the basement as it is now handicap accessible. There is playground equipment for community children on the library grounds.



Photograph 24: Spillville Library and Community Center
Source: (UERPC, 2012)

Public Facilities and Services Summary

Spillville's municipal facilities are in good condition. The library/ community center are well-maintained and well-used. Services are adequate for Spillville residents. The community would like to add additional recreational elements to the park, such as tennis courts, basketball hoops, skate-park and Frisbee golf.

Public Facilities and Services Goals, Strategies and Actions

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

Strategy 1.1: Replace, expand or construct facilities as needed by the community.

Action: Construct a shelter at the Mill.
Action: Install a chain link fence along property line (north blue section).

Public Infrastructure and Utilities

The city provides water, sewer, stormwater and recycling services to its residents. Other essential services, such as electricity, LP gas and communications are provided by other private or public entities. Electric utilities are available through Alliant Energy. Telephone and Internet services are provided by several private providers, although some residents felt that the internet options were very limited. The city's public works department operates the water and sewer systems. The city will need a new water tower during the life of this plan. In addition, ongoing maintenance of the existing water and sewer system will be a priority for budgeting for the city. The community is interested in the development of a renewable energy system with neighboring communities and will continue to learn more about this idea to determine its feasibility. A water study was completed by the community and the community will continue to implement the recommendations offered. A new sewer lagoon has been added to the system and the pumps are generator ready.

Public Infrastructure and Utilities Goals, Strategies and Actions

Goal 1: Community infrastructure is well-maintained and meets the needs of residents and businesses.

Strategy 1.1: Develop a plan to address sidewalk issues.

Action: Re-engage/support sidewalk committee.
Action: Research options for more funding for the 50/50 sidewalk incentive program.
Action: Determine cost effectiveness of city clearing sidewalks of snow.
Action: Enforce existing codes regarding snow removal equitably.

Goal 2: Utility systems are accessible, reliable and cost-effective.

Strategy 2.1: Ensure that costs reflect immediate and long-term needs of the system.

Action: Develop a capital improvement plan that includes new water tower.

Strategy 2.2: Promote the use of efficient, renewal and sustainable energy resources.

Action: Conduct feasibility study for wind/solar energy generation w/ neighboring community.

Goal 3: Intergovernmental and intra-governmental coordination is encouraged and supported.

Strategy 3.1: Encourage efficiency through collaborations.

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

Natural and Agricultural Resources

The City of Spillville is located in the midst of special natural resource assets. The Turkey River winds around the community and the surrounding scenic hills and are an attraction to visitors and community members. Capitalizing on the tourism the river and rolling hills bring is part of the community's development plan. When residents consider their natural resources, the community's park is a priority as a way to enjoy and preserve these assets. The city is seeking ways to promote their natural resources to outdoor recreation enthusiasts. Ideas from the public input sessions included connecting the existing Prairie Farmer Trail, Frisbee golf and further development of the campsite. Agricultural resources play a role in the community's economy and the local co-op brings much activity to town.

Natural and Agricultural Resource Goals, Strategies and Actions

Goal 1: Park facilities and services are well-maintained and accessible to the public.

Strategy 1.1: 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: Work together to support park facility development and recreational connectivity throughout neighboring jurisdictions.

Strategy 1.2: Ensure long term viability of public parks and recreational areas.

Action: Consider new installations for parks, like Frisbee golf, tennis courts, basketball hoops, playground, skate-park and campsite.

Goal 2: People will come to enjoy the natural resources and stay.

Strategy 2.1: Expand recreational opportunities.

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

Hazards

Winneshiek County Emergency Management provides services to the City of Spillville. The City has two outdoor warning systems that are automatically activated by the County's 911 dispatch center. Spillville utilizes the Winneshiek County Emergency Operations Plan and the Winneshiek County Recovery Plan. All city response personnel follow appropriate protocol and guidance. Winneshiek County contracts with the Northeast Iowa Response Group (NIRG), a specialized HAZMAT Team out of Waterloo, IA to provide incident response throughout the county. The community is also part of the Iowa Mutual Aid Compact (IMAC). The city has many areas prone to flooding and has a flood plain ordinance in effect. Figure 57 illustrates the flood plain area in Spillville.

Figure 57: Flood Plain, City of Spillville



Source: (The Schneider Corporation, 2013)

The City of Spillville performed a risk assessment of hazards that the community is vulnerable to during a hazard mitigation planning process in 2010. Communities can prepare for hazards by ensuring that residents have access to appropriately stocked shelters and that emergency equipment is in good condition and ready to respond. As part of the Winneshiek County MJ-4 Hazard Mitigation planning process, Spillville identified severe weather events as high priorities for mitigation planning.

The severe weather events that ranked as "high significance" for Spillville are severe winter storms, windstorms, tornados, and thunderstorms and lightning. Spillville is located in a region of the country susceptible to all these naturally occurring events. Tornados, and thunderstorms and lightning are more likely in the spring and summer months; windstorms can occur year-round as they are also associated

with winter weather events. All of these weather events have the potential to interrupt roadway access and cause injury, even death, to residents. Furthermore, homes, businesses, and other structures, as well as vehicles, are at risk for significant damage. (Upper Explorerland RPC, 2010)

Hazards Goals, Strategies and Actions

Goal 1: The vulnerability of the people and their property to the impacts of hazards is minimized.

Strategy 1.1: Maintain functions of facilities and services during power loss events.

Action: Relocate generator to the well house.
Action: Install power transfer switches where anyone can operate lagoon or fill tower.

Strategy 1.2: Provide early warning system of hazards.

Action: Purchase, update, and maintain water gauge equipment for water source monitoring during high water events.
Action: Purchase, install, and maintain warning siren equipment.

Strategy 1.3: Protect residents from severe weather elements.

Action: Construct FEMA-compliant storm shelter/Safe Room(s).

Goal 2: Critical facilities, infrastructure and other community assets are protected from the impacts of hazards.

Strategy 2.1: Reduce further damages from flood events.

Action: Purchase and maintain flood mitigation equipment.
Action: Contain river and creek waters inside designated boundaries.
Action: Purchase and install rip-rap along Turkey River.

Goal 3: The public is educated and aware of potential hazards and risk.

Strategy 3.1: Afford residents maximum protection for flooding events while providing opportunity for residents to purchase flood insurance.

Action: Continue the process to rejoin the National Flood Insurance Program (NFIP).

Goal 4: Communication among agencies and between agencies and the public is strengthened.

Strategy 4.1: Improve interagency communications.

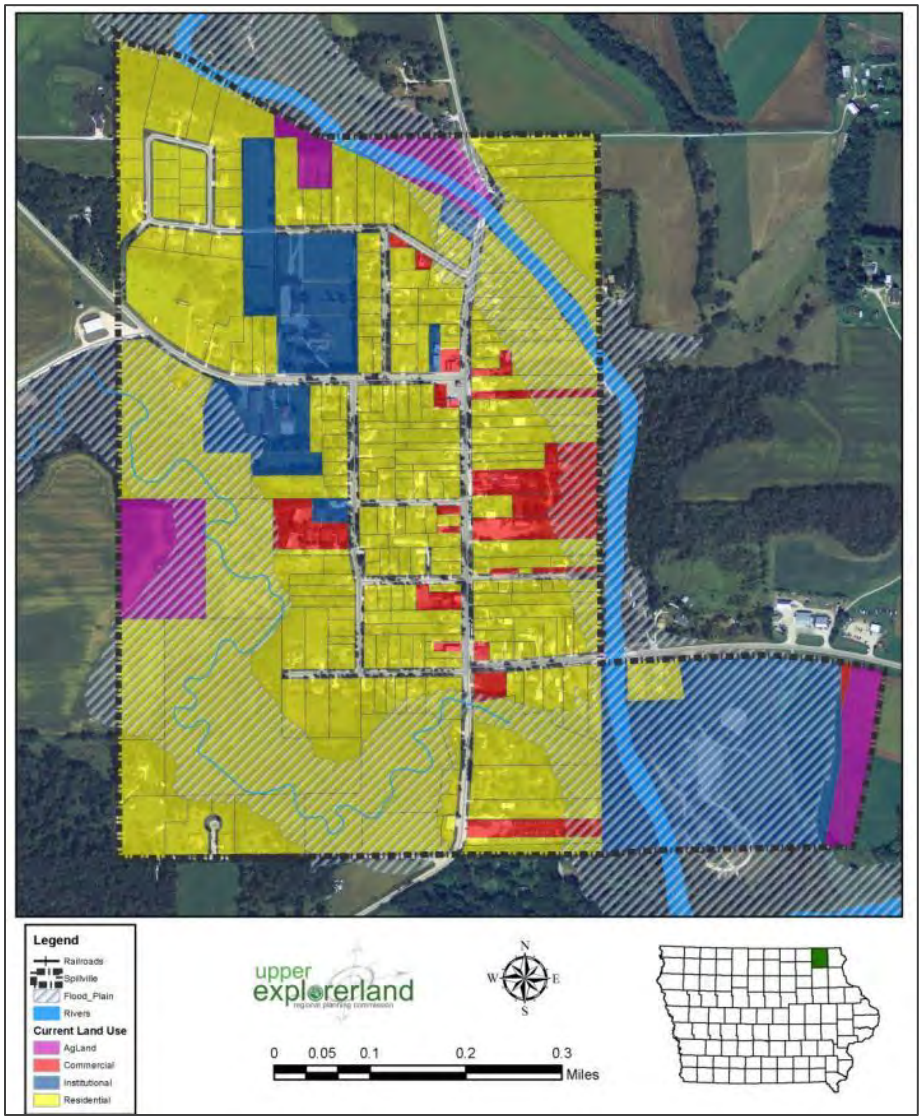
Action: Purchase and implement region-wide interagency portable mobile data.

Land Use

Current Land Use

The City of Spillville controls land use and protects community character through zoning and ordinances, including a floodplain ordinance. Figure 58 illustrates current land use within the community.

Figure 58: Current Land Use, Spillville



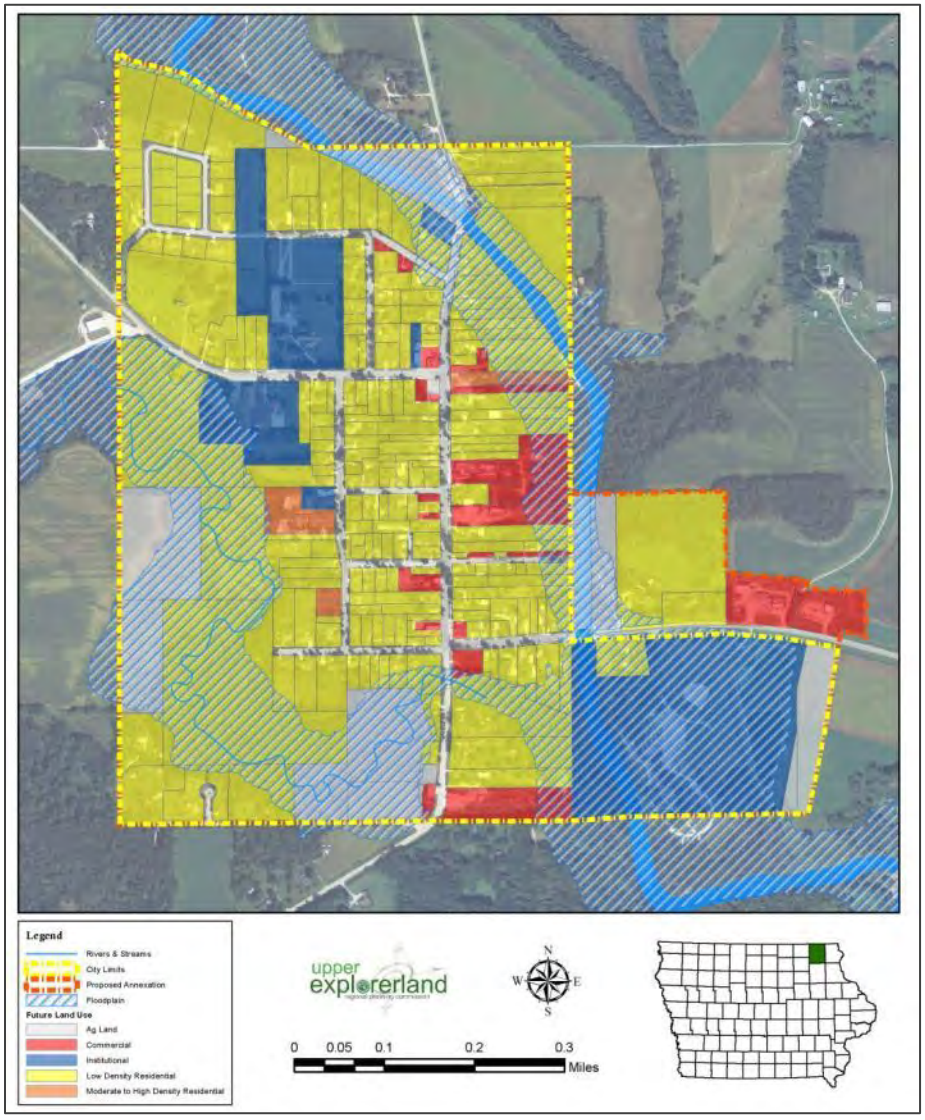
Source: (UERPC, 2012)

Future Land Use

Spillville's location surrounded by the river makes to barriers for development. The city has developed a Future Land Use Map (Figure 59) to guide decisions regarding future growth and development. The city expects to see future development to occur in areas out of the flood plain. Potential annexation growth could be considered to the east to capture areas across from the park. While the future land use map

designates how the city would like to utilize the land, a city's zoning ordinances and zoning map would 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 59: Future Land Use Map, Spillville



Source: (UERPC, 2012)

Land Use Goals, Strategies and Actions

Goal 1: Community is prepared when developers arrive.

Strategy 1.1: Development will be controlled and permitted with consideration to provision of, proximity to and accessibility to infrastructure and emergency management services.

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

CHAPTER 17: 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.

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. Winneshiek 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. Winneshiek 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. Ongoing concerns for the county and its communities, with shrinking populations, will include ensuring adequate public safety and infrastructure to meet the needs of all citizens.

CHAPTER 18: 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 Winneshiek 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.

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. Action plans are on file with each jurisdiction with the goals, strategies and actions as included in this document.

Time Frame

This category of the action plan 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

Winneshiek 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 Calmar, Castalia, Fort Atkinson, Ossian, Ridgeway and Spillville, 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.

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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 startup 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.

UDSA 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.

CITY OF DECORAH

COMPREHENSIVE PLAN

2012



Resolution No. 2486

A RESOLUTION ADOPTING THE DECORAH COMPREHENSIVE PLAN - 2012 (PLAN UPDATE)

WHEREAS, a public hearing was held on October 10, 2011 at 6:00 P.M. in Decorah Public Library on the proposed adoption of the Decorah Comprehensive Plan, hereinafter referred to as the Comprehensive Plan Update, and

WHEREAS, said plan is a policy document that considers the 13 Smart Planning elements such as; community's demographics, public facilities and utilities, land use, transportation, housing, natural and cultural resources, hazards, and implementation procedures, and

WHEREAS, an integral part of the plan is providing opportunities for public input in the Comprehensive Plan Update process, and

WHEREAS, the Decorah Planning and Zoning Commission has held 2 public input sessions on the Comprehensive Plan Update and has recommended it be approved, and

WHEREAS, the Comprehensive Plan Update has been subject of, or a discussion item on the agenda of, numerous public meetings, work-sessions, and presentations, and

WHEREAS, the Comprehensive Plan Update is a primary tool of the City Council, Planning and Zoning Commission, and City staff, and

WHEREAS, said plan is in the best interest of City, now therefore **BE IT HEREBY RESOLVED** that the Decorah City Council hereby approves and adopts the Decorah Comprehensive Plan Update as a replacement in its entirety to the existing Plan this 6TH day of February, 2012

Don Arendt, Mayor

ATTEST:

Wanda Hemesath, City Clerk

CITY OF DECORAH
COMPREHENSIVE PLAN 2012

Comprehensive Planning Committee

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INTRODUCTION



Background

The comprehensive planning process documented in this plan began in 2010 when all 8 incorporated communities in the county, as well as Winneshiek County, passed a resolution entering into an intergovernmental agreement for the purpose of developing and updating comprehensive plans. The City of Decorah has gone through the comprehensive planning process in the past, most recently with a plan completed in 1992.

In May 2011 graduate students from the University of Iowa School of Urban & Regional Planning presented a Smart Planning Principles document to the City of Decorah. This plan has been an invaluable resource for the Comprehensive Planning Committee. A copy of this plan is available for the public at City Hall and at Upper Explorerland Regional Planning Commission.

Public Participation

Public participation is an important part of the comprehensive planning process. For a plan to develop, decision makers need to hear ideas, thoughts, and opinions from their citizens and stakeholders.

In an effort to help guide the planning process, the Planning Commission held two input sessions, which were publicized two weeks in advance in the local paper and posted on community boards. The public was invited to review the plan and the maps and provide any input or comments for the planning commission to consider. Both input sessions were held on July 19th at Decorah City Hall. The two sessions were held at different times to accommodate work schedules of all citizens. The first input session was held from 11:00 a.m. to 1:00p.m. and the second was held from 5:00 p.m. to 6:30 p.m. Comments and photos from the public input sessions can be found in Appendix C.

Purpose of the Plan

The City of Decorah's Comprehensive Plan is intended to assist local officials and community members as they make future decisions regarding growth, management, and preservation of the community. Decorah's plan was developed under the guidance of Iowa Smart Planning Legislation SF 2389. The plan is broken down into 10 elements. These include:

- Issues and Opportunities
- Housing
- Transportation
- Utilities and Community Facilities
- Natural, Agricultural, and Cultural Resources
- Hazards
- Economic Development
- Intergovernmental Cooperation
- Land Use
- Implementation

Location

The City of Decorah is located in the center of Winneshiek County in Northeast Iowa near Minnesota and Wisconsin. The Upper Iowa River bisects the community on the east side, "original Decorah" from the community on the west side. In addition to being located on the Upper Iowa River, the City of Decorah is located on U.S. Highway 52 and Iowa Highway 9. Figure 1 shows an aerial photo of the Decorah area and Figure 2 illustrates the location of the city in relation to the county, region, and state.

History

Decorah was established as the county seat in 1851. The city was platted two years later in 1853. Decorah was named after Waukon-Decorah, a prominent Chief of the Winnebago Indian Tribe. Other Native American tribes that occupied the area were the Sauk, Fox, and Oneota.

Nine members of the William Day (1791-1860) family are credited with being the first settlers of Decorah, Iowa. History shows the Day family camped beside a spring, now known as Day Spring, and shortly began building. In March 1849, they were joined by the William Painter (1820-1902) family and by John Sutton Morse (1808-1887). It is stated that Day built the first Hotel, now known as Hotel Winneshiek, while Painter and Morse focused on milling in Decorah.

The railroad reached Decorah in 1869 and provided transportation for passengers and freight for nearly 100 years. Wagons and horse drawn coaches were the only other alternative for moving citizens and commercial goods. Railroad service ended in Decorah in February 1979.

Although the settlement began in 1849, Decorah was not incorporated as a city until 1871. The small settlement was designated the county seat in 1851 and the first county courthouse was built in 1857. In 1903 the court house was replaced with today's present building. The jail, located near the courthouse, was built in 1887.

The first plat of the city, what is now known as "Original Decorah," was made in 1856. West Decorah, or the settlement on the other side of the Upper Iowa River, was incorporated in 1878, and legally recognized by a legislative act in 1894. The two settlements, Decorah and West Decorah, did not merge into a single unit until 1902.

Education was important to the community and its settlers as well. The Norwegian Luther College, a private four year liberal arts school, was established in Decorah in 1862 with the purchase of 32 acres for the college. The first building on campus was built in 1865.

Figure 1: Aerial Photo of Decorah

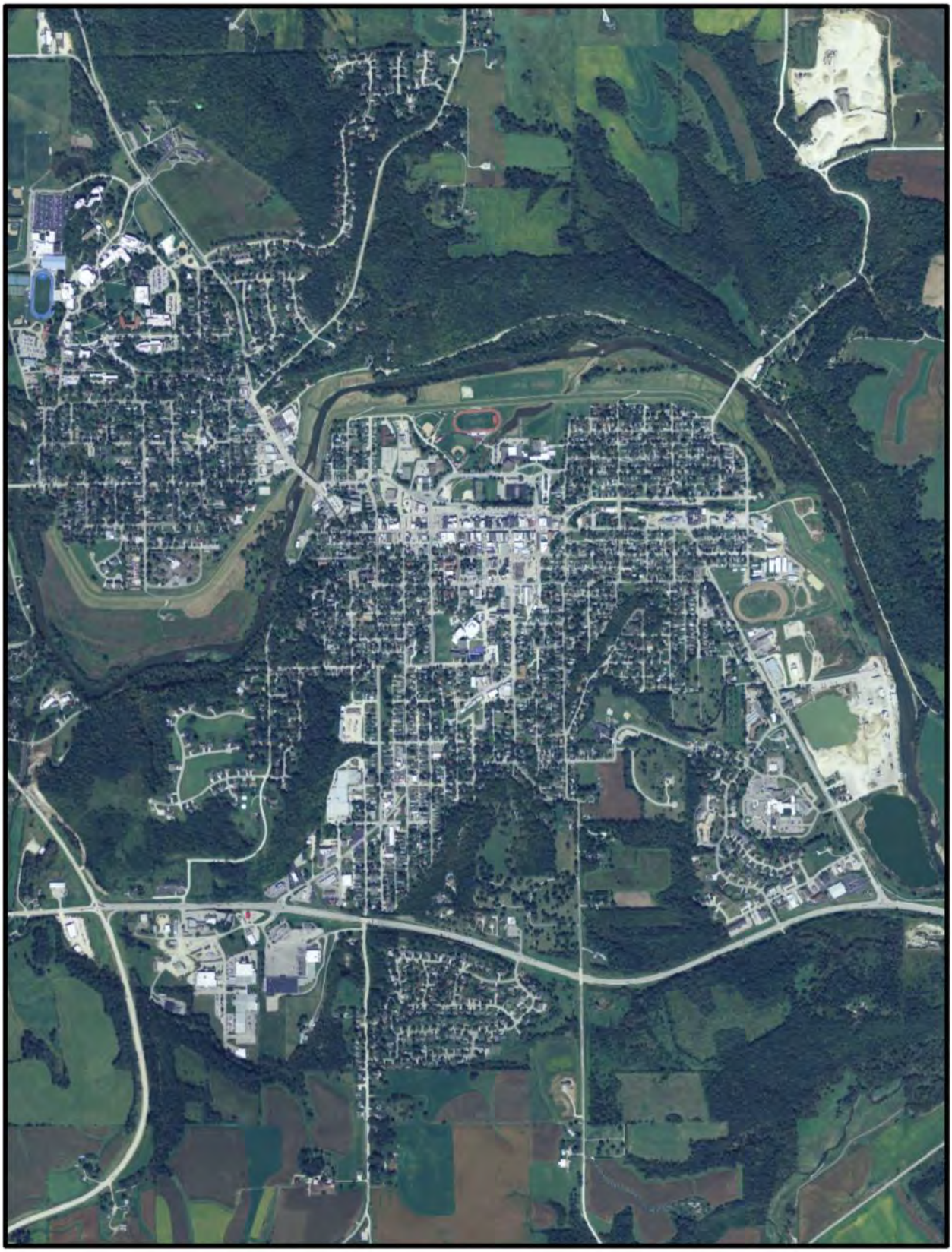
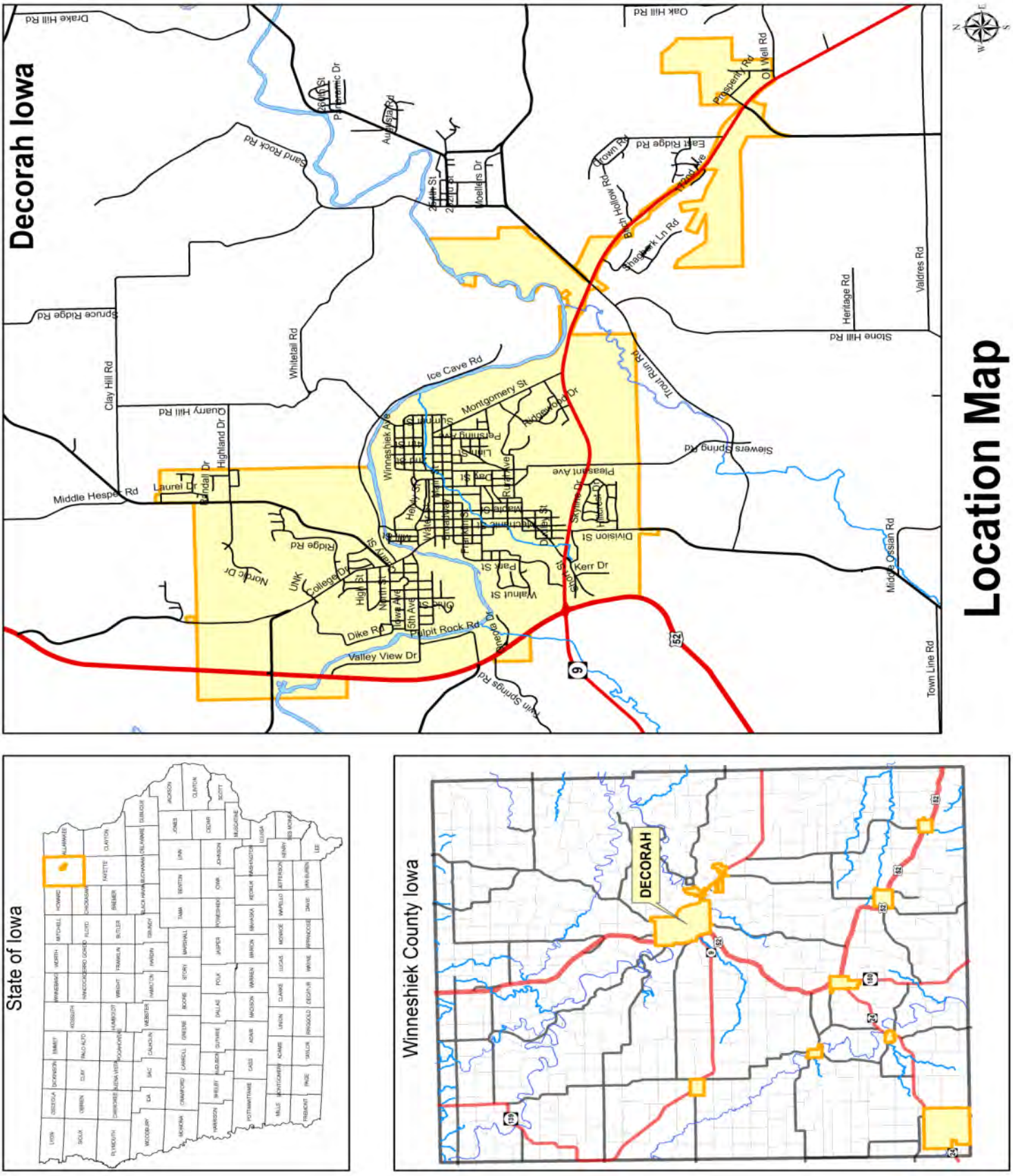


Figure 2: Location Map



CHAPTER 1: ISSUES & OPPORTUNITIES





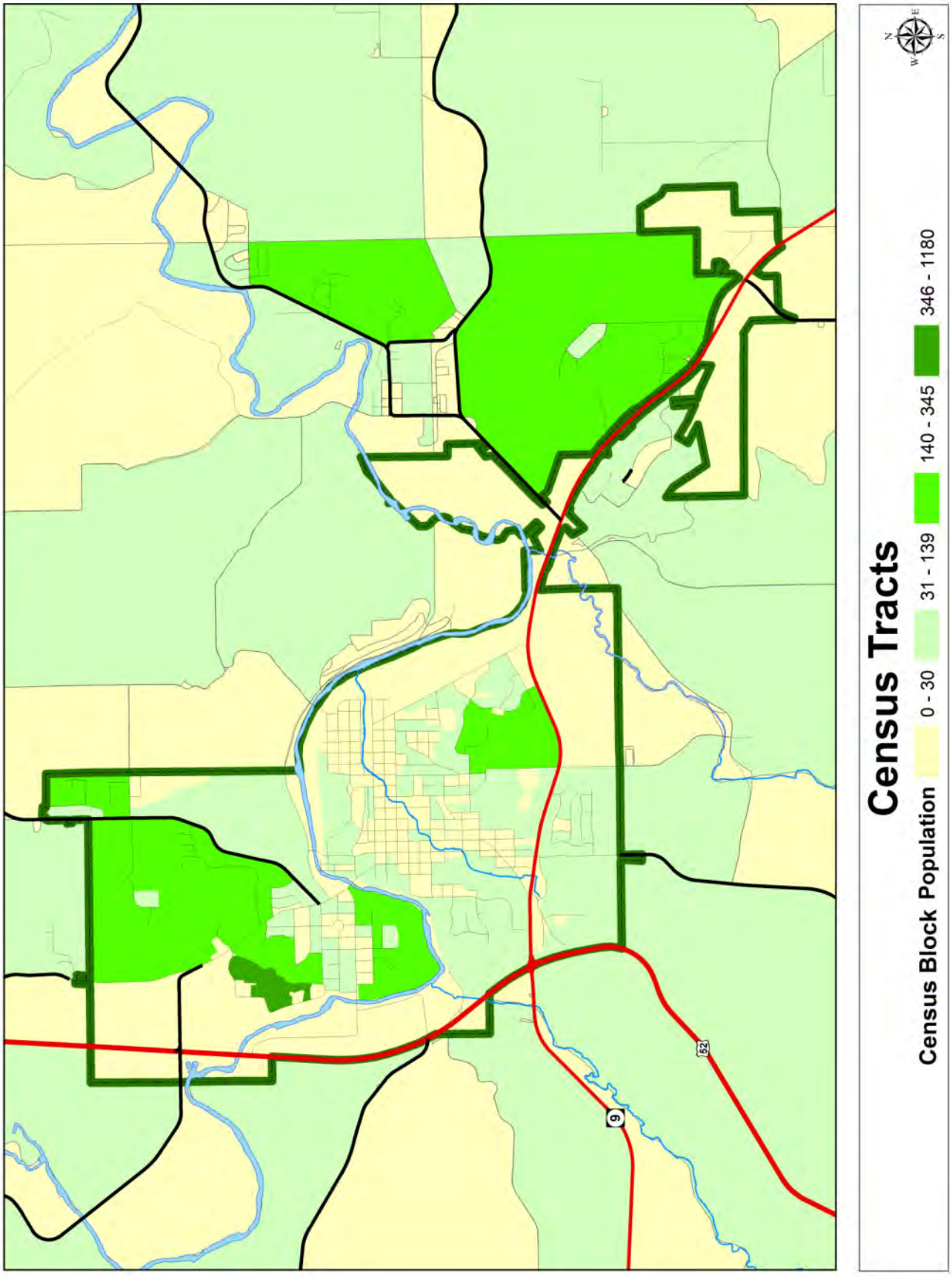
Photos above by Randy Uhl

1.1 Introduction

Development of Decorah's Comprehensive Plan begins with an overview of the community based on known information from the past to present and projections for the next 20 year planning horizon. This element gives an overview of demographic trends and background information including past, present, and future population; household and employment forecasts; demographic trends; age distribution; education and income levels; and employment characteristics.

All data prior to the year 2000 is from the U.S. Census, and some of the data after the year 2000 is also sourced from the Census. Recently the U.S. Census stopped using the long form and so the data available from the Census is less detailed than it was in the past. Therefore, we will transition to Community Survey Data which is compiled every 5 years and includes much of the data that had been on the long form of the Census. Community Survey Data is sample data and does not represent complete data for each household in the City of Decorah. Figure 3 shows the 2010 Census Tracts.

Figure 3: Census Tracts



1.2 Community Character

The City of Decorah exhibits a strong sense of place. The rugged limestone cliffs, abundant wildlife, clean streams and natural landscapes all add up to a scenic beauty that attracts many people who enjoy outdoor recreation, both passive and active. Another strong asset is the downtown business district, which showcases the vitality of the community and provides a gathering place that contributes to the city's identity. Decorah is home to varied architecture, and the eclectic mix adds visual interest and charm to the city. Other things that contribute to the character of Decorah are less tangible, like a strong work ethic, Norwegian heritage, and a close-knit community spirit. All these characteristics come together to define a community that is seen as a beautiful and healthy place to live, work, or visit.

1.3 Population Characteristics

The study of population within a Comprehensive Plan is important because it provides a statistical and historical profile of the community. This section of the Plan will provide a variety of information that describes demographic trends and projections compiled for the City of Decorah.

Population Trends

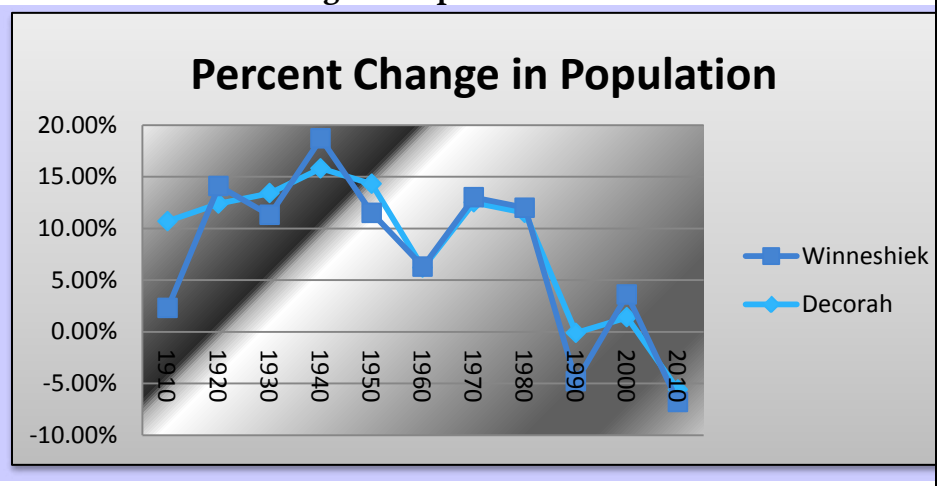
From 1900 to 1980, the City of Decorah's population had steadily risen. However, Decorah saw its population decrease in 1990 and 2010, and there was a minimal increase in 2000 as shown in Table 1.

Table 1: Historical Population Trends for the City of Decorah & Winneshiek County

Year	Decorah		Winneshiek County	
	Number	Percent Change	Number	Percent Change
1900	3,246	-	23,731	-
1910	3,592	10.70%	21,729	-8.40%
1920	4,039	12.40%	22,091	1.70%
1930	4,581	13.40%	21,630	-2.10%
1940	5,303	15.80%	22,263	2.90%
1950	6,060	14.30%	21,639	-2.80%
1960	6,435	6.20%	21,651	0.10%
1970	7,237	12.50%	21,758	0.50%
1980	8,068	11.50%	21,876	0.50%
1990	8,063	-0.10%	20,847	-4.70%
2000	8,172	1.40%	21,310	2.20%
2010	8,127	-5.6%	21,056	-1.20%

Source: U.S. Census Bureau

Chart 1: Percent Change in Population



Source: US Census

The chart to the left demonstrates the population changes in Decorah as compared to the County. It is of interest to note that in the last 60 years the county and city almost mirror each other in fluctuation, which may infer that Decorah's population change dramatically affects the county's population.

Table 2 shows the population figures for all of the incorporated communities in Winneshiek County, as well as for the total county and the State of Iowa. In general, this table indicates that half of the jurisdictions declined between 1970 and 1980 while the other half increased; All of the jurisdictions including the county and state declined between 1980 and 1990; some of the jurisdictions including the county and state grew between 1990 and 2000; and between 2000 and 2010 only one community increased in population while the rest, including the county, lost population.

Table 2: Population Trends of Selected Communities

Community	1970	1980	1990	2000	2010
Calmar	1,053	1,053	1,026	1,058	978
Castalia	210	188	177	175	173
Decorah	**7,237**	**8,068**	**8,063**	**8,172**	**8,127**
Fort Atkinson	339	374	367	389	349
Jackson Junction	106	94	87	60	58
Ossian	847	829	810	853	845
Ridgeway	218	308	295	293	315
Spillville	361	415	387	386	367
Winneshiek County	21,758	21,876	20,847	21,310	21,056
State of Iowa	2,825,368	2,913,808	2,776,755	2,926,324	3,046,355

Source: U.S. Census Bureau

Table 3 provides a detailed age breakdown of the city's population, as reported by the U.S. Census, and shows which age cohorts grew and which declined between 2000 and 2010. First, it is important to note that six cohorts increased and six cohorts decreased between the years shown. Second, the largest decrease was in the 35-44 age cohort, while the 55-64 age cohort experienced the greatest increase, both of which could be explained by the aging of the Baby Boomer generation. The largest age cohorts, 15-19 and 20-24, are a reflection of the impact Luther College has on the City of Decorah.

Table 3: Age Cohorts for the City of Decorah

Age Cohort (in years)	2000		2010		% Change
	Number	% of Total	Number	% of Total	
Less than 5	284	3.5	306	3.8	7.7
5-9	298	3.6	334	4.1	12
10-14	361	4.4	318	3.9	-11.9
15-19	1,180	14.4	1,127	13.9	4.5
20-24	1,669	20.4	1,679	20.7	.6
25-34	640	7.8	632	7.7	-1.3
35-44	814	10.0	622	7.7	-23.6
45-54	830	10.2	765	9.4	-7.8
55-64	560	3.3	821	10.1	46.6
65-74	623	7.6	585	7.2	-6.1
75-84	580	7.1	572	7	-1.4
85+	333	4.1	366	4.5	9.9
Total	**8,172**	**100.0**	**8,127**	**100.0**	**-5.5**

Sources: U.S. Census Bureau

Population Projections

Tables 4 & 5 provide population projections or estimates for the City of Decorah based on different scenarios. These projections were made using historical population trends as their basis, and by no means do these projections express an exact population figure for the years 2020 and 2030. An explanation of each of the types of projections follows.

Other factors such as life expectancy, birth and death rates, education, economy and war all affect growth, but for the sake of simplicity we used http://www.metamorphosisalpha.com/ias/population.php population calculator. The growth percentage was calculated using the Constant Annual Growth Rate (CAGR) formula =((End Value/Start Value)^(1/(Periods - 1)) – 1

Table 4: Population Projection A: Based on a Population of 15,000 people by 2020

Year	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Projection	8,647	9,200	9,789	10,415	11,082	11,791	12,546	13,349	14,203	15,112

Year	Projection
2011	8,159
2012	8,192
2013	8,224
2014	8,257
2015	8,290
2016	8,324
2017	8,357
2018	8,390
2019	8,424
2020	8,457
2021	8,491
2022	8,525
2023	8,559
2024	8,594
2025	8,628
2026	8,663
2027	8,697
2028	8,732
2029	8,767
2030	8,802

Table 4 above is calculated starting with Decorah's future land use needs estimate of 15,000 people by the year 2020. Using a constant annual growth rate, Decorah would need to average 6.4% population growth per year over the next 10 years to reach that estimate. However, the actual growth rate has been 0.4% for the past three decades. Table 5, to the left, shows the population estimates for Decorah using a 0.4% growth rate. The 15,000 in population is a projection showing high rates of growth which could result from both annexation and development.

Using an annual growth rate based on the last three decades which is 0.4%, Decorah is projected to reach a population of 8,802 by 2030.

Table 5: Population Projection B: Based on the Growth Rate of the Previous 30 Years

CHAPTER 2: HOUSING







2.1 Introduction

Housing Characteristics are related to the social and economic conditions of a community's residents and are an important element of a comprehensive plan. Information in this element will provide data about the current housing stock, as well as identify significant changes in the number of housing units and other housing characteristics. The ability of a community to provide an adequate housing supply for all persons and income levels is key to its economic prosperity and the well-being of its inhabitants.

2.2 Existing Housing Characteristics

Occupancy Characteristics

In addition to reviewing population statistics, a Comprehensive Plan should review pertinent housing data as well. As is the case in most Iowa communities, the predominant type of housing unit in Decorah is the single-family home. Table 6 on the following page provides general housing information from the 1990, 2000, and 2010 Censuses. It is important to note that while the number of housing units, occupied and vacant, rose between 1980 and 2000, the number of persons per housing unit declined in all these years.

Table 6: General Housing Information for the City of Decorah

	1990	2000	2010
Total Persons	8,063	8,172	8,127
Total Housing Units	2,836	2,968	3,121
Occupied	2,702	2,819	2,855
Vacant	134	149	266
Persons Per Housing	2.8	2.8	2.6
Number of Households	2,702	2,819	2,855
Number of Families	1,646	1,563	1,527

Source: U.S. Census Bureau

Table 7 provides a comparison of the total number of housing units between the same selected communities that were shown in Table 2. In reviewing this information, it is important to note that Decorah experienced the largest increase in the number of housing units between 2000 and 2010 which was 153 units. In addition, all but one community reported increases in the number of housing units in that same time period.

Table 7: Number of Housing Units in Selected Communities

Community	1990	2000	2010
Calmar	438	482	492
Castalia	83	81	84
Decorah	**2,836**	**2,968**	**3,121**
Fort Atkinson	166	169	170
Jackson Junction	32	24	23
Ossian	333	350	360
Ridgeway	127	137	147
Spillville	179	184	182
Winneshiek County	7,726	8,208	8,721
State of Iowa	1,143,669	1,232,511	1,336,417

Sources: U.S. Census Bureau; American Community Survey (sample data)

As for the number of rental units, Table 8 shows this information for selected jurisdictions. Between 1990 and 2000, Decorah reported a slight increase of 3 rental units. However, between 2000 and 2010, the city reported an increase of 37 rental units. As is shown, not all of the other jurisdictions reported the same trends during this same time period.

Table 8: Number of Rental Occupied Units for Selected Communities

Community	1990	2000	*2010
Calmar	106	138	113
Castalia	16	20	7
Decorah	**1,025**	**1,028**	**1,065**
Fort Atkinson	30	33	22
Jackson Junction	13	5	9
Ossian	72	66	61
Ridgeway	40	34	84
Spillville	35	31	26
Winneshiek County	2,103	2,047	1,860
State of Iowa	318,948	317,857	304,318

Sources: U.S. Census Bureau; * American Community Survey (sample data)

Median rental rates for selected communities are shown in Table 9. Specifically, the table shows that each of the selected jurisdictions, including Decorah, reported significant increases in their median rents between 1990, 2000, and 2010. The fact that the rentals rates have increased so dramatically, coupled with the fact that the number of rental units have also increased in Decorah, may indicate a demand for rental units in the city.

Table 9: Median Rent for Selected Communities

Community	1990	2000	*2010
Calmar	$256	$341	$492
Castalia	$225	$325	$131
Decorah	**$292**	**$410**	**$512**
Fort Atkinson	$288	$370	$667
Jackson Junction	$213	$325	$663
Ossian	$277	$339	$297
Ridgeway	$229	$270	$414
Spillville	$210	$238	$318
Winneshiek County	$276	$389	$499
State of Iowa	**$259**	**$470**	$607

Sources: U.S. Census Bureau; * American Community Survey (sample data)

Housing Permits Issued

Table 10 provides a breakdown of building permits issued by the city over the last decade. Building permits are issued for the buildings themselves, and total units indicate the number of living quarters within those buildings.

Table 10: Building Permits

Type of Housing	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Single Family	21	15	12	10	21	19	13	11	5	5	2
Two Family	1	0	1	4	2	1	2	0	0	0	0
Three or Four Family	0	2	1	0	1	0	0	0	0	0	0
Five or more Family	1	0	1	0	0	0	0	0	0	0	1
Total units	29	23	35	18	29	21	17	11	5	5	10

Residential Construction

The chart below shows the number of residences built in Decorah each year from 2000-2010. A housing boom is evident in the middle of the decade, with construction tapering off in more recent years.

Chart 2: Residential Construction in Decorah



Source: Winneshiek County Assessor

Home Value Characteristics

A breakdown of the 2000 and 2010 housing unit values for the city are shown in Table 11. In analyzing this information, the number of housing units in Decorah decreased 59 units between 2000 and 2010. Specifically, the number of units valued at under $50,000 - $99,999 has declined dramatically between 2000 and 2010. Conversely, the number of units valued between $100,000 -$299,999 increased significantly between the two dates shown.

Table 11: Value of Owner-Occupied Single Family Dwelling Units in Decorah

Unit Value Ranges	2000		*2010	
	Number	Percent	Number	Percent
Less than	99	6.1	31	2.0
50,000-99,999	778	48.3	328	21.1
100,000-149,999	443	27.5	566	36.5
150,000-199,999	198	12.3	322	20.7
200,000-299,999	82	5.1	233	15
300,000-499,999	2	0.1	64	4.1
500,000 or more	9	0.6	8	.5
Total	**1,611**	**100.0**	**1,552**	**100.0**

Sources: U.S. Census Bureau; * American Community Survey (sample data)

In addition the value of the units provides understanding of a community's housing stock and affordability. As in previous tables, Table 12 selects certain jurisdictions and compares their housing values. Decorah had the highest median housing value of the communities shown in 1990, and 2010. It is also important to underscore the fact that all but one of the communities' values increased between 1990, 2000 and 2010.

Table 12: Median Value of Specified Owner Occupied Units in Selected Communities

Community	1990	2000	*2010
Calmar	39,800	67,800	101,100
Castalia	25,800	39,600	78,600
Decorah	**58,000**	**96,000**	**138,700**
Fort Atkinson	38,100	70,300	72,900
Jackson Junction	23,800	101,800	67,900
Ossian	38,500	68,300	102,400
Ridgeway	31,800	55,800	89,100
Spillville	29,600	61,100	94,100
Winneshiek County	50,900	86,000	143,500
State of Iowa	45,500	82,500	115,800

Sources: U.S. Census Bureau; * American Community Survey (sample data)

Housing Age Characteristics

One factor that may provide insight into a community's housing stock is the actual age of the existing units. Table 13 and Chart C show the age, in Census-defined age categories, of existing housing units for Decorah, Winneshiek County, and the State of Iowa. Decorah has a slightly smaller percentage of houses built before 1940 than does Winneshiek County. Conversely, the city has a higher percentage of units that were constructed between 1940 and 1989.

Table 13: Age of Housing Units in 2010

Year Unit was Built	*Decorah		Winneshiek County Percent	State of Iowa Percent
	Number	Percent		
2005 – later	70	2.4	2.5	2.4
2000-2004	207	7.1	7.3	6.6
1990-1999	239	8.2	10.9	11
1980-1989	165	5.7	6.9	7.6
1970-1979	420	14.5	13.4	15.5
1960-1969	232	8.0	5.7	10.6
1950-1959	289	9.9	7.1	11.2
1940-1949	153	5.3	4.0	6.4
1939 - earlier	1,131	38.9	42.3	28.9
Total	2,906	100.0	100.0	100.0

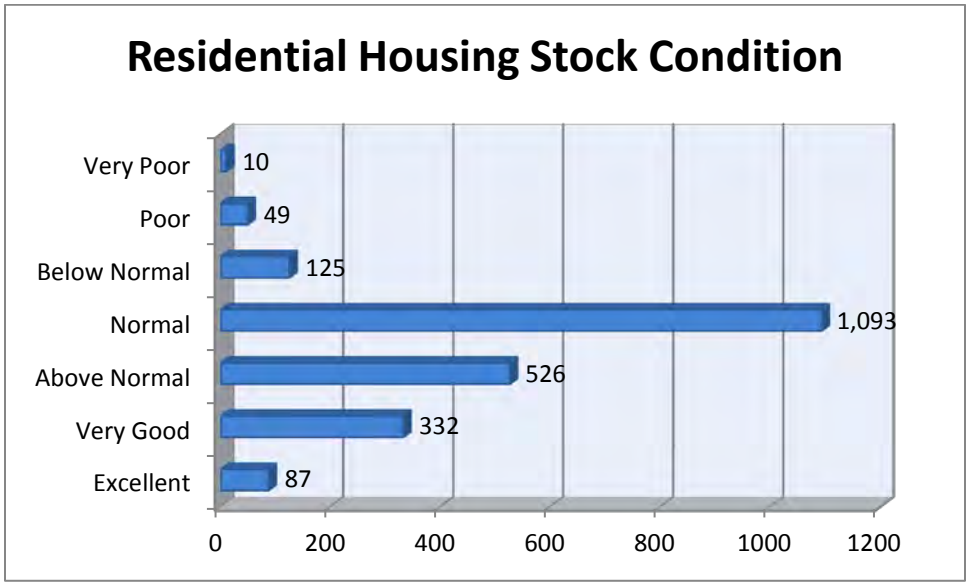
Sources: U.S. Census Bureau; * American Community Survey (sample data)

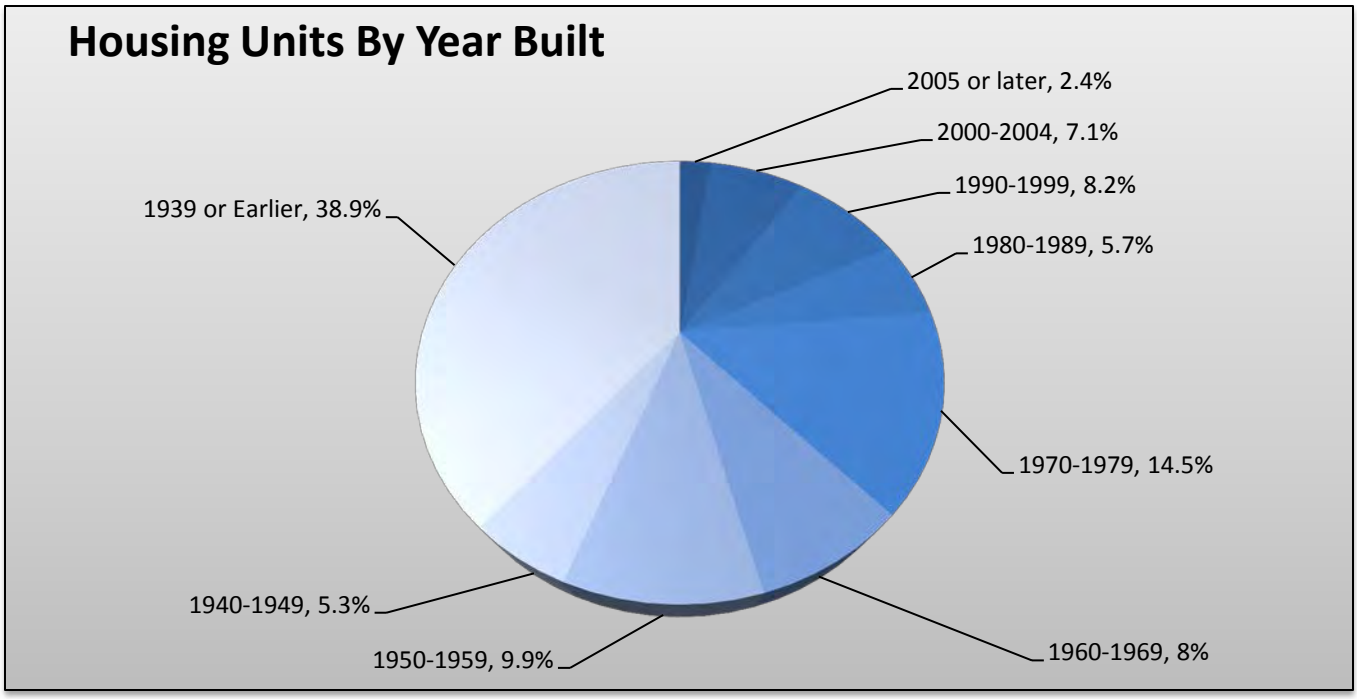
Chart 3: Housing Units by Year Built

Structural Characteristics

Decorah has 2,222 assessed residential properties (12 of those have no structure on the property). Chart D shows the condition of residential housing in Decorah as determined by the Winneshiek County Assessor. While most residences are in normal condition or better, 184 properties do not meet the minimum standards for normal condition of a residential structure.

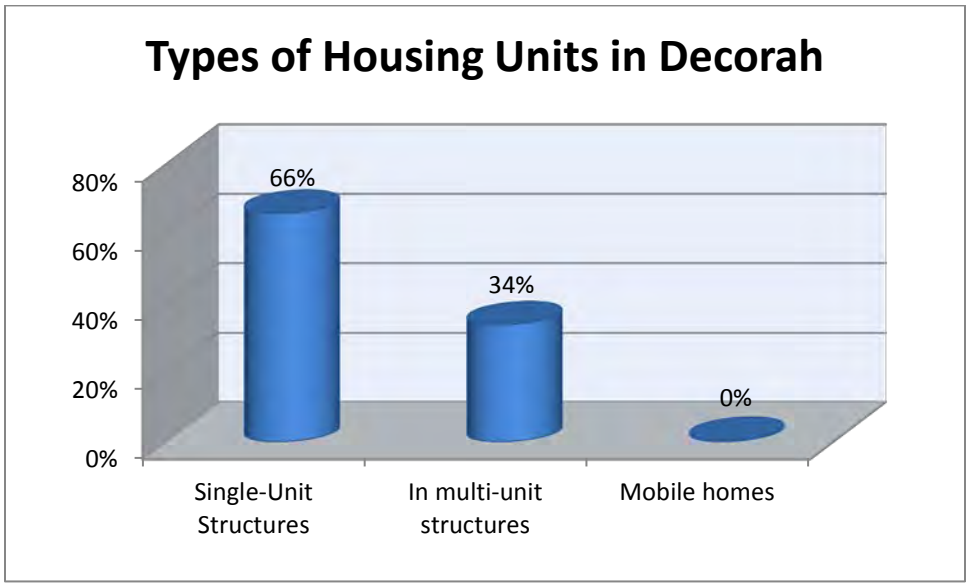
Chart 4: Residential Housing Stock Condition





Source: Winneshiek County Assessor

Chart 5: Types of Housing Units in Decorah



Source: Community Survey (sample data) and U.S. Census Bureau

Using the community survey data, Decorah has roughly 2,900 housing units, 10 percent of which were vacant. Of the total housing units, 66 percent are single-unit structures, 34 percent are multi-unit structures, and less than 0.5 percent are mobile homes, as shown in Chart E.

2.3 Projected Housing Characteristics

Tables 14 &15 show the number of housing units that would be necessary to accommodate the population projections as calculated in Tables 4 & 5. The figures in Tables 14 &15 were determined by dividing the population projections in Table 4 by the persons per housing unit ratio of 2.6, which is documented in Table 6. In order to estimate the demand for future housing units in the community, it should be noted that there were 3,121 housing units reported by the Census Bureau in 2010. In addition to assuming that the persons per housing unit ratio (2.6) is suitable for making projections, this study also assumes that the figures in Tables 14 &15 are not affected by vacancy rates and that all of the units existing in 2010 are safe, habitable structures.

Table 14: Housing Unit Projections for the City of Decorah

Year	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Population Projection	8,647	9,200	9,789	10,415	11,082	11,791	12,546	13,349	14,203	15,112
Housing Projection	3,326	3,538	3,765	4,005	4,262	4,535	4,825	5,134	5,463	5,812

Based on a Estimation of 15,000 people by 2020

Table 15: Population and Housing Projections to 2030

Year	Population Projection	Housing Projection
2011	8,159	3,138
2012	8,192	3,150
2013	8,224	3,163
2014	8,257	3,176
2015	8,290	3,188
2016	8,324	3,202
2017	8,357	3,214
2018	8,390	3,227
2019	8,424	3,240
2020	8,457	3,253
2021	8,491	3,266
2022	8,525	3,279
2023	8,559	3,292
2024	8,594	3,305
2025	8,628	3,318
2026	8,663	3,332
2027	8,697	3,345
2028	8,732	3,358
2029	8,767	3,372
2030	8,802	3,385

Based on the Growth Rate of the Previous 30 Years

2.4 Housing Programs

The City of Decorah utilizes several federal and state housing programs to serve its residents.

Section 8 Rental Assistance is HUD's federally funded program to provide rental assistance to low-income families to secure decent, safe, sanitary, and affordable housing in a non-discriminatory manner from the private rental market.

Homeless Assistance is provided through the Emergency Shelter Operating Grant and the Community Services Block Grant. This program provides cash assistance for rent, deposits and utilities. This program is administered through local Family Service offices.

Future Development
Northeast Iowa Community Action Corporation (NEICAC) Housing is currently developing housing resources in all seven counties they serve. Their newest endeavor involved creating housing advisory committees in each county. These committee findings will be used to determine what is missing as part of each county's affordable housing scenario. NEICAC's Board of Directors will then evaluate these findings to guide the Housing program towards its next project.

NEICAC Rent to Own
These are three bedroom homes that are rented for one-three years by a first-time homebuyer family who meets the program's income guidelines. These homes are being built for families who are at an income level that does not exceed 60% of the local average monthly income (AMI). Then, after taking the required Homebuyer Education Classes, the renter can buy the home for about half the cost of construction. The construction cost for one of these homes is about $140,000.

Homeless Prevention and Rapid Re-Housing Program (HPRP)
Homeless Prevention and Rapid Re-Housing Program (HPRP) provides assistance to those individuals that without this assistance would be homeless. To qualify, household income must be 50% or less of the average median income for the county. Income is determined at current monthly gross income projected forward for 12 months. An application may be made through a Family Service office.

Low Income Home Energy Assistance Program (LIHEAP)
LIHEAP is designed to aid qualifying low-income Iowa households (homeowners and renters) in the payment of a portion of their residential heating costs for the winter heating season, to encourage regular utility payments, to promote energy awareness and to encourage reduction of energy usage through energy efficiency, client education, and weatherization. All clients applying for this program will simultaneously be making an application for weatherization assistance as required by state law.

Northeast Iowa Regional Housing Trust Fund
The Trust fund allows the region to secure necessary resources and funding to address low income housing needs that are currently unassisted. Specifically, the Northeast Iowa Regional Housing Trust Fund is being formed to assist residents in the four-county region with incomes less than 80% of Iowa Statewide Median Family Income (MFI)

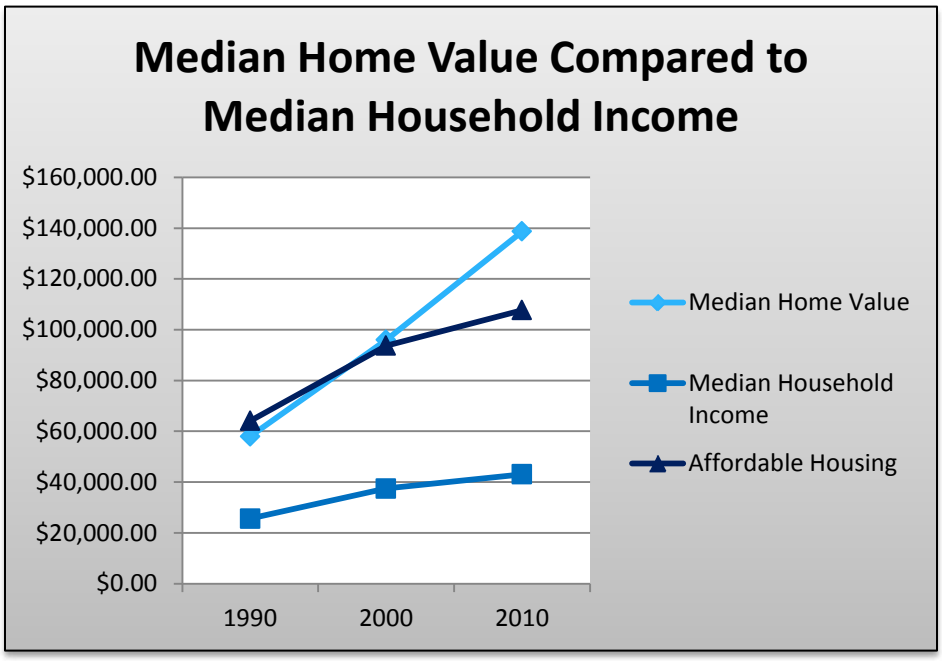
Weatherization Assistance Program
The Weatherization Assistance Program (WAP) provides many northeast Iowans with the means to remain in their homes in safety, comfort, and affordability. Services include a cost effectiveness energy audit, air leakage checks, insulation, and all combustion appliances inspection for repair and/or replacement. NEICAC's own crews provide all but appliance and furnace repair services.

2.5 Affordable and Accessible Housing

Public affordable housing

Northeast Iowa Community Action Corporation which is housed in Decorah maintains two apartment complexes and one duplex specifically dedicated as affordable housing. The first apartment complex is Washington Court, a 16-unit senior apartment facility, built in 1998. This complex is a Low Income Tax Credit Housing development that caters to senior residents 55 years or older who meet certain income guidelines. The second apartment complex is Woolen Mill Apartments, a 15-unit multi-family project. This property is a renovated historical building in downtown Decorah and was opened in 2002. Current and potential tenants must meet certain income guidelines to be eligible. Ridgewood Duplex was built in 2006 and is a four unit duplex that is completely handicapped accessible and has on-site 24 hour/7 day a week support service.

Chart 6: Median Home Value Compared to Median Household Income



The chart to the left identifies median home value and median household income. The definition of affordable housing is no more than 2.5 to 3 times your annual median household income (See Table 16); Decorah is at 3.2 times the median household income. This places Decorah in the moderately unaffordable range.

Source: Community Survey (sample data) and U.S. Census Bureau

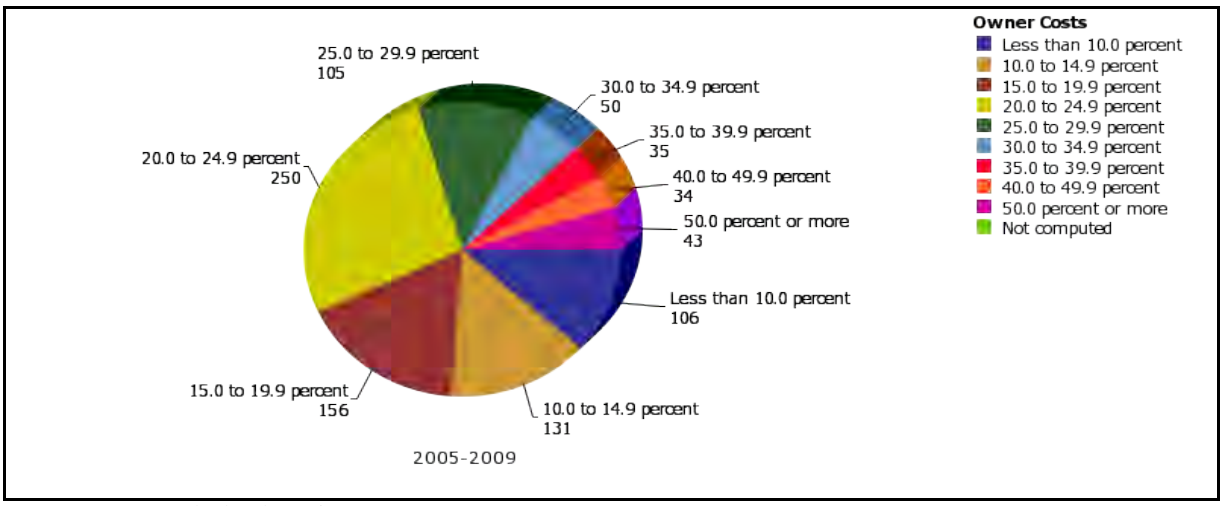
	1990	2000	2010
Median Home Value	$58,000.00	$96,000.00	$138,700.00
Median Household Income	$25,660.00	$37,485.00	$43,099.00
Affordable Housing	$64,150.00	$93,712.00	$129,297.00

Table 16: Housing Affordability Ratings Housing Affordability Ratings

Severely Unaffordable	5.1 or more
Seriously Unaffordable	4.1 - 5.0
Moderately Unaffordable	3.1 - 4.0
Affordable	3.0 or less

Source: Demographia

Chart 7: Monthly Owner Cost as a Percentage of Household Income



Source: Data and Pie chart from Iowa Data Center

Affordable housing can also be defined by the generally accepted definition of affordability being a household paying no more than 30 percent of its annual income on housing. Families who pay more than 30 percent of their income for housing are considered cost burdened and may have difficulty affording necessities such as food, clothing, transportation and medical care. Using the data above; of the 910 sample size, roughly 748 or 82% of Decorah residents have affordable housing.

http://www.hud.gov/offices/cpd/affordablehousing/

Residential Sales Trends

The data on the following page shows residential sales trends over the past 10 years. The City of Decorah, along with the United States in general, experienced a rapid increase in both the sales price and volume of sales beginning in 2000 and peaking in 2006. This was followed by a rapid decrease in the number of sales, reaching a low for Decorah in 2009. It is interesting to note that the average sales price decreased slightly between 2006 and 2007 and more significantly between 2008 and 2009. The average sales price in 2010 was almost 1.4 times higher than the year 2000, and it appears a recovery from the housing crisis began in 2009.

Table 17: Residential Sales Trends

Chart 8: Residential ARMS Length Transactions

Chart 9: Residential Average Sale Price

DECORAH RESIDENTIAL
SALES TREND - YEARS: 2000-2010

	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
# OF SALES	116	121	101	120	105	112	142	113	86	66	82
AVERAGE SALE PRICE	$ 99,780	$ 108,580	$ 110,540	$ 115,140	$ 119,040	$ 134,280	$ 137,680	$ 137,270	$ 143,980	$ 136,460	$ 139,560





Source: Winneshiek County Assessor

2. 6 Housing Summary

The City of Decorah generally has an adequate supply of well-maintained dwellings to house its citizens. There are indications that homes in Decorah are just entering the moderately unaffordable range, with home sale prices and rent increases outpacing any increases in income. More diversity in housing types and more affordable housing are issues the city will work toward improving.

2.7 Housing Policies

- A variety in the type of housing construction should be encouraged and supported to meet the housing needs of the population. The housing mix should reflect anticipated trends to higher density development, and demands for affordable housing, while being compatible with existing residential density and development. Housing types may include apartments, townhouses, and single family dwellings, including manufactured housing and mobile homes.

- Any development in and around areas of the city meeting the criteria as a "historically significant area" should recognize and preserve the historic setting, architecture character and architectural design characteristics of the buildings and area of the city.
  a. The committee should define and develop identification criteria for what is "*historically significant areas*" and define "*and around*" with community's input during ordinance development.

- Abatement of air and noise pollution will be encouraged in residential areas.

- Appropriate buffering should be provided between residential and other land uses.

CHAPTER 3: TRANSPORTATION






Photos 2 and 4 above by Randy Uhl

3.1 Introduction

The transportation network is the backbone upon which a community bases its economy; access to resources and connection to other communities form a critical link to continued development and growth. Maintenance and repair, in addition to periodic additions and enhancement of this system, are essential for preserving connectivity for county residents, visitors, and businesses. Keeping pace with changes in transportation trends and network use is also essential to anticipate needed improvements and potential additions to the transportation network.

3.2 Inventory of Existing Transportation Facilities

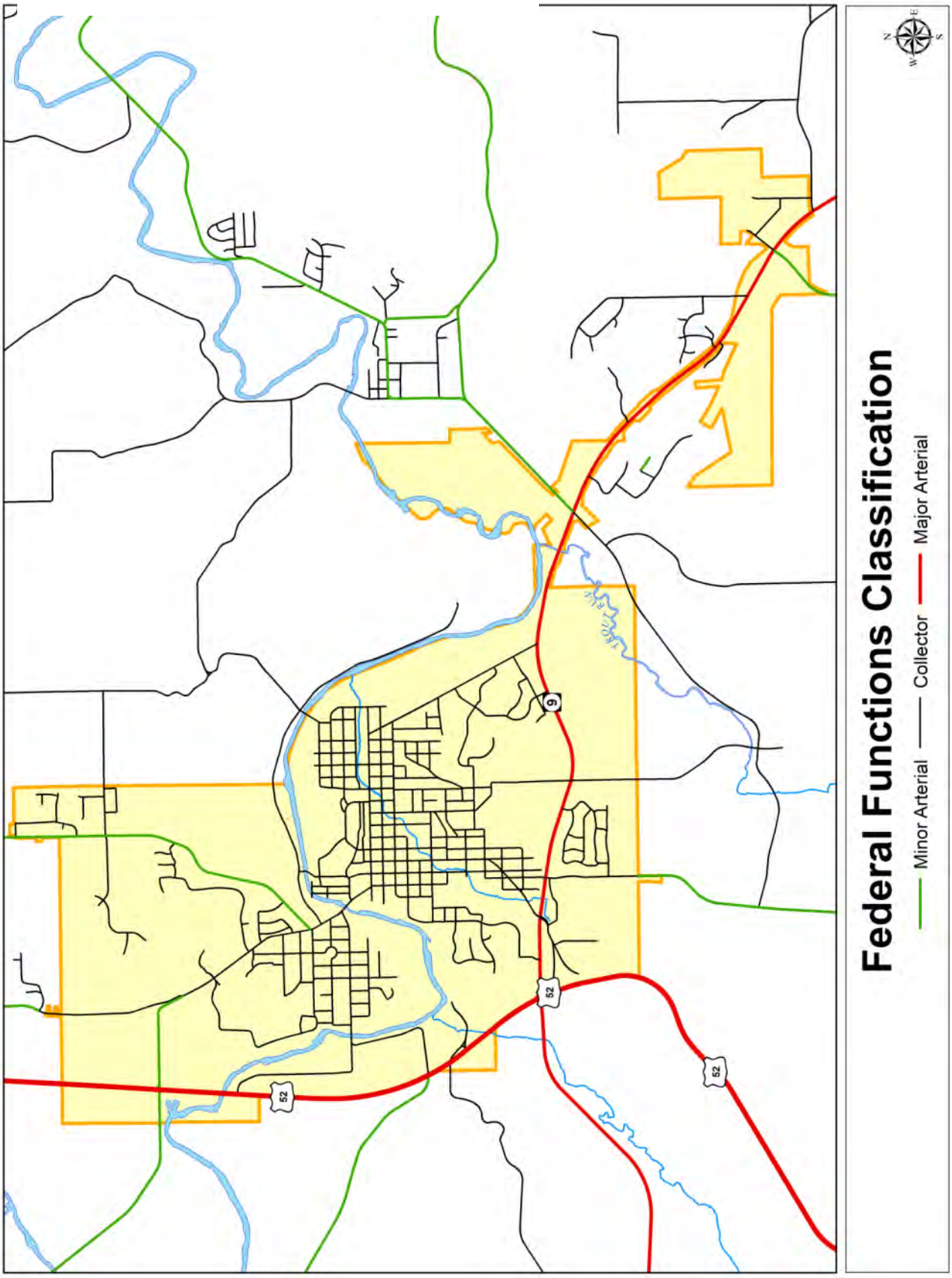
Transportation facilities in the City of Decorah are basic facilities ranging from city roads to state highways, as well as a trails and sidewalks. Residents of Decorah rely on personal vehicles to meet most of their transportation needs. Decorah offers a fairly extensive trail and sidewalk system for a community of its size, giving residents safe access throughout the community. Other modes of transportation include private taxi service and a transit service provided by Northeast Iowa Community Action.

3.3 Functional Classification System

Chapter 306 of the Code of Iowa provides for the functional classification of all highways, roads, and streets in the state into categories according to the character of service they provide. The classification of streets and roads in each county is periodically updated to be current with city boundary changes and the function of the streets. The classification system serves as a basis for determining future priorities, funds distribution, and jurisdiction over the various highway, roads, and streets in the state.

Municipal streets are classified into three categories: the municipal arterial system, the municipal collector system, and the municipal service system. Municipal streets that provide continuity to the state primary and county secondary road systems are classified as extensions to these systems. These range from freeway-expressway, arterial, and arterial connectors to trunk and trunk collectors. Figure 4 shows the functional classification of streets and roads in the city and the planning area, as provided by the Iowa Department of Transportation (IDOT).

Figure 4: Federal Functions Classification



The freeway-expressway system includes those roads that connect and serve major urban and regional areas with high volume and long-distance traffic movements. There are no roads in the county or the city classified as part of the freeway-expressway system. The nearest freeway-expressway roads are I- 90 (54 miles), I-380 (82 miles) and I-35 (87 miles).

The arterial system includes those roads which connect minor arterials (arterial connectors) to the freeway-expressway system and serve long-distance movements of traffic. Minor arterials or arterial connectors include streets and roads which serve as major traffic carriers for short distances, providing connections to the arterial and freeway-expressway system. Highway 9 and 52, and Highway 150 located further to the south, are classified as part of the arterial system.

The trunk system includes county roads that serve principal traffic generators and connect such areas to other trunk roads and to the arterial and freeway-expressway systems. Trunk extensions in the city include Short Street, Mechanic Street, Locust Road, Water Street, Division Street, and segments of Pole Line Road, and College Drive. These streets function as a trunk extension of County Road W38. Other trunk roads in the planning area include County Roads W30 and A34 west of the city, and County Road W42 southeast of the city.

Several streets in the city have been designated as municipal arterials. These streets serve the principal local traffic generators and connect such areas to other municipal arterials and the primary road system. Municipal arterials include Montgomery Street, Water Street, Fifth Avenue, Pulpit Rock Road, Pole Line Road, Locust Road, Mechanic Street, Short Street, and College Drive.

The municipal collectors in the city and trunk collectors in the rural areas collect traffic from the local service streets and roads and connect to the arterial streets systems. As indicated in Figure 4, several north-south and east-west streets in the city are classified as collectors. County Road W38 located south of Decorah is classified as a trunk collector. County Roads W38, A52, and A64 serving the Freeport community are also classified as trunk collectors which collect and feed traffic to Highway 9.

The principal east-west municipal collectors in Decorah include Broadway Street, Railroad Avenue, and Pearl Street. The principal north-south municipal collectors are Washington Street, Division Street, College Drive, Pleasant Avenue, A52 (Old Stage Road), and Ravine Street. The remaining streets are classified as local service streets that provide access to adjoining properties and connect to the collector and arterial street systems.

3.4 Traffic Volumes

Traffic counts made by the IDOT in 2009 indicate that the most heavily traveled street in Decorah is Montgomery Street. The traffic volumes on this street varied from 9,700 at IA Highway 9 to 11,000 vehicles per day in the block located directly south of the intersection with E. Main Street. The principal arterial in Decorah is Highway 9, which according to the 2009 IDOT traffic counts, had average daily traffic volumes between 14,100 and 6,100 vehicles per day in the segment between the west corporate limits and Old Stage Road intersection. U.S. Highway 52 had average traffic volumes of almost 4,800 vehicles per day south of the intersection with Highway 9. Segments of Water Street and College Drive had traffic volumes of 7,700 and 10,100 vehicles per day respectively. Mechanic Street/Short Street had a high traffic volume of 8,300 vehicles per day. Other streets with relatively high traffic volumes include Fifth Avenue with 2,500 vehicles per day, Broadway Street with 4,300 vehicles per day, and Division Street with 1,910 vehicles per day.

Significant traffic count and pattern changes since the 1989 counts are primarily due to commercial development changes east of town. This has resulted in decreased traffic counts in the southwest area of Decorah, although the Short Street corridor traffic has continued to grow. Traffic east of Montgomery Street has approximately doubled over this period.

3.5 Streets

Chapter 306 of the Code of Iowa provides for the functional classification of all highways, roads, and streets in the state into categories according to the character of service they provide. The classification of streets and roads in each county is periodically updated to be current with city boundary changes and the function of the streets. The classification system serves as a basis for determining future priorities, funds distribution, and jurisdiction over various highways, roads, and streets in the state.

The U.S. Department of Transportation (U.S. DOT) also has a classification system which is similar to the state functional classification system. In addition, the U.S. DOT has established a classification of roads that are part of the Federal-Aid Eligible System. This system identifies routes qualified for financial aid allocated for improving that system.

The City of Decorah has 50.3 miles of surfaced streets open to traffic and approximately 2 additional miles of platted streets not open to traffic. 30.3 miles of surfaced streets are asphalt or asphalt over concrete. 17.4 miles of streets are concrete and the remainder are crushed rock, seal coat, or brick.

The pavement width of the streets in Decorah varies from 24 feet to 65 feet. Water Street in the central business district has a 46-foot pavement width. The predominant pavement width is in the range of 31 feet to 36 feet.

The original street system, which developed in a grid pattern, has predominantly 66-foot right-of-way. Broadway Street has an 80-foot right-of-way. The right-of-way width in west Decorah is predominantly 75 feet. Mechanic Street has a 66-foot right-of-way. Montgomery Street and Short Street have 66-foot and wider right-of-way.

Highways 9 and 52 have considerably greater right-of-way widths than municipal streets; varying from 300 feet to over 600 feet.

The subdivisions located in the northwest and south parts of the city have street right-of-way widths of 66-feet and pavement widths of 36-feet as required by Decorah's prior subdivision ordinances. More recent developments reflect the change to 60-foot right-of-way and 31-foot streets allowed as a result of the previous planning period policy changes. The pavement on local subdivision streets typically consist of 3-inches of asphaltic concrete over 8 to 10-inches of stone base.

The age of existing street surfacing still in use varies considerably from the pre-1930 period on segments of Main Street, Broadway Street, and Mechanic Street to new streets that have been developed in the recent subdivisions. Many of the older streets are Portland cement concrete that have been overlaid with asphaltic concrete. During the 1970s and early 1980s many streets were paved with asphaltic concrete over stone base. Many of these streets are located in west Decorah, and in the southwest and northeast parts of east Decorah.

Decorah has an ongoing street improvement program of paving unpaved streets and resurfacing and replacing existing pavement in the city.

Over 95% of city streets are hard surfaced. A considerable number of street miles have been resurfaced or repaved during the previous planning period due in large part to a one cent local option sales tax adopted at the beginning of that period. Major street reconstruction during that time has included a majority of the downtown street system including Water Street and many adjoining side streets.

New streets added during the planning period include those annexed east along Highway 9, Decorah Business Park streets, and Park Street extension along with those in new developments.

The city continues to reconstruct many of the major arterial streets, as much of this system was originally state highway built in the 1920s. This will include Short Street north and south of IA Highway #9, College Drive north, Industrial Drive, and most of the remainder of Water Street. Other major streets expected to require significant reconstruction during the planning period include Heivly Street, Locust Road, Pole Line Road, and Ice Cave Road.

Table 18: Street Surfacing

Surfacing	Miles	Percent
Portland Cement Concrete	17.38	29.72%
Asphalt Over Stone Base	25.46	43.54%
Portland Cement Concrete with Asphalt Overlay	5.85	10.00%
Oil and Chips over Stone Base	0.75	1.28%
Brick	0.12	0.21%
Brick with Asphalt Overlay	0.19	0.32%
Crushed Rock	0.44	0.75%
Platted, Not Open to Traffic (Undeveloped)	1.59	2.72%
State / U.S. Highways	6.7	11.46%
TOTAL	**58.48**	**100.00%**

Source: Erdman Engineering

3.6 Traffic Controls

There are 13 signaled intersections in Decorah. Seven of the traffic signals are located along Water Street in the central business district. Other signaled intersections include College Drive at Fifth Avenue and Heivly Street, and the intersections of IA Highway 9 and at Old Stage Road/Trout Run Road, and Short Street. All signaled intersections with the exception of the highway intersections are interconnected and master controlled at the Law Enforcement Center. The highway intersections may also eventually be interconnected via a Fiber Optic Network project presently under development.

Justification of traffic signals is based on the volume of traffic on major and minor streets, and also on pedestrian traffic, in accordance with provisions outlined in the Manual on Uniform Traffic Control Devices (MUTCD). As the traffic volumes increase and traffic patterns change with future development or redevelopment of areas in Decorah, additional signalization of street intersections may be required. Currently intersection congestion and accident histories do not appear to support additional signals. The intersection of College Drive at Locust Road may be the eventual exception to this.

Most of the other street intersections in Decorah are controlled by two-way or four-way stop and yield signs. Traffic control with stop signs generally provides for traffic movement along the principal streets leading to the central business district. The installation of traffic signs is based on design criteria established in the MUTCD.

Street signage is currently under review and inventory updating per new Federal signage mandates which are to be implemented from 2012 thru 2015.

Street Department

The City of Decorah Street Department is responsible for 58.48 miles of streets (see Table 17) and 7.2 miles of alleys, as well as many parking lots in the downtown area. The Street Department is located at 108 Railroad Avenue, and the duties of the streets department are listed below.

Duties of the Street Department

- Repair minor street damage and pot holes
- Repair and replace curbing
- Maintain ditches in right-of-way
- Install and maintain all city street signs and pavement markings
- Clean streets with a street sweeper
- Maintain storm water intakes
- Maintain Dry Run Flood Control Project-including mowing, removing encroaching vegetation, and removing excessive sediment buildup
- Discharge interior ponding waters during periods of high river stages
- Clean-up and remove storm damage to trees
- Operate the Yard Waste Site - including recycling yard waste into compost and processing brush and small tree limbs into wood chips for use by anyone

Street Department's Major Equipment:

- Two Motor Graders
- Two End Loaders
- Single Axle Dump Trucks
- Tractor and Disc Mower
- Street Sweeper
- Brush Chipper
- Bucket Truck
- ½ Ton Pickups
- Spray Patcher
- Snow Blower
- 12" Tractor-Driven Flood Pumps

3.7 Modes of Transportation

Railroad

Although there are no railroads in the City of Decorah, The Dakota, Minnesota and Eastern (DM&E) Rail Line serves the southern portion of Winneshiek County. This cargo train passes through the towns of Castalia, Ossian, Calmar, Fort Atkinson and Jackson Junction. There is no passenger train service available nearby.

Air Transportation

The Decorah Municipal Airport, a general utility airport which is classified as a Class B II Airport, is located southeast of the city along Highway 9. The airport is owned by the city and sits on 154 acres. The airport has one operational runway, Runway 11/29, which is 4,000 feet long by 75 feet wide and constructed of concrete. The concrete strength is 28,000 pounds single wheel loading. The runway is lighted with medium intensity runway lights (MIRL), and a runway-end identification light (REIL) at both thresholds, and has basic runway markings. There is a non-precision instrument approach on Runway 29. Other buildings at the airport include 16 rental hangars, and the airport also provides jet fuel and aviation gas for purchase and a full-time Fixed Base Operator. There are approximately 25 aircraft operations per day or 9,000 operations each year. Of this total, 55% is local general aviation and 45% is transient general aviation. The airport has 25 aircrafts based on the field, with 24 single engine planes, and one Ultralight.

http://www.airnav.com/airport/KDEH

Public Transportation/Mass Transit

Northeast Iowa Community Action Corporation – Northeast Regional Transit (NRT) is the designated Regional Public Transit System providing transportation services to the general public in the five-county northeastern corner of Iowa. With a fleet of 52 vehicles, of which 48 vehicles are ADA handicapped accessible, NRT provides the only form of public transportation available in five of the seven counties served by NRT. The Transit is a curb-to-curb public transit service, which means the driver will pick up and drop off at curbside. Riders needing additional assistance may request door-to-door service, which means the driver will be available to assist the rider to and from the main entry door and the transit vehicle.

The City of Decorah provides $14,000 to NRT to assist with discounting Hometown Taxi rides for any Decorah resident 60 years or older. NRT also puts $14,000 toward this effort, bringing the total available to subsidize elderly riders in Decorah to $28,000 each year. Hometown Taxi delivers monthly rider log sheets by category totals to NRT and NRT pays out $1.50 per elderly ride to Hometown. In addition, another organization in Decorah, the Depot, a faith-based organization, pays NRT $7,000.00 to assist with granting $1.00 off any ride that Hometown gives to any person with a disability. An elderly person with a disability can only claim the elderly subsidy and not the disability subsidy.

Private Transportation

There are several private taxi companies in Decorah, including Q- King Taxi, Hometown Taxi, and Sarge and Marge Taxi. Some of these offer reduced rates for senior citizens, students and handicapped people. Service for long-distance regional travel, nights and holidays are provided through some of these companies. Hawkeye Stages is a charter bus company operating in Decorah serving tour groups.

Multi-Use Trails

The residents of the Decorah area are fortunate to have access to a growing network of recreational trails, as is shown in Figure 5. Currently, there are 12 miles of paved trails and 15 miles of off-road trails, which were host to the first mountain bike race in the state of Iowa. Decorah is in the process of finishing the extension of the Trout Run Trail, which forms a circular scenic path around the City of Decorah.

Decorah has a fairly extensive sidewalk system that has been maintained and improved through a series of public and private activities. These include a property owner notification program for maintenance requirements, city cost sharing considerations for needs beyond the nominally required widths and parameters, conversion to current ADA standards for crosswalks in construction projects, and the addition of walks in previously unserved areas. The long range objective is to provide consistent sidewalk facilities throughout the city to the extent possible.

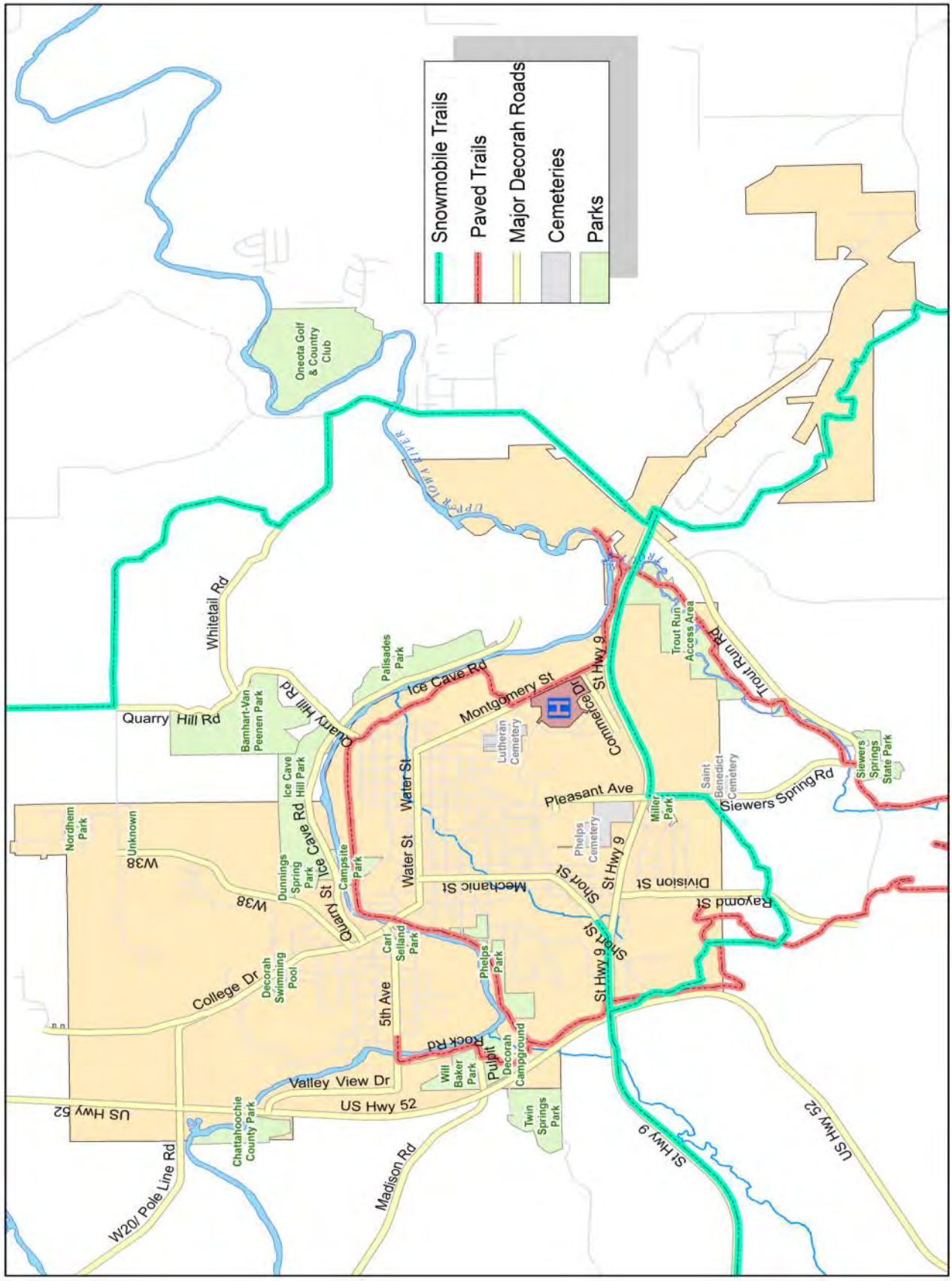
Since the previous planning period a considerable change has occurred in regard to recreational trail facilities. Prior to this the city did have some bicycle-oriented facilities in paths along College Drive from the bridge to the swimming pool and along Montgomery Street. An initial independent recreational trail was constructed along Oneota Drive (Dug Road) and the Upper Iowa River north of downtown to Wold Park in the 1990's. This facility was a two mile 8-foot wide asphalt path that is presently being expanded into an 11 mile paved loop around the south half of the Decorah area.

The final portions of the loop are expected to be constructed in 2011-2012. Along with this are extensive trail links to other destinations such as the campground and college (Fifth Avenue) and the eastern commercial district (Walmart area). A second step in encouraging utilization of the trail will be the networking of sidewalk access links. These have already begun or are in the planning stage in areas such as the high school and downtown.

There is potential and interest in expansion of the system to include Freeport area access, Prairie Farmer Trail access, expanded Luther area access, and additional facilities including a possible trail head.

In addition to the paved trails, an extensive off-road unpaved trail system has also been developed in the Van Peenen Park and surrounding areas.

Figure 5: Recreational Trails & Landings



3.8 Summary of Existing Transportation Plans

State, regional, and county agencies have developed guidance and improvement schedules for roadways and infrastructure under their responsibility. It is important that the City of Decorah and these agencies continue to communicate on proposed implementation schedules and coordinate local and regional activities. State, regional, and county plans are identified below.

20 Year Regional Transportation Development Plan

The Transportation Development Plan represents a 20 year plan to encourage and promote the development of transportation systems embracing various modes of transportation in a manner that will serve communities and counties in our region as well as the entire state efficiently and effectively.

Transportation Improvement Plan (TIP)

The Transportation Improvement Program (TIP) is a four-year financial program that describes the schedule for obligating federal funds to state and local projects which are identified by local communities and counties. The TIP contains funding information for all modes of transportation including highways and High Occupancy Vehicle (HOV) as well as transit capital and operating costs. State, regional and local transportation agencies update the program each year to reflect priority projects in the Constrained Long-Range Plan (CLRP).

State of Iowa Transportation Plan

The State develops a long-range statewide transportation plan, with a minimum 20-year forecast period at the time of adoption, which provides for the development and implementation of the multimodal transportation system for the State.

3.9 Transportation Summary

The City of Decorah's recreational trail system is above average and is an asset to the community. In general the transportation system is adequate and serves the needs of the community. One area with room for improvement is increased public transportation. Like almost all communities, maintenance and repair of the transportation infrastructure is a priority and requires the most resources.

3.10 Transportation Policies

- The major street plan should be maintained in a way that is integrated with the regional street system and reflects major traffic generators and adjacent land-use patterns.

- Standards for major and local streets should be developed and enforced in the subdivision ordinance and city standard specifications to insure adequate right-of-way, pavement width, street access, and dedication of street right-of-way prior to development. Statewide Urban Design and specifications (SUDAS) guidelines should be considered for planning and construction.

- Provision of frontage drives and limited access along Highways 9 and 52 that provide for adequate traffic control and land-use development should be encouraged.

- Residential areas and residential local service streets should be protected from the impact of industrial traffic by enforcement of truck routes in the city, to the greatest extent possible.

- The street improvement program priorities should generally be based on existing and future traffic volumes based on land use projections and street maintenance evaluations.

- Alternative traffic routes between the outlying areas and the city should be considered as traffic volumes warrant.

- Various options regarding mass transit to serve Decorah should be explored, including the development of a regional transportation center.

- Continued improvements and development at the Decorah Municipal Airport should be in accordance with an updated airport master plan. The development of a regional airport should be considered.

- Use of the airport by commuter aircraft should be promoted.

- Streets should be planned with consideration for bicycle and pedestrian accommodations. This should include new development as well as street redevelopment.

- Access Management for major streets should be encouraged and implemented and utilize SUDAS guidelines as a reference for new and existing streets.

CHAPTER 4: UTILITIES & COMMUNITY FACILITIES





Photos above by Randy Uhl

4.1 Introduction

Community facilities are buildings, lands, services, and programs that serve the public, such as parks, schools, police and fire protection, health care facilities, solid waste and recycling facilities, and libraries. This element identifies and evaluates existing utilities and community facilities serving the City of Decorah. Understanding the location, use, and capacity of community facilities and utilities is an important consideration when planning for the future. Water and wastewater treatment systems are municipally owned and operated. Alliant Energy provides electrical service and Black Hills Energy provides natural gas service.

Luther College is in the process of installing a 1.6 megawatt wind turbine projected to produce 5.2 million kilowatt hours of electricity per year. This will provide approximately one-third of the college's annual electricity consumption.

4.2 Sanitary Sewer Service

The existing sanitary sewage system is municipally owned and operated. The system, made up of laterals, trunk, and outfall sewers, conveys the wastewater to wastewater treatment plant for treatment and discharge to the Upper Iowa River, east of Decorah.

The sewer system is made up of 8, 10, 12, 15, 18, 24 and 30-inch pipes and three pumping lift stations. The pumping lift stations serve the extreme northwest and north parts of the developed city.

Major improvements to the sewerage system were made from 1984 to 1986, when the new wastewater treatment plant, the 18-inch and 30-inch trunk, and the 30-inch outfall sewers were built. Several pumping lift stations and the previous wastewater treatment facility were eliminated.

The majority of the original sewer system built in 1919 and 1920 consists of vitrified clay pipe. The trunk and outfall sewers from the 1985 project are reinforced concrete pipe. Generally sewers constructed since about 1990 on are PVC.

The unincorporated Freeport community is served by the Freeport Water and Sanitary Sewer District. The original sanitary sewer system of the district was constructed in the period between 1984 and 1986. The sewers of the district vary in size from 8-inch to 10-inch diameter pipe. The wastewater from the district is treated by the Decorah wastewater treatment facility per a City/County 28E agreement.

The city continues to review sewers due to age of the original system and capacities related to growth. A larger trunk sewer has been planned in phases to serve southeast Decorah as growth and redevelopment occurs in this area. The same is true for a future bypass of Locust Road sewers directly to the main trunk sewer via Quarry Street. Industrial, business, and residential growth has also resulted in planned trunk sewer extensions east to the Decorah Business Park / Airport areas.

Waste Water Treatment Facility

The existing wastewater treatment facility, built in the period between 1984 and 1986, is an activated sludge, secondary treatment facility. The plant consists of a pumping station, grit removal facility, two primary clarifiers, three aeration basins, three final clarifiers and a chlorinator. The sludge is processed in two anaerobic digesters where it is stabilized and then applied on nearby farm land. In 2004, the plant underwent several improvements that included, ultraviolet disinfection, new main pumping station equipment including controls, new ventilation equipment, and a new one million gallon biosolids storage tank. The cost of the improvements was approximately $1,400,000 and financed through a State Revolving Fund Loan.

The facility is design to treat an average wet weather flow (wet month) of 4.92 million gallons per day (mgpd), and a peak hourly wet weather flow of 6.9 mgpd. The design parameters for the treatment facility are listed on the following page:

Average Wet Weather Flow:	4.92 mgpd
Maximum Wet Weather Flow:	5.43 mgpd
Peak Hourly Wet Weather Flow (peak day):	6.90 mpgd
Biochemical Oxygen Demand (BOD_5):	3,900 pounds per day (ppd) (average)
Suspended Solids:	3,600 ppd (average)

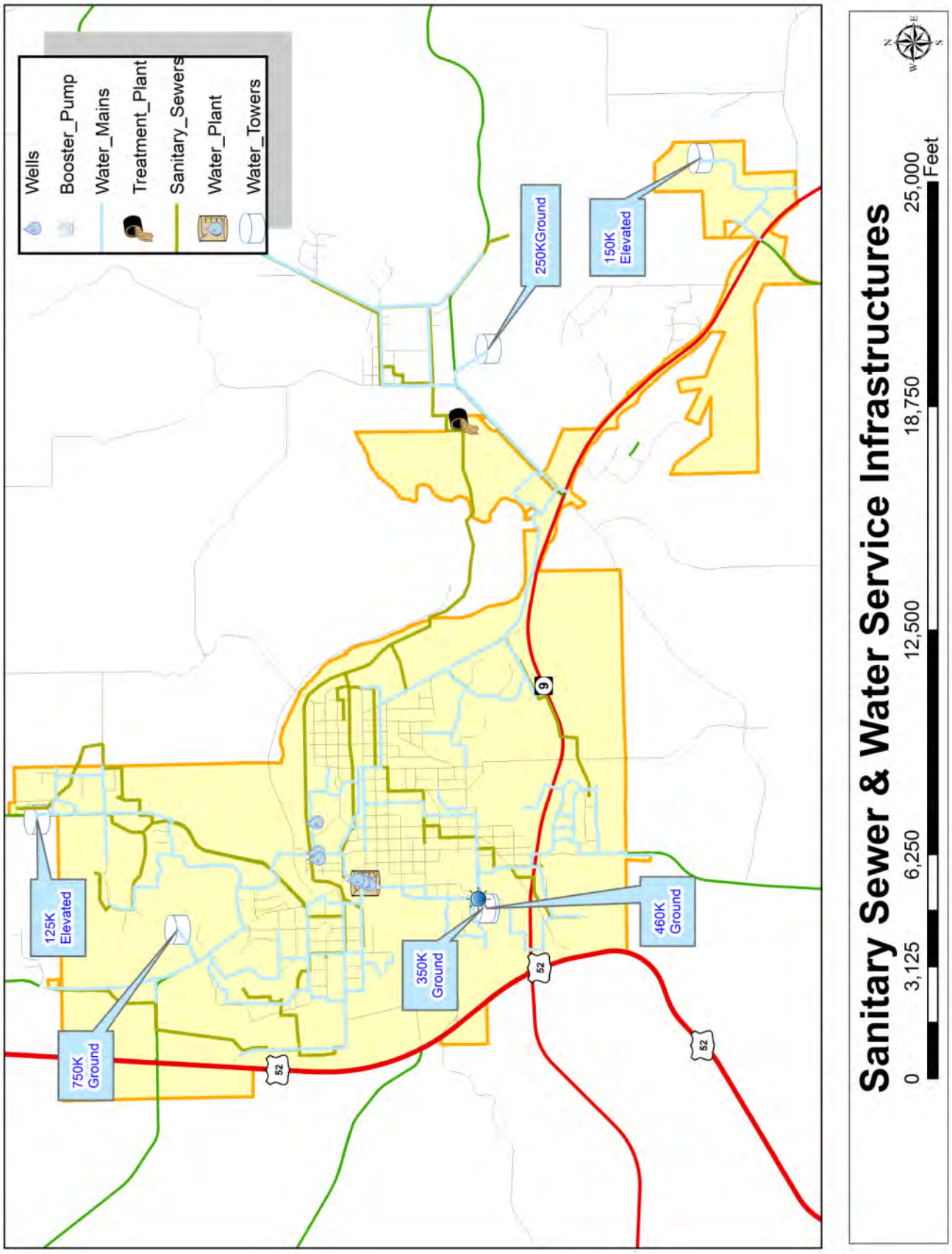
During the 2010 calendar year, the average raw water influent rate to the plant was 1.3 mgpd, and the maximum influent rate was 3.6 mgpd. The effluent discharge to the Upper Iowa River must meet the following concentration limits as established by the Iowa Department of Natural Resources (IDNR):

Carbonaceous BOD_5:	**25 Mg/1 30 day (average)**
Total Suspended Solids (TSS):	**30 Mg/1 30 day (average)**

Mg/1 – milligrams

The treatment facility has now been in operation since 1986. Upgrades in both treatment technology and requirements have resulted in improvements made to date as noted. Upcoming needed improvements include the replacement of many of the mechanical components of the plant as they reach the end of their useful life. Advances in computerization or control systems may also prove advantageous in upgrade systems.

Figure 6: Sanitary Sewer & Water Service Infrastructure



4.3 Water Supply

The water system consisting of water supply, treatment, storage, and distribution system is municipally owned and operated.

The existing Decorah water supply is from six shallow wells. The wells range in depth from 56 feet to 78 feet. The wells were built in the period from 1949 to 1979. The total pumping capacity of the wells is 3.4 million gallons per day (mgpd). The city pumps water at an average of 1 mgpd. See the Table below for Water Source (Well) Information. Water treatment is limited to chlorination and fluoridation.

Table 19: Water Source (Well) Information

Well Number	Year Established	Location	Depth	Capacity (gpm)	Capacity (gpd)
1	1949	West end of Water Street	56	350	504,000
2	1958	North of water plant along levee	59	400	576,000
3	1962	North of water plant along levee	63	250	360,000
5*	1967	East side of Mill Street	78	425	612,000
6	1972	West side of Mill Street	78	440	633,000
7	1979	Along levee near athletic track	70	460	662,000

Source: Decorah Utilities Water Operations Report *(There is no Well No. 4)

The Decorah Water Storage system includes four storage reservoirs; three are ground storage and one is elevated storage. Two ground storage tanks, 353,600 gallons and 368,890 gallons, are located off Park Street in the southwest part of the city. These reservoirs were built in 1882 and 1935 respectively. The third ground storage tank is a 750,000 gallon tank located east of Luther College off of College Drive. A 100,000 gallon elevated storage tank is located in the extreme north part of the city west of Locust Road. The College Drive and Locust Road storage tanks were constructed in 1979. A fifth storage tank (150,000 gallons) in the Decorah Business Park is scheduled to go online in 2012 or 2013. Other booster pumped pressure systems serve the Minowa Heights area and the Ronan tanks area. See the Water Storage Information Table below:

Table 20: Water Storage Information

Storage Number	Year Constructed	Type/Location	Capacity
1	1882	Ground Storage – Ronan #1	353,600
2	1935	Ground Storage – Ronan #2	368,890
3	1978	Ground Storage - Freeport System	250,000
4	1979	Ground Storage – College Drive	750,000
5	1979	Elevated Tank – West of Locust Road	100,000
6	2010	Elevated Tank – Decorah Business Park	150,000

Source: Decorah Utilities Water Operations Report

The Decorah water distribution system includes over 60 miles of cast-iron and ductile-iron mains that range in size from 2-inch to 16-inch pipe. The distribution systems consists primarily of 4-inch, 6-inch, and 8-inch mains, which are fed from the wells and storage tanks with 8-inch to 16-inch mains. The original system of mostly 4-inch, 6-inch and 8-inch cast-iron mains was built in 1882. The overall system includes over 700 valves and 350 fire hydrants. Figure 6 shows the primary distribution system of 8-inch and larger mains.

Water demand has steadily declined over the past planning period due to loss of several water dependent industries, equipment conservation improvements in other high volume industries, as well as Luther College, as shown on the following Table:

Table 21: Average Daily Water Demand

Year	Average Daily Pumpage in Gallons
1995	1,285,465
2000	1,242,511
2005	1,009,256
2010	950,371

Total water pumped for 2010 was 346,885,367 gallons. The average daily demand for water was 950,371 gallons with the highest daily usage being 1,546,034 gallons.

The amount of unaccounted water (the difference between the amount of water pumped to the system and the amount of water actually used or sold) is approximately 15 percent. The city continues to investigate ways to reduce this amount. Unaccounted water is considered excessive at 20 percent.

The city also owns and operates the Decorah Business Park Water system. This is presently a separate pressure system operating on a 100 gallons per minute (gpm) well system. This well will be eliminated when the water main extension and booster system supply the new 150,000 gallon elevated storage tank in 2012 or 2013.

The Freeport area is served by the Freeport Water and Sanitary Sewer District system. This system, composed of 6-inch, 8-inch, and 10-inch diameter mains, serves the developed parts of the Freeport area. The water supply includes a deep well located near Wellington Place. The pumping capacity of the well is 200 (gpm).

The city continues to make water main improvements to provide better service and fire protection as well as to replace older mains in conjunction with related street projects. Generally adequate water pressure and volumes serve the community well. Planned improvements continue to emphasize replacement of older mains, valves, hydrants and other fixtures.

Prior to the planning period emphasis has been on distribution and fire protection improvements in downtown and school areas. Future improvements anticipated will need to include the Short Street commercial and industrial corridors, growth areas, upsizing of undersized mains, and investigating additional independent well capacity for the west side of town for emergency purposes in the event of flooding.

4.4 Stormwater Management

Storm Sewer System

The storm sewer system in Decorah consists of both open channel and drainage ways, and storm sewers. The storm sewers include box culverts for streets crossing Dry Run and a limited system of over 17 miles of storm sewers and intakes. The storm sewers were primarily developed in conjunction with the paving of curb and gutter streets. The storm sewer system has expanded as the city has developed. Most of the surface runoff follows paved streets sloping towards the Dry Run and the Upper Iowa River. Storm sewers, consisting of short reaches, and culverts, drain isolated low-lying areas primarily to Dry Run and the Upper Iowa River.

The adequacy of the existing interior storm sewer system to convey surface runoff is not known. As a minimum, the existing system should be improved to convey runoff from storm events of a two-year recurrence. New storm sewers have been developed as part of new subdivisions to convey runoff from a 10-year storm event, although the existing city subdivision ordinance does not address a storm sewer requirement. A two-year storm has a 50% chance of occurrence, and a 10-year storm has 10% chance of occurrence in any given year. Open channel drainage systems including culverts should have the capacity to convey surface runoff from a 50 to 100-year recurrence.

Many existing storm sewer issues which result in more frequent street flooding and other similar problems have been addressed with projects during the previous planning period. Among the larger of these include the reconstruction of the downtown Water Street storm sewers, the Day Spring Lane storm sewer and roof drainage collection system, Division Street Improvements, Painter Street Improvements, and Charlie Miller Drive storm sewer bypass.

Additional future improvements are planned for problem areas including Short Street north of Iowa Highway 9 and Heivly Street.

The city does not have a comprehensive detention/retention storm water management policy. Efforts have been made to begin encouraging runoff alternatives such as permeable pavers where feasible. Recently such projects have been constructed at Luther College and Water Street Plaza.

4.6 Solid Waste Disposal and Recycling Facilities

Solid Waste

Sharps Trucking, also known as Malcom Enterprises, and Shimek Roll-Off & Sanitation Services are privately owned companies available to provide waste removal services in the City of Decorah. Refuse is collected once per week for residential customers and up to five times per week for commercial customers in Decorah. Residential customers pay for service on a monthly basis and commercial customers may either use the weekly collection system or rent a dumpster. Solid waste collection is not provided by the city.

Yard Waste Collection

The yard waste site is located on Trout Run Road one-quarter mile south of Highway 9. The city operates a yard waste site from April through November. Materials that are accepted include: leaves, grass clippings, trees, and branches at no charge.

Recycling

A privately operated company is available to provide curbside recycling services with pick up on the first and third weeks of the month. Private curbside recycling collection is not currently regulated by the city. There is also several collection points for drop-off recycling throughout Decorah as well as the Recycling Center located in Freeport. The city provides land for the placement of the recycling bins that are maintained and operated by Winneshiek County.

4.7 Communication Infrastructure

In the City of Decorah multiple companies are available to provide land line and cellular communication. Access to wireless communication facilities is becoming more and more important. In response to this, the Decorah Library currently offers wireless internet. High-speed internet service is adequate and is available through DSL, cable, and satellite throughout the city. The city has three radio stations, no television station and one cellular tower. The Federal Communications Act of 1996 increased the need for many local governments to examine their zoning ordinances to make sure they do not discriminate against cellular communication in land use and zoning decisions. Decorah has enacted a Telecommunications Tower Ordinance within the Zoning Code under Chapter 17.136. This Ordinance, which complies with the FCC Act of 1996, requires that telecommunication towers follow specific guidelines before permits are approved for the erection of such towers.

Fiber Optics

The City of Decorah has recently entered into a 28E agreement with Winneshiek County, Decorah School District, Luther College, Winneshiek Medical Center and Upper Explorerland Regional Planning Commission to create a consortium known as "Metro Net." The purpose of this organization is to develop a fiber optic network in the city. Following several years of planning, this intergovernmental initiative was spurred on as a result of a successful Broadband Technologies and Opportunities Program Grant funded by the National Telecommunications and Information Administration.

This grant, which is in conjunction with the Iowa Communications Network (ICN), will link seventeen public facilities (see figure 7). Additionally, the consortium will pursue opportunities to lease fiber optic cable to other interested parties following the completion of the fiber optic cable connections to the public facilities. The lease arrangements, known as Indefeasible Rights to Use or IRU's, will create partnerships to offset maintenance costs and ultimately enhance opportunities to expand this system.

Figure 7: Communication Infrastructure

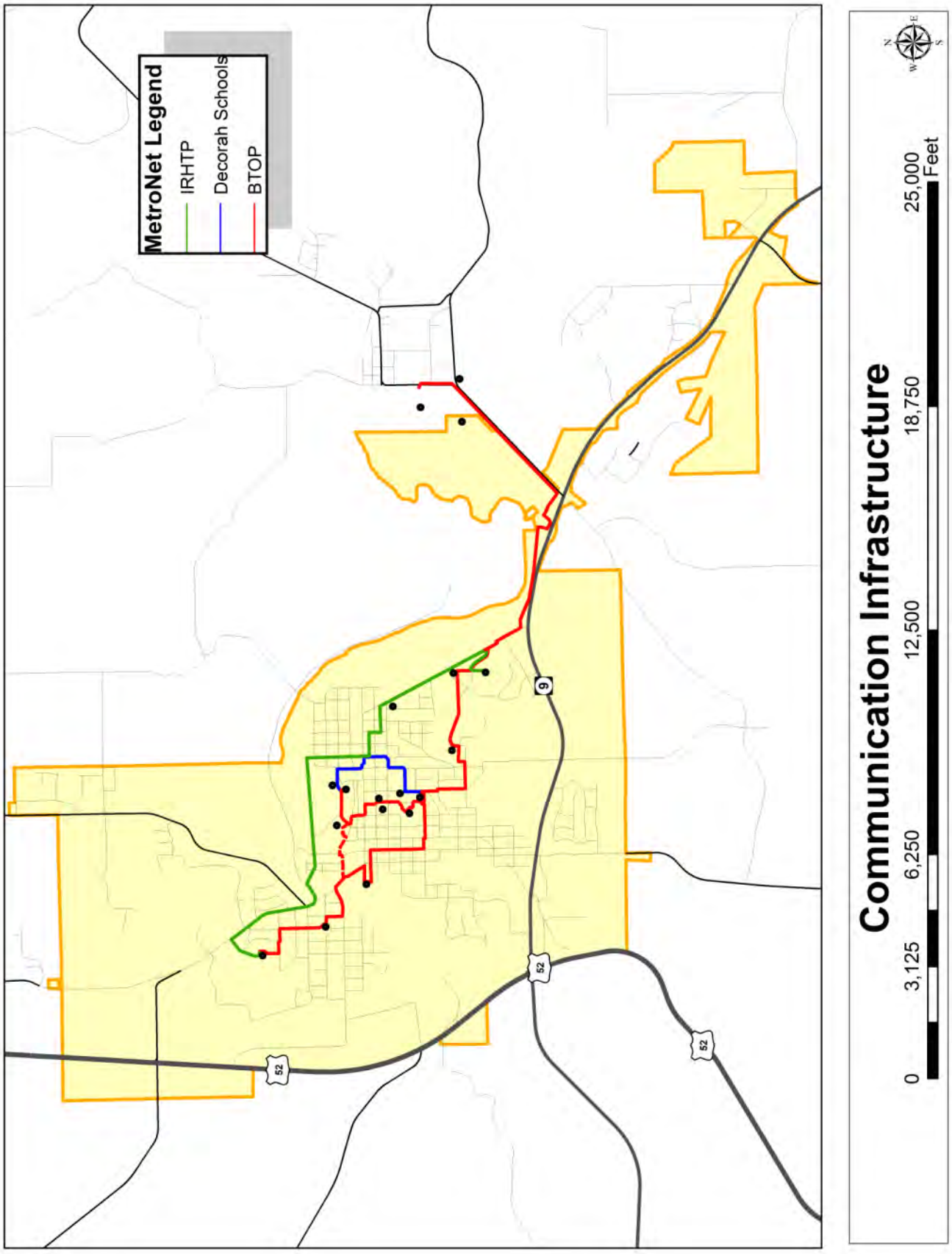
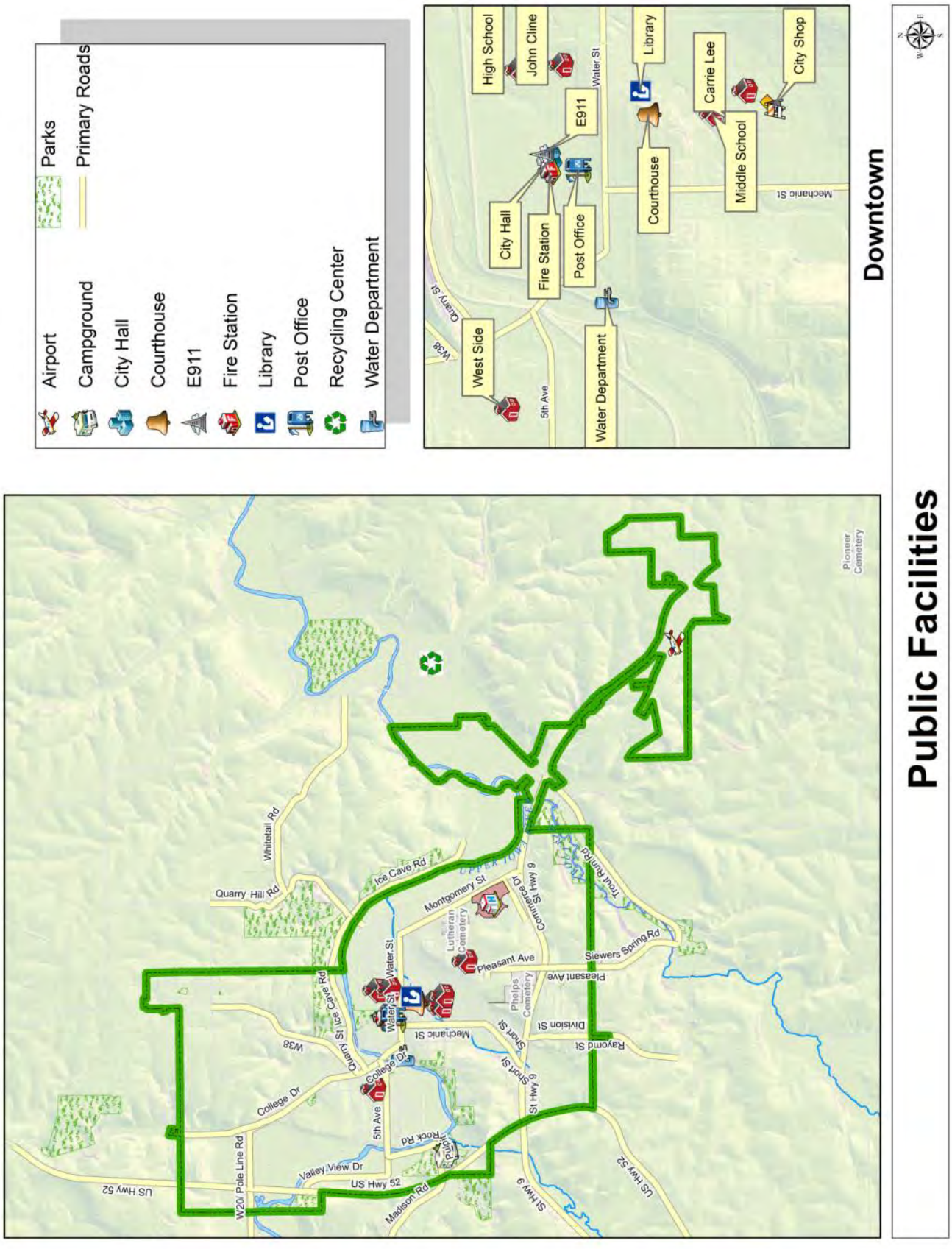


Figure 8: Public Facilities



4.8 Community Facilities

Community Facilities is a term used as a broad reference to describe those assets which provide a wide range of services to a city. Some examples are City Hall, the Fire Department, schools, and parks. Figure 8 illustrates the location of various community facilities.

Churches

There are several churches located in Decorah, serving a broad variety of faiths.

Cemeteries

The City of Decorah is home to several cemeteries. Lutheran Cemetery is located on Moen Street, and both St. Benedict's Cemetery and Phelps Cemetery are located on Pleasant Avenue. There are also two cemeteries in the Freeport area.

Libraries

The Decorah Public Library is located at 202 Winnebago St. The library was built in 1910 as a post office. In 1997 an addition was added to the east side of the building. The library has 21 staff members and three meeting rooms that accommodated 3,174 individuals in 2009. The library holds programs for children, teens, and adults; in 2009, 7,304 people attended these programs. The library includes 79,500 items consisting of books, periodicals, and other nonprofit items. During the 2008-2009 fiscal year, the library had a total circulation of 158,813 items and 16,487 registered borrowers. The library offers wireless internet and 20 public access computers.

Law Enforcement

The Decorah Police Department has twelve full-time sworn officers, a full-time E911 Support Services Supervisor, five full-time dispatchers, one part-time dispatcher and 1 full-time clerical/dispatcher. In 2010 the Decorah Police Department received 3638 calls for service. The Decorah Communications Center processed 46,214 calls. The Police Department is located in the Decorah Law Enforcement Center at 400 Claiborne Drive as is shown in Figure 8.

The police department is a member of the 18 agency Northeast Iowa Narcotics Task Force, the State of Iowa Internet Crimes Against Children Task Force, the FBI Joint Terrorism Task Force, the Iowa Narcotics Officer Association and the Iowa DARE Officers Association.

Future considerations for the department are enhancements to the communications center such as computer aided dispatching and mobile data terminals in patrol cars.

Fire Department

Fire protection is provided by the Decorah Fire Department, which consists of 35 volunteers, including the chief, two assistant chiefs, four captains and one training officer. Most members are Firefighter and Hazardous Materials Operation certified. The Department has one station, located at 400 Claiborne Drive which is shown in Figure 8.

The Decorah Fire Department is comprised of a maximum 35 volunteer members. The membership includes almost all Firefighter I certified Firefighters, as well as being Hazardous Materials operations certified. The City of Decorah and the Decorah Rural Fire Protective association have a Fire Agreement that provides service to both the city and rural residents. The Decorah Fire Department has twelve pieces of fire apparatus, including (3) Class 1 pumpers, (1) 75 ft. Quint, (2) Rural Tankers, (2) Grass fire pickups, (1) Jaws mini-pumper, (1) Jaws / multipurpose rig, (1) Rescue / operations rig, a rescue boat, Rapid Deployment Craft and a utility ATV. The fire department has three full time engineers who rotate every 24 hours. The full time engineers maintain all the fire apparatus daily. They also notify the volunteers of fires within the Decorah Fire Department district, (some 212 square miles for fire and 370 square miles for rescue) and provide station tours for Fire Prevention. The engineers also answer the alarms many businesses have for fire. The city of Decorah has an Insurance Services Office (ISO) rating of 5 in the city and the rural area of a 5-9.

MEDICAL FACILITIES

Hospitals

The Winneshiek Medical Center was established in 1914 as the Decorah Hospital. There have been numerous additions and modernizations to keep the hospital current with new equipment and technology. In 1957, the hospital changed its name to honor its first donor, William Smith. In 1969, the Smith Memorial Hospital dissolved its ownership and donated the facility to Winneshiek County. The Winneshiek County Memorial Hospital built on a new site further south at 901 Montgomery Street (see Figure 8), which opened in 1971. In 2001, the hospital expanded its vision to include a wider geographic area and offering of services and became known as the Winneshiek Medical Center. In 2008, a major remodel was completed, which included the expansion of radiology and laboratory facilities. The nonprofit hospital has 83 beds and provides inpatient and outpatient services. The hospital serves Decorah, Winneshiek County, and the surrounding counties. Ambulance service is provided from this facility. The hospital currently employs over 400 people, making it the third largest employer in Winneshiek County.

Winneshiek Medical Center (WMC) is a comprehensive health care organization serving residents of northeast Iowa and southeast Minnesota. WMC is a county - owned critical access hospital, governed by an elected, seven-member Board of Trustees.
Winneshiek Medical Center Specialties

Behavioral health
Family Medicine
Orthopedics
Internal Medicine
Otorhinolaryngology
Pediatric dermatology
Midwifery
General surgery
Podiatry
Hospitalist
Radiology
Audiology
Urology

Clinics

Decorah is home to several clinics and other medical providers. These include but are not limited to general care physicians, dental clinics, orthodontics, eye clinics, podiatry, behavioral health, and physical therapy.

Gundersen Lutheran - Decorah Clinic
1830 State Hwy. 9
Decorah, IA 52101

Specialty services:

Allergy
Audiology
Behavioral Health
Cardiology
Dermatology
Diabetes Education
Endocrinology
General Surgery
Nephrology
Neurology – Movement Disorders
Nutrition Therapy
OB/GYN
Oncology

Ophthalmology	Pediatric Surgery	Radiology
Otolaryngology (Ears, Nose, Throat)	Consults	Rheumatology
	Podiatry	Urology

Gundersen Lutheran Eye Clinic - Decorah
1830 State Hwy. 9
Decorah, IA 52101

Gundersen Lutheran Orthodontics - Decorah
202 West Main Street
Decorah, IA 52101

Gundersen Lutheran Podiatry - Decorah
1830 State Hwy. 9
Decorah, IA 52101

Gundersen Lutheran Behavioral Health – Decorah
1830 State Hwy 9
Decorah, IA 52101

Services include:

- Evaluation and medication management of psychiatric conditions in adults, children and teens.
- Individual psychotherapy
- Marital therapy

Child and Senior Care Services

Decorah offers several options for senior care ranging from minimum assistance to full-time medical care. Barthell Order of Eastern Star Nursing Home is located west of the hospital along Ridgewood Drive. Barthell OES also operates the Arlin Falck Assisted Living facility and two independent senior living facilities in the same location. Aase Haugen Homes, Inc. is a long term and skilled nursing facility on the west side of Decorah. There is a special Memory Care facility and assisted living is available. Wellington Place, formerly known as Oneota Riverview Care Facility, is located in the Freeport area. Both assisted living and nursing home care are available. Oneota Village is an assisted living facility on Ohio Street. Vennehjem is a senior living facility for those 55 years and above, with services available, located on Nordic Drive.

Licensed child care is provided by five early care and education organizations. Sunflower Child Care Center is the largest child care center in the city. Northeast Iowa Montesorri School, Nisse Preschool and Kids Place, NEICAC: Decorah Child Development Center and Kinderhaus also provide care for area children. Several in-home childcare providers are also available.

PARKS & RECREATION FACILITIES

City Parks

The Parks and Recreation Department operates and manages the Decorah Park System; it currently employs 7 full time staff members. The Park System, which encompasses more than 503.1 acres (as shown in table 21) , consists of 15 sites including parks, recreation areas, public green spaces, over 15 miles of off-road recreation trails, and a leisure concept swimming pool.

Table 22: Parks and Recreation Acreages

Name	Acres
Will Baker Park	11
Decorah Municipal Pool & Park	5.7
Carl Selland Wayside Park	2.5
Phelps Park	56
Dunning's Springs Park	13
Ice Cave Hill Park	102
Barbara Barnhart Van Peenen Park	120
Palisades Park	105
Wold Park	3
Mary Christopher Park	0.5
City Ball Fields and Tennis Courts	6
Miller Park	5.9
Nordheim Park	1.5
Twin Springs Park	48
Decorah Campground	23

Source: Decorah Parks and Recreation

- Will Baker Park is located in the Southwest part of the city, adjoining the Decorah Campground to the south. This park, encompassing 11 acres of bluffs area, includes a scenic overlook and historical marker, hiking trails and a canoe landing. Other facilities provided are playground equipment and a picnic area with shelters and restrooms.
- Twin Springs Park, a nature area with a creek meandering through it to the Upper Iowa River, includes a picnic area and hiking and cross-country ski trails. The creek is also used for fishing.
- Decorah Campground, located in the southwest part of the city, includes a picnic area with restrooms, a playground, a canoe landing area, and a camping area.
- Decorah Municipal Pool and Park is located in northwest part of the city adjoining Luther College. In addition to the pool, the park includes a playground, picnic area, volleyball court, and a historical marker.
- Carl Selland Wayside Park is located in the west part of Decorah adjoining the floodplain of the Upper Iowa River. The 2.5-acre park includes a picnic area with restrooms, a small ball diamond, an ice skating rink, and a historical marker.

- Phelps Park, including 56 acres, is located along the bluffs of the Upper Iowa River in the west part of Decorah. The park includes a variety of recreational facilities. A playground, picnic area with shelter and restrooms, a park cabin, and a band shell are provided in the park. Other facilities include hiking trails, playground diamond, volleyball court, a scenic overlook, brick kiln, decorative fountain and a historical marker.
- Dunning's Spring Park and Ice Cave Hill Park, consisting of 115 acres, are nature preserves with limited recreational development. The parks include hiking trails, cross-country ski trails, picnic areas, and the Ice Cave. The parks include bluffs located along the north side of the Upper Iowa River.
- Barbara Barnhart Van Peenan Park, including 120 acres, is a nature preserve limited to hiking trails and a cross-country ski trail. The park is located northeast of Decorah in the unincorporated county.
- Palisades Park, also located along the bluffs of the Upper Iowa River, covers 105 acres. The park includes a picnic area with restrooms, hiking trails, a cross-country ski trail, and a scenic overlook.
- Wold Park, a 3-acre park, is located along Sumner Street in the northeast part of the city. The park includes a picnic area, a volleyball court, and a historical marker.
- Mary Christopher Park, a 0.5-acre park, is located northeast of the intersection of Water Street and First Street. The park includes a picnic area with restrooms, horseshoe pits, a shuffleboard court, and a historical marker.
- Miller Park, a 5.9-acre neighborhood park serves primarily the residential area located south of Highway 9. The park includes playground equipment, a picnic area, and a playground diamond.
- Nordheim Park, a 1.5-acrepark, located in the extreme northeast part of the city, serves the residential area developed along the Locust Road corridor. The park includes playground equipment, a picnic area, and a playground.
- City Ball Diamonds and Tennis Courts are located along Claiborne Drive in the vicinity of the high school and the elementary school. This recreation area includes two ball diamonds with bleachers and four tennis courts.

In addition to the above parks, Decorah operates the Nor Ski Runs. Luther College owns the land of the Nor Ski Runs and the city has a long-term lease to use the facility.

Recreation

In addition to the recreational opportunities provided by the city, there are other opportunities available to the residents of Decorah. First, the Upper Iowa River itself is a recreational asset to the residents of Decorah. Currently, the river provides fishing, canoeing and kayaking opportunities. Other recreational facilities provided in Decorah and the planning area include two privately-owned golf courses and one public course. Silvercrest Golf and Country Club, a 9-hole course, is located north of Decorah and the Oneota Golf and Country Club, an 18-hole course, is located just north of Freeport. A 9-hole public golf course, Country View, is located northeast of Decorah.

County Parks

Winneshiek County manages over 300 acres of park land consisting of 17 parks. County parks located in Decorah and the planning area include Chattahoochie Park, Trout Run, and Freeport Park.

- Chattahoochie Park is located along the bluffs overlooking the Upper Iowa River just west of Highway 52. The park includes a canoe access and a picnic area with restrooms.
- Trout Run Access Area is located in the southeast part of Decorah along the Trout Run, which meanders through the park and discharges into the Upper Iowa River north of Highway 9. The park provides access to the Trout Run for trout fishing. A scenic bridge is located north of Highway 9.
- Freeport Park is located in Freeport and serves the unincorporated community and the surrounding area.

State Parks

Siewers Spring State Park, located south of Decorah, is the only state park located within the planning area. The principal facility in the park is the Siewers Spring Trout Hatchery which produces more than 100,000 trout used to stock northern and western parts of Iowa streams. The site where the hatchery now stands had been in the past a 50-acre farm, a furniture factory, a woolen textile mill, and a grain mill.

East of the two-mile planning area, there are several state-owned access points to the Upper Iowa River.

EDUCATION

Decorah is served by the Decorah Community School District. The district covers an area covering approximately 184 square miles of the northeast and central part of Winneshiek County. The district operates a high school, a junior high school, and two elementary schools. During the 2010 school year, there were 1,664 students enrolled in kindergarten through 12th grade in the Decorah Community School District. Most of the students enrolled in the district's schools are from Decorah.

In addition to the above, there are 120 students enrolled in a parochial school (St. Benedict's School), 39 students enrolled at West Side Early Childhood Center and 47 students that are homeschooled.

The senior high school (Thomas Roberts High School) is located in the northeast part of the city north of Claiborne Drive. This building houses grades 9-12. The school was originally built as an elementary school in 1954 and converted to a high school. The high school has several additions that were built in 1962, 1968, 1974, and 1987. The current enrollment as of the 2010-2011 school year was approximately 647 students. The city has recently passed

an adoption to remodel the school and this should be coordinated in more detail as this plan is updated in the future.

The junior high school is located at 405 Winnebago Street. The building was built in 2006 using a structural steel frame, steel joist roof structure, a metal roof deck and an EIFS exterior finish. Some of the interior details of the relatively new building are Athletic Courts, Break Room, Cafeteria, Classrooms, Communications, Computer, Dining, Dressing/Changing, Food Preparation, Food Storage, Gymnasium, Kitchen, Library, Locker Room, Maintenance, Mechanical Room, Media Center, Meeting Room, Offices, Restrooms, and Science Room. The junior high school includes grades 7 through 9, with a total enrollment in 2010-2001 school year of approximately 456 students.

The elementary school (John Cline Elementary School) was built in 1962 with an addition in 1968. The elementary school is located south of Claiborne Street across from the high school. During the 2009 -2010 school year there were 340 students enrolled in kindergarten through third grade. Current improvements underway include remodeling and addition of 13 classrooms.

The second elementary school (Carrie Lee Middle School) is located at 210 Vernon Street. This school was built in 1939, with an addition in 1954. The school includes 10 classrooms and a gymnasium for kindergarten through third grade. Current enrollment at the school is approximately 221 students. The school is in the process of being remodeled and one classroom will be added.

West Side Early Childhood Center is located on Center Street and teaches early childhood special education and pre-kindergarten classes.

St. Benedict's School is a Roman Catholic school which includes classrooms for first through eighth grade. Enrollment at St. Benedicts School for the 2009-2010 school year was 120 students.

There are several options for preschool in Decorah, including NEI Montessori School, Nisse Preschool, and Sunflower Preschool.

Decorah Community School District

The Decorah Community School District currently operates five facilities. Table 23 shows the current enrollment by facility in the District.

Table 23: Decorah Community School District Current Enrollment by Building

	Grades	Enrollment
Homeschooling	K-12	47
St. Benedict School	PK-8	120
West Side Early Childhood	ECSE-PK	39
John Cline Elementary	K-2	340
Carrie Lee Elementary	3-4	221
Elementary & Homeschool		767
Decorah Middle School	5-8	456
Decorah High School	9-12	647
Total		**1,870**

Source: Decorah Community School District
*includes all Special ED and open enrolled students

In terms of enrollment projections for the school district, the Iowa Department of Education (DOE) projects that the district will continue to see a decline in the number of students over the next couple of years. Smaller family size may be a factor in the declining enrollment projections put forth by the DOE shown in Table 24.

Table 24: Decorah/North Winneshiek Community School District Enrollment Projections

Year	K	G1	G2	G3	G4	G5	G6	G7	G8	G9	G10	G11	G12	Total
2011-2012	169	124	141	127	140	126	137	121	152	143	157	162	145	**1844**
2012-2013	153	142	127	144	128	139	130	137	124	168	144	154	167	**1857**
2013-2014	185	128	146	130	145	127	143	130	141	137	169	141	160	**1882**
2014-2015	154	156	131	149	131	144	131	144	134	155	138	166	147	**1880**
2015-2016	162	130	160	135	150	130	149	131	148	148	156	135	171	**1905**

Source: Iowa Department of Education

Higher Education

Luther College, a four-year, coeducational, liberal arts college, is located in the northwest part of Decorah. The college was established in a vacant parsonage near La Crosse, Wisconsin in 1861 and transferred to Decorah in 1862. The first main building was constructed on the campus in 1865.

The college campus consists of approximately 945 acres, of which 195 acres comprise the main campus. The main campus includes several classroom buildings, a library, administrative offices, student housing, and athletic facilities. A new 71,777 square foot building named Sampson Hoffland Science Building was recently built, Valder Hall has been recently renovated, and future plans include the construction of a new indoor swimming pool.

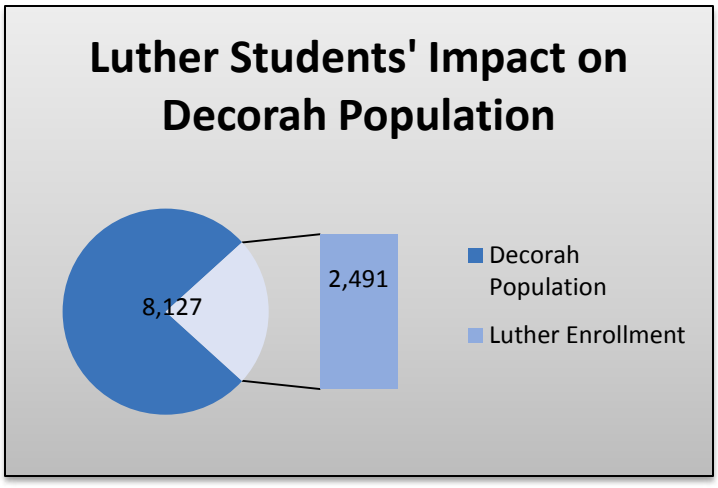
Luther College is primarily a residential college, it houses students in a variety of settings, including apartments, townhouses, residence halls and residential houses in neighborhoods surrounding the college. During the 2009-2010 school year Luther housed 2,150 students in campus housing, with approximately 110 to 150 students residing of-campus annually.

During 2010 Luther College reported 2,491 students enrolled for the Fall Semester. The student enrollment at Luther College has been stable over the last several years. Since 2006, the enrollment has varied from a low of 2,423 in 2008, to a high of 2,519 in 2006. See Table 25 for a detailed breakdown of these figures.

Table 25: Luther College Student Enrollment Trends for a Five-Year Period

Year	1st Year	2nd Year	3rd Year	4th Year	Special	Total
2006	638	586	586	602	92	**2,504**
2007	670	595	543	588	80	**2,476**
2008	631	592	583	541	76	**2,423**
2009	667	579	593	595	85	**2,519**
2010	607	611	543	635	85	**2,491**

Source: Luther College



Luther College has a large impact on the City of Decorah. The Chart to the left shows that of the 8,127 total residents of Decorah, 2,491 of these are Luther students, making Luther College students 23% of the total population of Decorah.

Nearby Secondary Education

Decorah's location is within reasonable commuting distance, approximately 12 miles, to Northeast Iowa Community College located in Calmar, Iowa. Upper Iowa University, a four year private college, is approximately 36 miles from Decorah.

Winneshiek County Fairgrounds

The Winneshiek County Fairgrounds, encompassing approximately 9.5 acres, is located in the northeast of part of east Decorah, just east of Montgomery Street. The fairgrounds include 23 buildings and a one-quarter-mile dirt track. The buildings consist of a grandstand, a community building, exhibit halls, and cattle, sheep and swine barns.

The County fair was originally established in 1878 and is held annually during the summer. The annual attendance for the four-day event is over 17,000.

During the rest of the year, the buildings are used for storage. The community building is used year-round for sales, meetings, auctions, reunions, and other community activities. The dirt track, known as the Upper Iowa Speedway, is used for races during the summer months.

Winneshiek County Courthouse

Winneshiek County was organized after the state legislature passed an enabling legislation in 1847. The county was named in honor of a Winnebago chief. The original courthouse was built in 1858, and a jail in 1878. The existing courthouse was built in 1903-1904. The courthouse, built of buff Bedford stone, includes three stories. The courthouse houses administrative offices for the various county departments including the assessor, auditor, treasurer, recorder, county engineer, and county supervisor as well as other county facilities.

City Hall

The city hall is located north of the central business district, along Claiborne Street. The city hall, built in 1961, houses the offices of the city manager, mayor, Parks and Recreation Department, the council chambers, the police department, and the fire department. A new addition of approximately 8,000 square feet was built in 1991 to house the police department. City hall was remodeled in 1993, and with those improvements has met the city's needs since that time.

4.9 Utilities & Community Facilities Summary

The City of Decorah enjoys outstanding public facilities that add to the quality of life of its residents. Together with the Decorah Community and Luther College, the community offers a variety of recreational, artistic and cultural opportunities to the public. In addition, the city's police, fire rescue and medical services are first rate. It should be noted that the community should strive to maintain and improve these services through the dedication of

resources. Decorah's utility infrastructure meets the city's needs at this time, and plans are continually made for expansion, repair and upgrades as needed.

4.10 Utilities & Community Facilities Policies

Utilities

- Coordination of the immediate and long range plans of the wastewater treatment and sanitary sewer system with the land-use plan and policies will be encouraged and implemented.

- A detailed water system plan addressing current and projected needs for production, storage, treatment, transmission and distribution should be developed. The plan should address both domestic and fire flows, and should be developed in conjunction with the land use plan.

- The water supply wells should be protected from extraneous surface contamination.

- City standard specifications for street and utility improvements should be developed to provide uniform design of utilities and streets.

- Storm drainage system design criteria should be developed in accordance with the land use policies and plan to serve as a guide for developers and the city to improve storm drainage systems. The storm sewers in areas subject to future development by sub dividers should be designed to accommodate runoff from storm events of a 10-year recurrence.

- Recycling of solid waste and safe methods for disposal of toxic waste should be promoted.

Parks

- A detailed written plan should be established that will reflect development, maintenance, and orderly growth of area trails, parks, recreation activities and community facilities.

- A system of neighborhood parks that serve existing and future residential areas should be developed in accordance with the parks and recreation plan.

- The system of bikeways and trails that links parks, recreation areas and schools with residential areas should be further developed in the Decorah area.

- The local trail system should be expanded and integrated with county and regional trail systems to enhance connectivity and multi-modal use.

- Cooperative efforts with all public entities, governmental agencies and surrounding municipalities; including schools, college, and counties including Winneshiek, regarding planning and development of recreational facilities and programs and joint use of facilities should be encouraged and continued.

- Public park dedication standards for developers should be established.

Schools

- Future needs of area school districts and colleges will be coordinated and incorporated into this plan.

Community Facilities

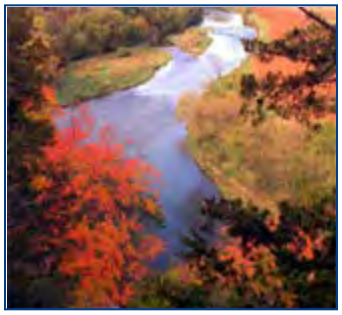
- Future needs of the Decorah Fire Department will be coordinated in accordance with the standards of the Insurance Service Office (ISO) and this plan.

- Relocation and potential consolidation of city facilities should be considered during the planning period.
- The city library should be recognized as a vital part of this community and overall maintenance and operations should be supported.

- Development of a community center should be encouraged.

- The Vesterheim Museum should be recognized as a vital part of this community and the city should participate in a cooperative and coordinated planning process in support of the Museum's integration and development in its existing downtown area.

CHAPTER 5: NATURAL, AGRICULTURAL & CULTURAL RESOURCES





Photos above by Randy Uhl

5.1 Introduction

This element includes an inventory and analysis of the natural, agricultural, and cultural resources in the City of Decorah. Within the following narrative, various components of the community resource base are examined at a broad level or "planning scale". The purpose of this examination is to provide the community with the necessary information to make informed decisions about future growth and development.

5.2 Natural Resources

Climate

Decorah's climate is continental in nature, and is characterized by four distinct seasons, as well as a wide variety in temperature and precipitation. Decorah averages 32.09 inches of rain per year, the US average is 37. Snowfall is 38.7 inches; the average US city gets 25 inches of snow per year. The average high temperature is 54.8 degrees and the average low is 34.2 degrees each year.

Topography

The City of Decorah is situated within the Upper Iowa River Basin. The city and the planning area are drained by the Upper Iowa River and its tributaries. Except the areas that are protected by the levees, most of the bottomlands of the Upper Iowa River are subject to flooding. The protective levees around developed parts of the city were constructed by the U.S. Corps of Engineers in the mid-1950s.

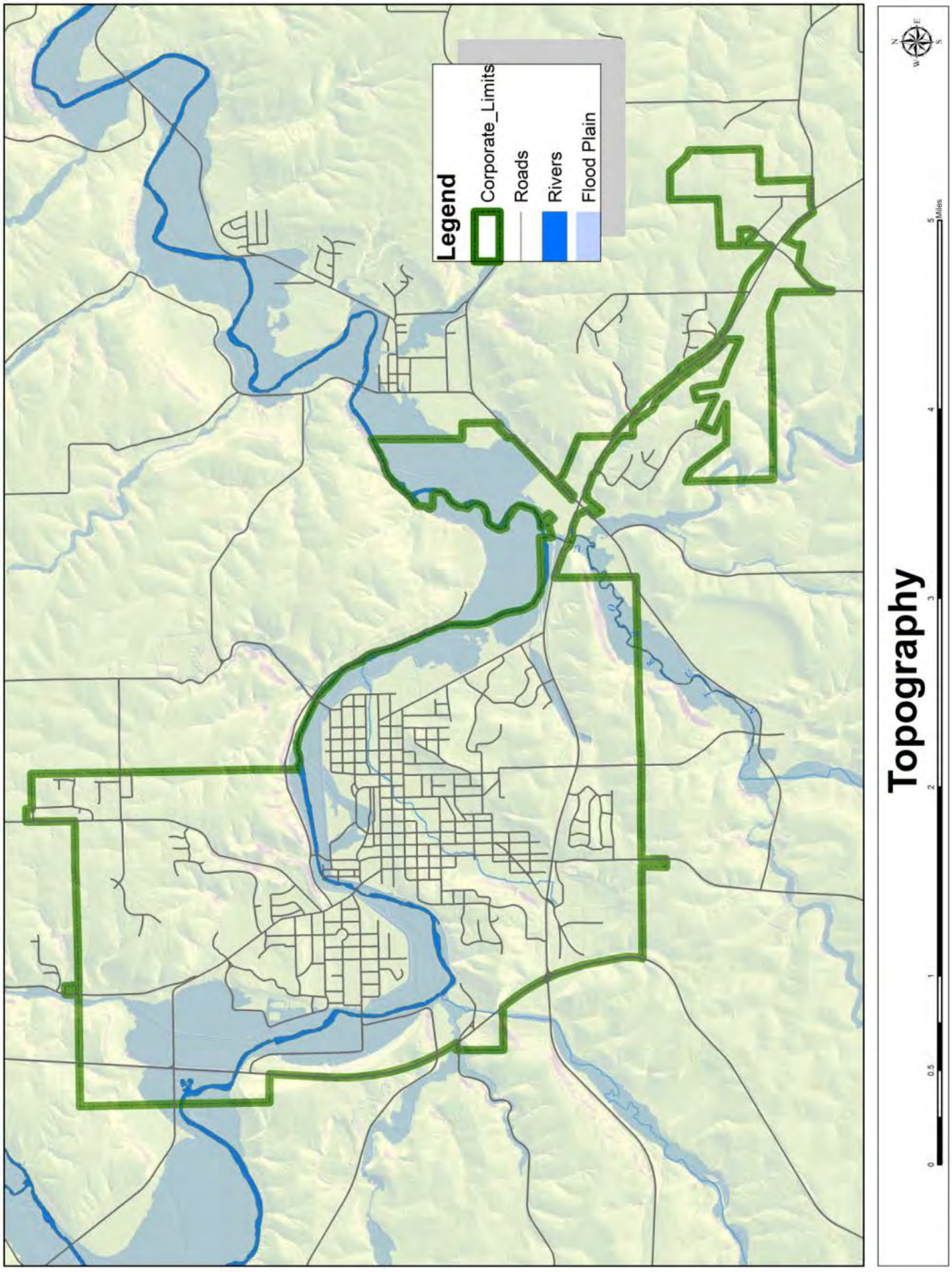
The topography of the city varies from relatively level areas along the bottomlands to steep side slopes along the drainage courses. The elevation difference in the planning area between the high points on the plateau and low point of the bottomlands is almost 400 feet.

Most of the developed areas of the city are located primarily on the nearly level to moderately undulating land of the bottomlands and side slopes, as shown on Figure 9.

The limestone outcroppings in the uplands and the sand and gravel deposits in the bottomlands have resulted in numerous quarrying operations in the city and the planning area. Parts of the uplands and the steep side slopes are densely wooded. The City of Decorah and Winneshiek County are known for the aesthetic qualities of natural features including caves, underground springs, trout streams and scenic areas, and for recreation facilities that have been developed. These features are all assets to Decorah and the surrounding area.

The City of Decorah is located in a geologic area known as the Paleozoic Plateau, or Driftless Area. Another geologic term often used to refer to Decorah is karst topography, which is characterized by caves and cave systems, disappearing streams, blind valleys, underground streams, sinkholes, springs, and cold streams. Karst topography presents some challenges and special requirements in terms of environmental protection, with the potential for water pollution being one of the top concerns.

Figure 9: Topography



Soils

An inventory of soils in Winneshiek County was completed and published in the report by the United States Department of Agriculture (USDA) in 2007. Winneshiek County soils were formed in loess, glacial till, alluvium, and organic parent materials.

Combinations of soil types form patterns which are known as associations. Soil associations include two or more soil types. Soil types in combination with other factors such as topography, drainage, vegetation and erosion identify the characteristic of each soil. Soil classifications generally apply to a depth of approximately five feet. The principal soil association in the Decorah area is the Steep Rock Land-Dubuque-Dorchester Association.

Soils of this association are composed of steep rock land; moderately steep, shallow, silty soils; and nearly level to sloping silty and loamy soils. Soils in Decorah include predominantly Terril Loam, Waukegan Loam, Fayette silt loam, Dorchester silt loam, and Winneshiek loam. The Terril soils are found primarily in the central part of the city on relatively level slopes along the Dry Run. The Waukegan and Winneshiek soils, found along the uplands, and Dorchester soils, found along the bottomlands, are predominant in the west part of Decorah. The Fayette silt loam is predominant in the southwest and north parts of the city on the uplands.
Soils such as Dorchester and Terril, located along the bottomlands of the Upper Iowa River, are subject to serve wetness and flooding.

The side slopes of the bluffs have been designated in the soil survey as steep rock land. Most of Palisades Park, Dunning's Spring Park, and Ice Cave Hill Park are included in this designation.
A generalized summary of the soil limitations for urban development, excerpted from the soils report, is summarized in Table 26.

Table 26: Limitations for Urban Development due to Soil Type

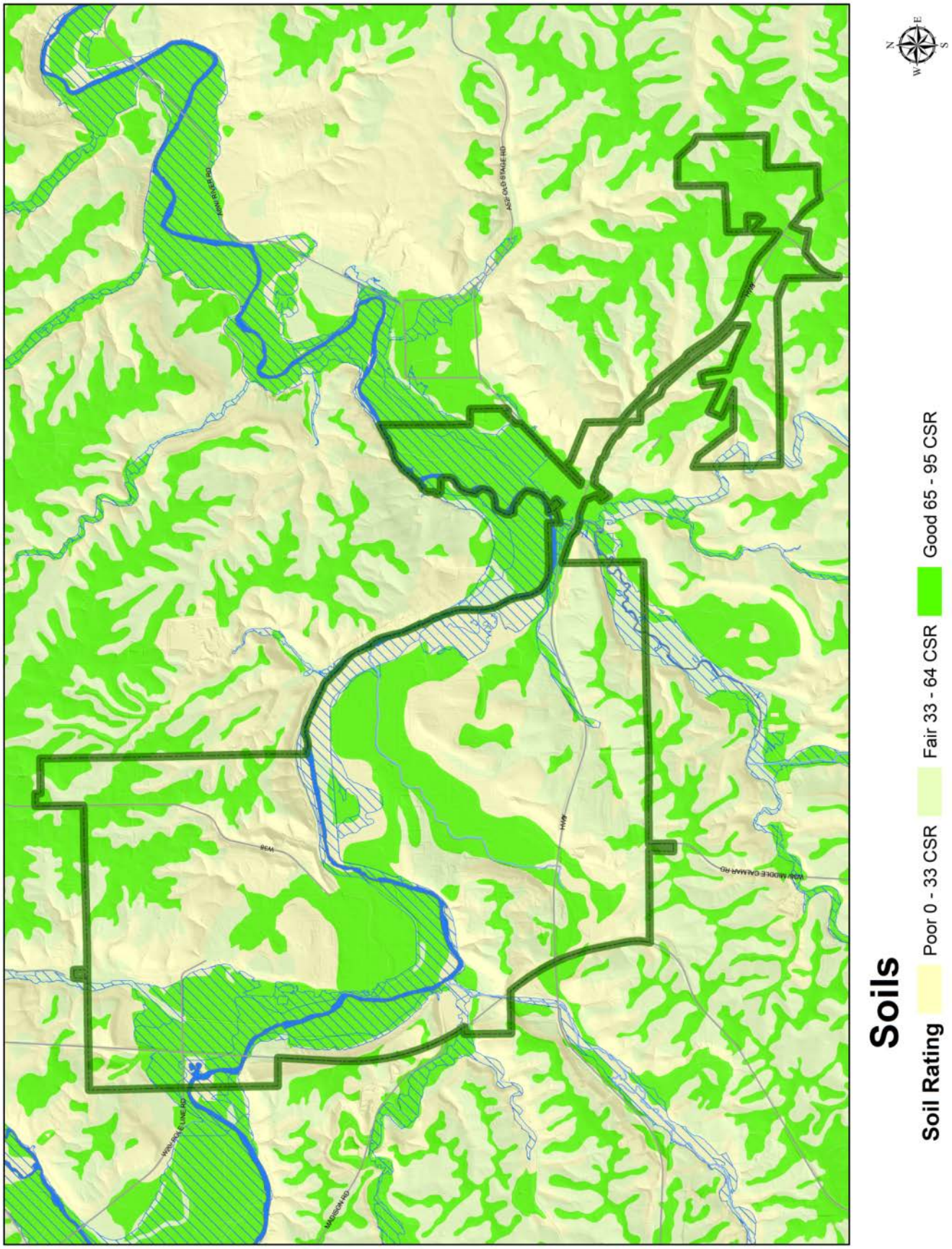
Soil Symbol	Soil Series	Building Site Development	Sanitary Facilities*	Construction Material (Borrow)
De	Dorchester	Severe subject to flooding	Severe subject to flooding	Fair to Poor
Te	Terril	Moderate	Slight Except in drainage ways	Fair to Poor
Fa	Fayette	Moderate	Slight	Fair
Wk	Winneshiek	None if on bedrock	Moderate to severe	Fair
Wd	Waukegan	Slight	Slight	Fair

Source: Soil Survey, Winneshiek County, Iowa; SCS, 1968.
*Includes septic tank absorption fields, sewage lagoons, and sanitary landfill facilities.

Soils in the planning area include primarily Fayette silt loam and Down silt loam in the uplands and sides slopes and Dorchester silt loam in the bottomlands. Steep rock land is common along the side slopes of drainage courses.

The Winneshiek County Soil Survey Report Supplement indicated that the Dorchester soils, when not subject to flooding, and Down, Fayette, and Terril soils on level-to-moderate slopes are highly productive for crops. The Corn Suitability Ratings (CSR) for these soils range from 83 to 90 based on an index level of 100 and are shown on Figure 10. The 100 index level represents soils that have no physical limitations for continual row cropping.

Figure 10: Soils



SURFACE WATER RESOURCES AND WETLANDS

Water is an important resource for all communities, and it is an especially evident one for the City of Decorah in its rivers, streams, and springs.

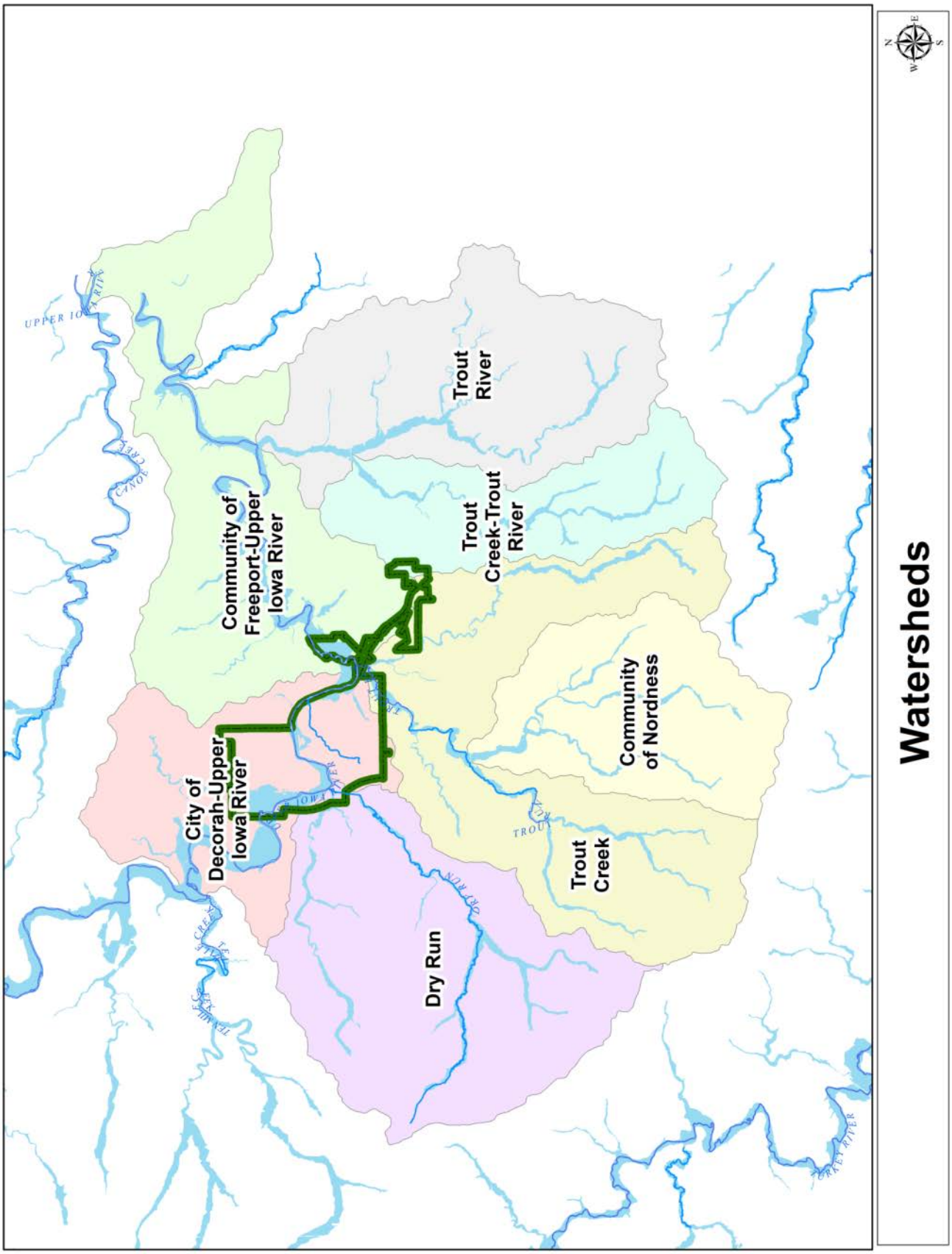
Rivers in the Planning Area:

- Upper Iowa River is known for its excellent canoeing, fishing and tubing
- Dry Run Creek is located on the west edge of Decorah.
- Coon Creek drains into the Upper Iowa River west of Decorah. This stream is not stocked in June, July and August due to warm water temperatures.
- Trout River is a beautiful trout stream east of Decorah. It has access on both State and private land.
- Trout Run is located immediately south of Decorah. This stream starts at scenic Siewers Springs which provides water for the Iowa DNR Decorah Trout Hatchery. The hatchery rears trout which are stocked into area streams. Trout Run provides excellent fishing opportunities.
- Twin Springs lies just west of Decorah and has a wide range of camping facilities.
- Canoe Creek lies north of Decorah and is a good stream to fish in the Spring and Fall. Canoe is not stocked in June, July or August due to warm water temperatures. Much of the access on Canoe Creek is provided by private landowners.

Watersheds

Decorah is in the Upper Iowa Watershed. The Upper Iowa River watershed is a 1,005 square mile watershed recognized by the EPA and the State of Iowa in the Unified Watershed Assessment as a Priority Watershed. A diagram of the watersheds in the Decorah area is shown in Figure 11.

Figure 11: Watersheds



5.3 Agricultural Resources

The City of Decorah currently has 1,673 acres or 38% of its land in agricultural use. Going forward and as noted in the future land use map, Decorah has identified prime farm land with corn suitability ratings of 65 or higher and has marked those areas with the intention of considering prime farmland in future land use decisions.

5.4 Cultural and Historic Resources

Museums

Vesterheim Norwegian-American Museum, at 523 West Water Street, houses over 24,000 artifacts, which include large samplings from the fine, decorative, and folk arts, and the tools and machinery of early agriculture, lumbering, and other immigrant industries.

Porter House Museum illustrates the life and times of its owners, Adelbert and Grace Porter, with their personal furnishings, collections, art work, photographs, and library. The museum is located at 401 West Broadway Street.

The Luther College Fine Arts Collection has over 1,500 works including paintings, drawings, prints, photography, sculpture, assemblages, textiles, ceramics, and utilitarian objects. The museum is located at 700 College Drive in the Preus Library.

Arts

Decorah is well-known as a regional center for the arts and for artists. As the home of many professional artists, Decorah is well represented in an annual Northeast Iowa Studio Tour. In addition to the many performing arts and music performances offered by Luther College, there are also several other local stage productions and music on offer for the public to enjoy.

Historic Preservation

Decorah has an established Historic Preservation Commission. The National Historic Preservation Act was passed by Congress in 1966. The Act pledged Federal matching funds for historic preservation, authorized the National Register of Historical Places, and provided a measure of legal protection for registered properties. Decorah and Winneshiek County have several sites listed on the National Register of Historic Places, including those listed in Table 27.

Table 27: Historic Places in Decorah

Historic Site	Location
Birdsall Lime Kiln	NE of Decorah
Broadway-Phelps Park Historic District	West Broadway from Winnebago St. to Park Dr.
Cooley-Whitney House	305 Grove St.
Decorah East Side Elementary and Middle School	210 Vernon St.
Decorah Ice Cave	Ice Cave Rd.
Decorah Woolen Mill	107 Court St.
Ellsworth-Porter House	401 W. Broadway
Horn House	NW of Decorah
Jacobson Farm	SE of Decorah on Rt. 1
Koren Library	SE of Decorah
Locust School	N of Decorah
Luther College Farm	Luther College campus
Miller, Norris, House	118 N. Mill St.
Painter-Bernatz Mill	200 N. Mill St.
Steyer Bridge	Oneota Rd. off US 52
Steyer Opera House	102--104 W. Water St.
Ten Mile Creek Bridge	Happy hollow Rd. over Ten Mile Cr.
Washington Prairie Methodist Church	Luther College campus

http://www.smalltowngems.com/browsetowns/iowa/decorah/decorahiahistoricsites.html

In addition, there are a number of historical places that have been identified in Decorah by the Winneshiek County Historical Society. These range from the old post office (present public library) to several churches, the pool house, and the Vesterheim Norwegian-American Museum.

Broadway-Phelps Park Historic District has been established including Phelps Park, the 300 through 700 blocks of West Broadway, and the 300 block of Upper Broadway. The district includes a variety of old houses of Midwestern architecture, together with some of Gothic Revival and Italianate styles of architecture.

Winneshiek County has established a historic preservation ordinance and created a historic preservation commission to be able to participate in the certified local government program of preservation historic places. The program, among other things, enables the county to obtain federal funds administered by the State of Iowa for historic preservation activities.

Resources for Historic Preservation

The Decorah and Winneshiek County Historical Society protects, collects, preserves and promotes the written, oral and tangible items of historical importance and to cooperate with other organizations to accomplish common goals.

Iowa's State Historic Preservation Office (SHPO) is part of the State Historical Society of Iowa, a division within the Iowa Department of Cultural Affairs. Its mission is to identify, preserve, and protect Iowa's historic resources.

5.5 Natural, Agricultural, and Cultural Resources Protection Programs

There are many programs in place to assist with the protection of natural, agricultural, and cultural resources. A few examples of the opportunities available are the Watershed Protection Program, Iowa Conservation Reserve Enhancement Program (CREP), Iowa Water Quality Loan Fund, Conservation Reserve Program (CRP), Environmental Quality Incentives Program (EQIP) and Wildlife Habitat Incentive Program (WHIP). The Decorah area is an excellent candidate for many of these programs because of the unique and fragile nature of the ecosystem, therefore many of the programs listed are currently being utilized. Natural, agricultural and cultural resources protection programs are discussed in further detail in the Comprehensive Plan for Winneshiek County.

5.6 Natural, Agricultural and Cultural Resources Summary

The City of Decorah has an abundance of natural resources, ranging from rivers, streams and springs to limestone bluffs, woodlands, prairies and abundant wildlife. These natural resources are important to the local economy through tourism and recreation as well as limestone quarry operations.

Agriculture occupies a surprising amount of acreage within the City of Decorah, often in areas subject to flooding. The city recognizes that the rich soil that makes farming so successful here is a resource to be protected.

Cultural activities are an important aspect of the City of Decorah. Historic preservation is actively pursued when appropriate, and actions will be taken to ensure that preservation of historic properties becomes an integral part of the site development process. The arts community is thriving in the Decorah area, with visual arts, performing arts and music performances all well-represented. Vesterheim is a high-quality museum and is an asset to the city.

5.7 Natural, Agricultural, and Cultural Resources Policies

- The preservation and protection of historical and archaeological sites and environmentally sensitive areas should be continued.

- The steep rock land, limestone outcroppings, and other scenic landscapes should continue to be preserved through acquisition, easements and other methods.

- Dry Run, the principal drainage channel through the developed part of Decorah, should be improved and maintained as open space through residentially developed areas and enclosed only where necessary due to extension of streets and commercial and industrial development in the central business district.

CHAPTER 6: HAZARDS





Photos above by Inspire(d) Media

6.1 Introduction

The City of Decorah Hazard Mitigation Plan Update was officially adopted, per resolution of the Decorah City Council, on April 5, 2010. Upper Explorerland Regional Planning Commission assisted the city in the preparation of the document after a grant funded from the Federal Emergency Management Agency and Iowa Homeland Security and Management Division was secured. Decorah Community School District, Jackson Junction, Spillville, Fort Atkinson, Calmar, Ossian, Castalia, Ridgeway, and the unincorporated areas were all a part of the Hazard Mitigation plan. The plan makes an objective analysis of what hazards present a risk to the community, records what mitigation measures have been historically implemented to combat those risks, and finally lays out a number of action steps that could be pursued in order to make the city a safer place to live, work, and visit.

6.2 Flooding

The Upper Iowa River has a profound impact on development in Decorah. Specifically, development in the floodways, as designated by the Federal Emergency Management Agency (FEMA), is prohibited. Figure 12 is a FEMA created Digital Flood Insurance Map (DFIRM). Decorah has experienced severe flooding from the Upper Iowa River resulting in property damage to homes and businesses. The four largest floods on the Upper Iowa River at Decorah occurred in 1941, 1961, 1993 and 2008, for which the estimated peak discharges were 27,200 cubic feet per second (ft3/s), 20,200 ft3/s, 20,500 ft3/s, and 34,100 ft3/s respectively.

6.3 Flood Control

The primary system of flood control in the city is from the U.S. Army Corps of Engineers (USACE) Dry Run Flood Control project. Additional locally constructed levees include those along Valley View Drive and Luther College.

The existing USACE project was authorized by the Flood Control Act approved June 22, 1936, and modified by the Flood Control Act approved August 18, 1941. The project provides for diversion of Dry Run into the Upper Iowa River by means of an earth dike across Dry Run one mile southwest of Decorah and a diversion channel 3,200 feet in length through high ground to the Upper Iowa River in Decorah (locally known as "The Cut"). The project was designed to provide protection for areas within the city limits of Decorah against the maximum probable flood on Dry Run and against a flood on the Upper Iowa River equivalent to about twice the maximum flood of record. The project was completed on December 9, 1950 and turned over to local interests on January 12, 1951.

Surface drainage, from the various sub-drainage areas in the city, is conveyed through the levees by a system of culverts. The culverts vary in size from 30-inch to 84-inch diameter pipes. All the culverts have flap gates to prevent high flood water from the Upper Iowa River backing into the protected interior areas of Decorah.

In the 1977 study report, the USACE proposed to improve the interior drainage by identifying areas of backwater flooding, and establishing easements near the levee, by providing sluice gates at all outlets to the river, and by providing three pumping stations at central locations along the levee. Three pumping stations, the Dry Run pumping station, the Roberts Lake pumping station, and the Ice Cave Road pumping station were recommended to pump accumulated backwater over the levee when the flap gates are closed during periods of flooding on the Upper Iowa River. The proposed improvements were not implemented due to USACE Benefit Cost Analysis and lack of funding.

During the prior planning period at least two major flood events occurred including the new record flood of 2008, exceeding the previous record flood of 1941. Other significant local, state and national flood events resulted in many changes related to the Decorah Flood Control System.

Included among these are a more comprehensive levee safety and inspection program administered through the USACE, remapping of 100 year and 500 year flood plains by FEMA, a USGS Flood Plain Study initiated by the city, and an extensive evaluation of current levee conditions through a Levee Accreditation Study conducted by the city and consultants as required by FEMA.

In addition to this the city joined the National Flood Insurance Program (NFIP) in 2008.

6.2 Hazards Summary

Flooding is the primary hazard for the City of Decorah, and significant effort has been put forth recently to improve Decorah's preparedness in the event of another major flood. Additional hazards of concern are tornados, winter storms, and other severe weather events.

6.3 Hazards Policies

- The protection of the floodplains of the Upper Iowa River, Dry Run, Trout Run Creek and other tributary stream channels, and embankments from incompatible development will be given high priority.

- Storm drainage easements for Dry Run and other drainage channels and storm sewers should be established.

- An ordinance more restrictive than the requirements of the NFIP should be considered that addresses development within established flood limits. This ordinance should be established using the City's accepted flood map. Full or partial prohibition should be considered for development in wetland and flood limit areas.

The Hazard Policies below are taken from the Mitigation Action Worksheets, Winneshiek County, 2011. The Mitigation Action Worksheets are available in full in the Winneshiek County Comprehensive Plan.

- Establish and maintain well-equipped and well-trained emergency response capabilities with active partnerships

- Provide increased flood mitigation efforts and enhancements, including levees

- Purchase, install, upgrade, and maintain warning and alert notification equipment and/or system(s)

- Purchase, upgrade, maintain and implement compatible regional interoperable portable mobile communications systems

- Develop, upgrade, enhance, and protect infrastructure, and/or critical facilities

- Purchase and install generator(s) and additional power supply equipment

- Encourage pre-disaster planning, providing awareness and education of hazards to the public and potential resources for assistance

- Create and maintain a communication network for rainfall and flood gauge reporting along water sources

- Establish and stock community shelter location(s), designing and constructing if [additional] site(s) sought

- Develop and enhance technology resources

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

- Develop, implement, and keep current city, county, school, fire station, and other regional planning documents; maximize code/ordinance enhancement and enforcement

- Purchase, install, maintain, and upgrade fiber optic cable, equipment and related technology to allow for reliable movement of communication and data

- Promote Winneshiek County Multi-Jurisdiction (MJ-9) Multi-Hazard Mitigation Plan to the public

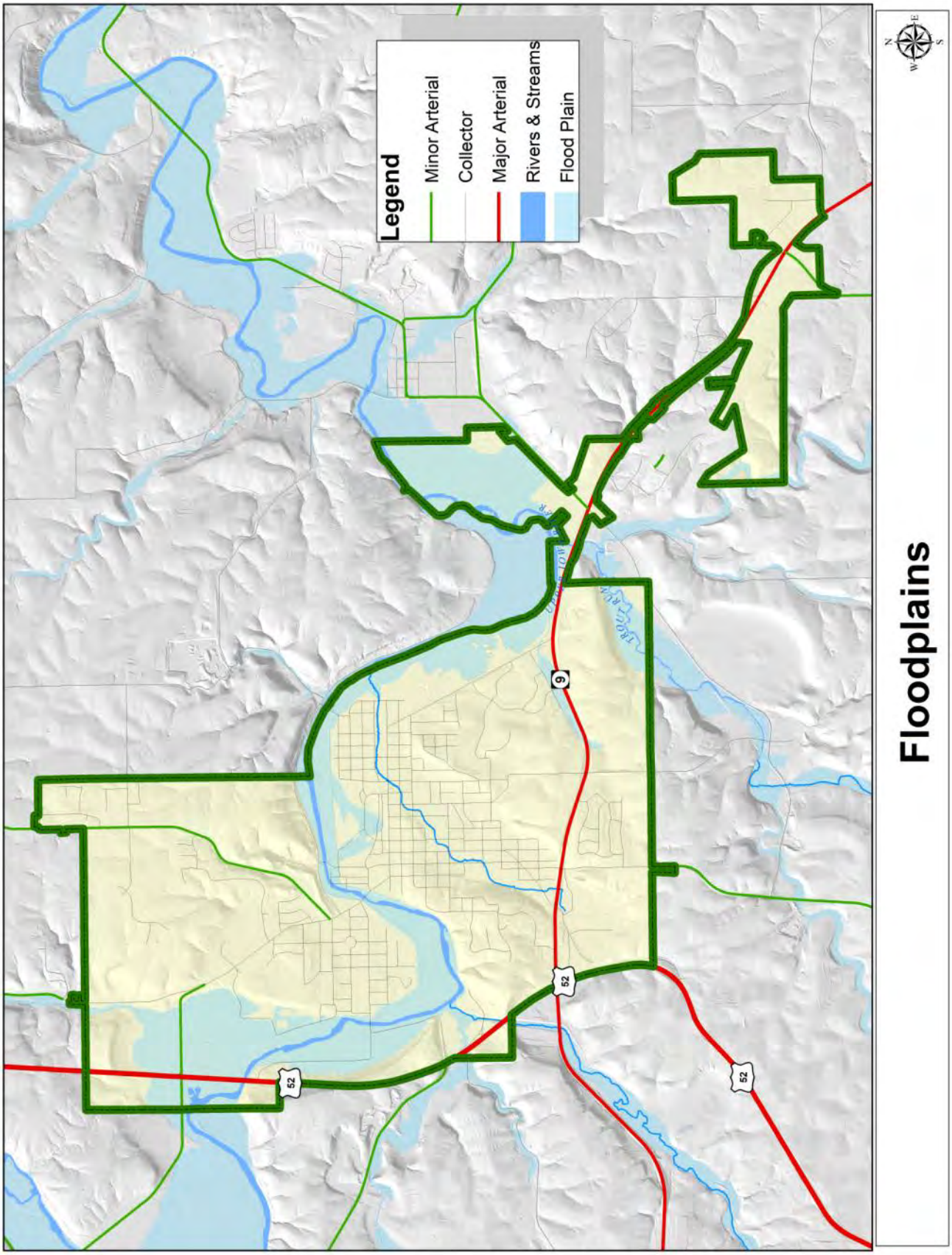
- Provide increased awareness to National Flood Insurance Program (NFIP) participation, encouraging [continued] participation

- Develop and construct safer routes for all traffic modes including, the education of residents on the maximization of these routes

- Acquisition and demolition of damaged structure(s) and property

- Evaluate sinkholes through engineering studies and implement appropriate safety protocols

Figure 12: Floodplains



CHAPTER 7: ECONOMIC DEVELOPMENT





First two photos by Randy Uhl

7.1 Introduction

Several characteristics of the population, the labor force, and the economic base of the City of Decorah play a major role in its economic development and will be discussed in this element.

7.2 Education

One factor that may influence income and employment is education. The following table compares the levels of education for Decorah and Winneshiek residents for 2010. As one might expect for a college community, residents of Decorah reported higher attained levels of education, by percentage, than the overall profile for Winneshiek County.

Table 28: Educational Attainment for Persons 25 Years of Age and Older in 2010

Category	Decorah		Winneshiek County	
	Number	Percent	Number	Percent
Less than 9th Grade	261	6.5	700	5.4
9th to 12th Grade, No	131	3.2	490	3.8
High School Graduate,	1,270	31.5	4,758	36.7
Some College, No	746	18.5	2,224	17.1
Associate Degree	229	5.7	1,330	10.2
Bachelor's Degree	895	22.2	2,320	17.9
Graduate or	503	12.5	1,158	8.9
Total	**4,035**	**100.0**	**12,980**	**100.0**

Source: American Community Survey (sample data)

7.3 Labor Force

Table 29: Unemployment Rate Trends by Year (Annual Rate)

Community	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Winneshiek County	2.7%	2.9%	3.6%	4.2%	4.4%	4.2%	3.6%	3.7%	4.5%	5.8%	5.6%
State of Iowa	2.8%	3.3%	3.9%	4.4%	4.6%	4.3%	3.7%	3.7%	4.4%	6%	6.1%

Source: Iowa Workforce Development

Employment by Industry

Table 30: Top Employers of Decorah

Employer Name	Industry Product or Service	Employed
Luther College	Higher Education	640
Infastech	Engineering and manufacturing of drill screws and fasteners	460
Winneshiek Medical Center	Health Care	430
Bruening Rock Products	Construction	375
Wal-Mart	Retail Sales	350
Rockwell Collins	communication and aviation electronics	220
Decorah Community Schools	K-12 Education	250
Pinnacle Financial	Debt Collection Services	220
Northeast Iowa Community Action	Non-Profit Social Services	190
Aase Haugen Homes	Elderly Care	190

7.4 Economic Base

According to the figures shown in Table 31, Decorah's leading industries are: Educational, Health, and Social Services; Art, Entertainment, and Recreation; and Retail Trade. The three largest industries for all of Winneshiek County are the same with the exception of Art, Entertainment, and Recreation which is replaced with Agriculture, Forestry, Fishing and Mining. Specifically, the Educational, Health and Social Services statistics reflect that the Decorah Community school system, Luther College, Winneshiek Medical Center, and Winneshiek County social services are large employers in Decorah. Manufacturing employment is comprised of workers in the city's industrial park, the Kerr Drive area, as well as other manufacturers located in neighboring communities.

Table 31: Economic Base of Decorah and Winneshiek County in 2010

Category	Decorah		Winneshiek County	
	Number	Percent	Number	Percent
Agriculture, Forestry, Fishing, Mining	70	1.7	1,170	10.1
Construction	163	3.9	841	7.3
Manufacturing	406	9.8	1,608	13.9
Wholesale Trade	83	2.0	270	2.3
Retail Trade	434	10.5	1,175	10.1
Transportation, Warehousing, and	71	1.7	401	3.5
Information	44	1.1	81	0.7
Finance, Insurance, Real Estate, Rental	125	3.0	441	3.8
Professional and Scientific	170	4.1	453	3.9
Educational, Health, and Social Services	1,885	45.4	3,605	31.1
Art, Entertainment, and Recreation	500	12.0	883	7.6
Other Services	150	3.6	420	3.6
Public Administration	52	1.3	242	2.1
Total Employed Persons	**4,153**	**100.1**	**15,209**	**100.0**

Source: American Community Survey (sample data)

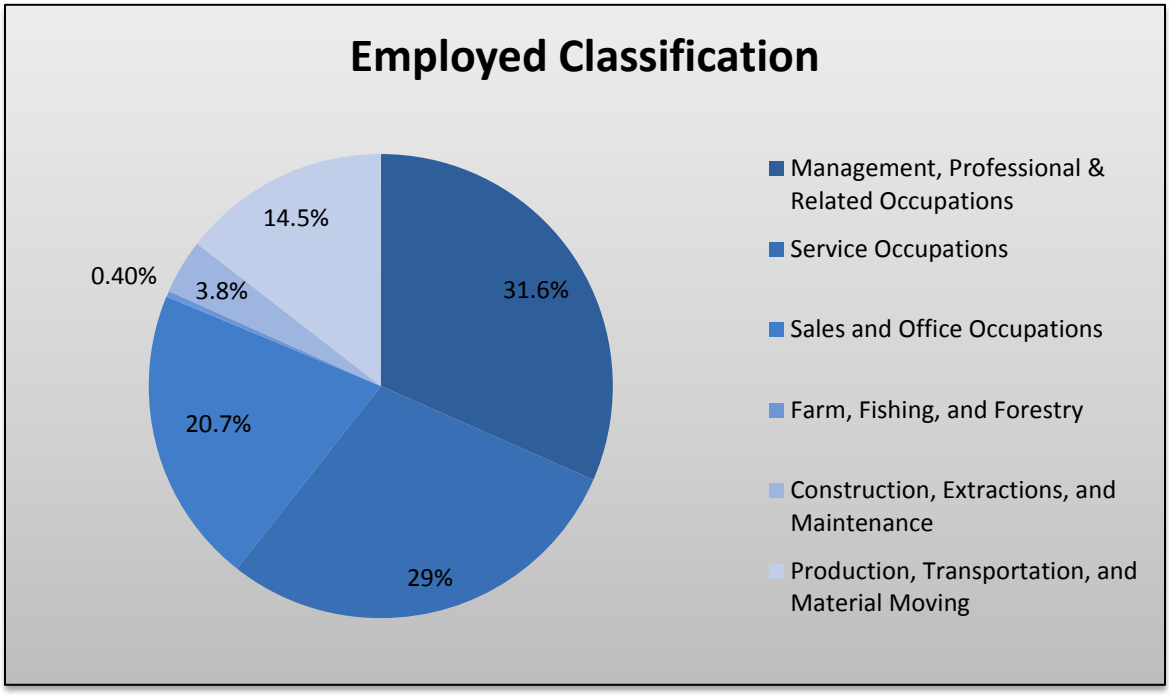
Table 32 classifies employees into general employment categories. The largest categories in the city, as well as Winneshiek County as a whole, are: Management, Professional, and Related Occupations; Service Occupation is second for Decorah while Sales and Office Occupation is the county's second largest category. The third occupation for the city is Sales and Office Occupations, while the county has service occupations ranked third. Of note is that from 2000 to 2010 Decorah had significant changes in Management, Professional & Related which decreased from 39% in 2000 to 31.6% in 2010. During that same tenure; Service Occupation increased from 20.5% in 2000 to 29% in 2010.

Table 32: Occupation Classification of Persons Employed in 2010

Industrial Description	Decorah		Winneshiek County	
	Number	Percent	Number	Percent
Management, Professional &	1,312	31.6	3,867	33.4
Service Occupations	1,206	29.0	2,147	18.5
Sales and Office Occupations	861	20.7	2,369	20.4
Farm, Fishing, and Forestry	16	.4	334	2.9
Construction, Extractions, and	157	3.8	903	7.8
Production, Transportation, and	601	14.5	1,970	17.0
Total Employed Persons	**4,153**	**100.0**	**11,590**	**100.0**

Source: American Community Survey (sample data)

Chart 10: Employed Classification



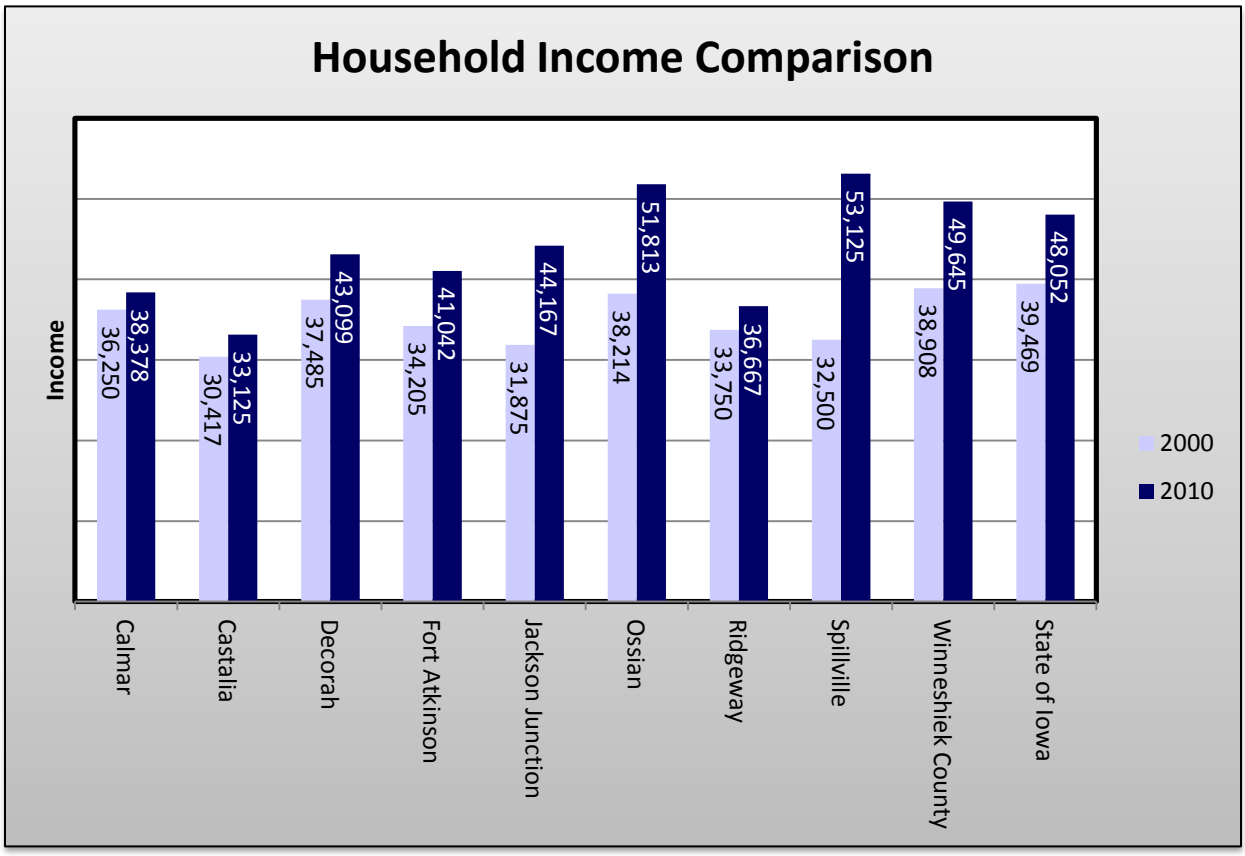
Median household and per capita income levels for selected jurisdictions are provided in Table 33. Decorah statistics, according to the Census Bureau, are near the top of the communities shown. In comparison to the County and State in 2010, the city had a lower per capita income and median income.

Table 33: Per Capita and Median Household Income for Selected Communities

Community	Per Capita Income		Median Household Income	
	2000	2010	2000	*2010
Calmar	17,958	19,489	36,250	38,378
Castalia	17,228	20,465	30,417	33,125
Decorah	**16,351**	**19,551**	**37,485**	**43,099**
Fort Atkinson	14,702	23,650	34,205	41,042
Jackson	15,824	26,249	31,875	44,167
Ossian	16,490	23,291	38,214	51,813
Ridgeway	15,206	19,317	33,750	36,667
Spillville	15,674	37,392	32,500	53,125
Winneshiek	17,047	24,161	38,908	49,645
State of Iowa	19,674	25,060	39,469	48,052

Source: U.S. Iowa Data Center and *American Community Survey (sample data)

Chart 11: Household Income Comparison



While all communities experienced income growth over the decade, Decorah had the fifth highest increase out of all 8 incorporated communities.

The Economic Census, which provides additional economic data, is taken every five years in years ending in "2" and "7". The reason we review this information is because the Economic Census provides more detailed economic statistics for both the city and the county.

Table 34 shows retail trade statistics for Decorah and Winneshiek County for the last two Economic Censuses. It is important to point out that the number of establishments, receipts, annual payroll, and the number of paid employees all increased for the City of Decorah between 2002 and 2007. However, Winneshiek County as a whole has not had the same results. The County increased its receipts and annual payroll, while declining in number of establishments and paid employees during this five-year time period.

Table 34: Retail Trade for Selected Communities

2002				
Geographic Area	**Number of Establishments**	**Receipts ($1,000)**	**Annual Payroll**	**Paid Employees**
Decorah	85	107,179	11,233	800
Winneshiek	133	211,273	22,612	1,288
2007				
Geographic Area	**Number of Establishments**	**Receipts ($1,000)**	**Annual Payroll**	**Paid Employees**
Decorah	88	211,831	19,174	978
Winneshiek	129	289,636	24,739	1,221

Source: Census of Retail Trade and Economic Census

Manufacturing industry statistics for Decorah and Winneshiek County are illustrated in Table 35. As is shown in Tables 31 and 32, these industries play an important role in the economies of each jurisdiction. According to the table, the city and county statistics follow the same trends from 2002 to 2007. Specifically, the number of establishments, annual payroll, and number of paid employees rose for this time period. (Receipts for the City of Decorah were not provided for 2007)

Table 35: Manufacturing Industries for Selected Communities

2002				
Geographic Area	**Number of Establishments**	**Receipts ($1,000)**	**Annual Payroll**	**Paid Employees**
Decorah	12	185,310	32,602	1,117
Winneshiek	28	237,461	51,004	1,693
2007				
Geographic Area	**Number of Establishments**	**Receipts ($1,000)**	**Annual Payroll ($1,000)**	**Paid Employees**
Decorah	17	-	41,239	1,290
Winneshiek	31	288,679	58,049	1,721

Source: Census of Manufacturing and Economic Census

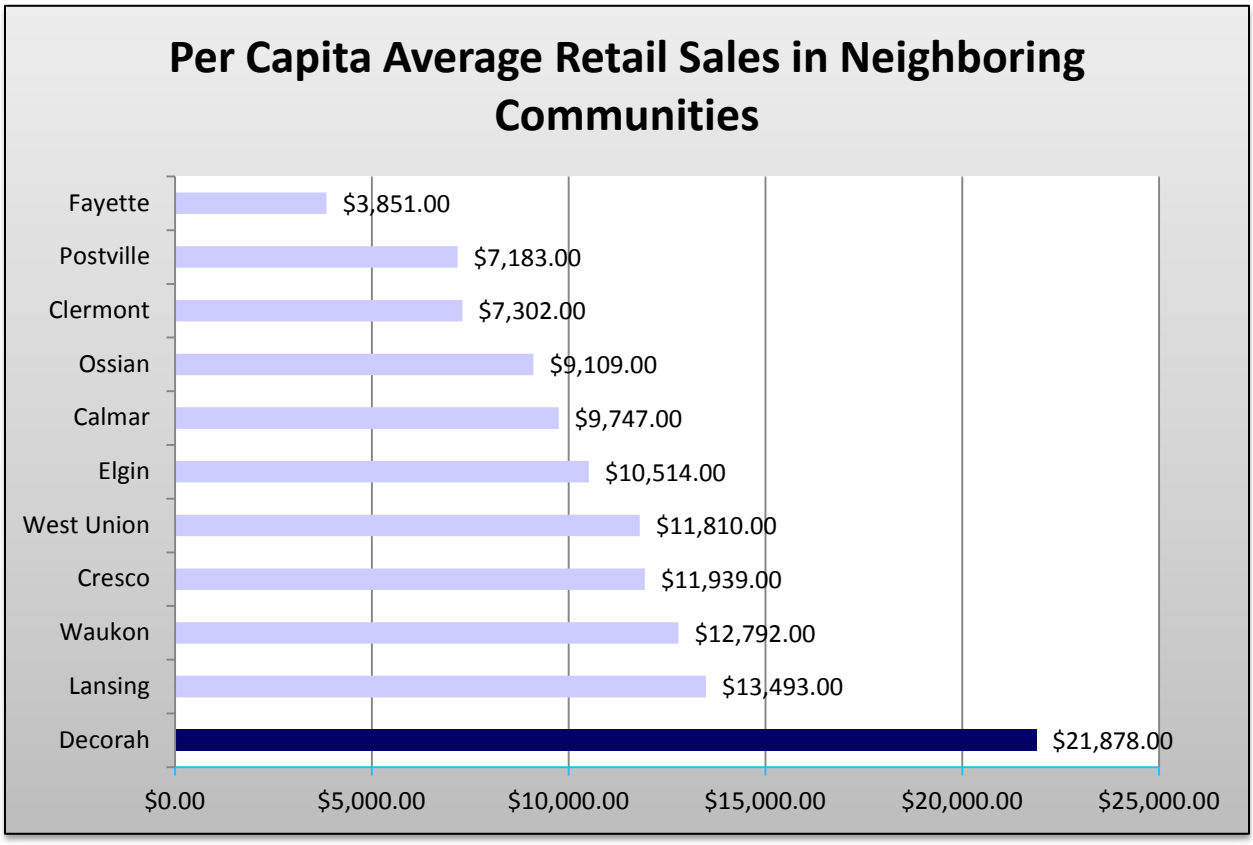
Table 36 provides more detailed information regarding wholesale trade activities in Decorah and Winneshiek County. Wholesale trade, by Census definition, includes businesses such as: furniture and home furnishing suppliers; lumber and other construction material suppliers; electrical goods and supplies; hardware, plumbing, and heating equipment; farm grown products; chemical and petroleum products; and paper product suppliers. As is shown in this table, both the City of Decorah and the county experienced a decline in the number of establishments between 2002 and 2007. Wholesale trade sales reported in the county increased, while the City of Decorah experienced an overall slight decline in sales. Finally, the city reported decreases in annual payroll and employees, while the county reported a rise in annual payroll and number of employees during the same period of time.

Table 36: Wholesale Trade for Selected Communities

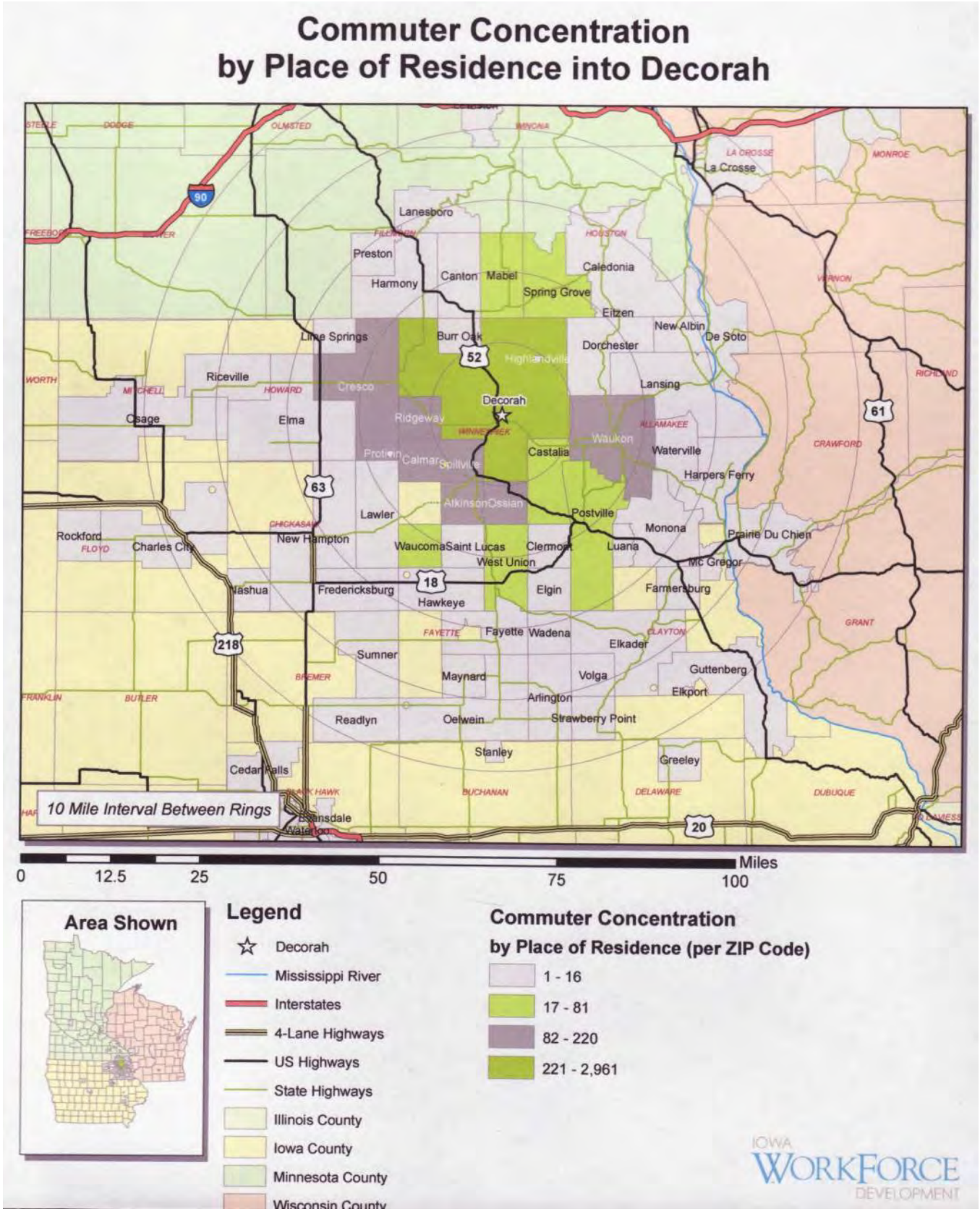
2002				
Geographic Area	**Number of Establishments**	**Sales ($1,000)**	**Annual Payroll ($1,000)**	**Number of Employees**
Decorah	15	27,744	4,203	124
Winneshiek	34	109,018	8,418	276
2007				
Geographic Area	**Number of Establishments**	**Sales ($1,000)**	**Annual Payroll ($1,000)**	**Number of Employees**
Decorah	13	27,680	3,706	86
Winneshiek	30	167,268	9,586	259

Source: Census of Wholesale Trade and Economic Census

Chart 12: Per Capita Average Retail Sales in Neighboring Communities



Fiscal Year 2009 per capita sales values for the 10 nearest communities of 500 or more in population from ISU http://www.recap.iastate.edu/retail/files/retail_1919405.pdf



Source: Iowa Workforce Development

7.5 Decorah Financials

Table 37 shows the expenditures and fund balance for Decorah for six years. Expenditures appear to fluctuate slightly over the years, most likely due to special projects. In terms of overall financial picture, it is important to note that revenue exceeded expenditures in 2010.

Table 37: Expenditure and Fund Balance Trends: Annual Financial Reports

Expense Category	Fiscal Year 2005	Fiscal Year 2006	Fiscal Year 2007	Fiscal Year 2008	Fiscal Year 2009	Fiscal Year 2010	Fiscal Year 2011
Public Safety	1,344,337	1,520,696	1,740,259	1,629,989	2,125,159	2,006,817	1,774,008
Public Works	902,888	1,024,826	1,511,453	1,129,185	1,624,645	1,338,937	2,005,301
Health & Social Services	10,450	35,450	58,129	17,129	21,129	66,129	30,364
Cultural& Recreational	1,166,582	1,344,336	1,524,002	1,460,900	1,470,421	1,510,890	1,691,172
Comm.& Econ Development	231,172	700,127	217,523	527,711	548,858	520,341	521,912
General Govt.	307,528	361,078	423,002	399,515	404,611	458,324	820,762
Debt Services	796,624	859,651	589,345	199,815	199,813	221,283	199,815
Capital Projects	703,766	1,928,195	1,894,600	2,986,116	1,657,137	1,306,728	1,426,795
Business Type Enterprises	2,302,311	1,610,204	2,197,589	1,757,737	1,754,596	1,924,049	1,504,693
Subtotal	7,765,658	9,384,563	10,155,902	10,108,097	9,806,369	9,353,498	9,974,822
Transfers out/other	102,655	199,408	201,886	30,000	89,531	170,806	190,422
Total	7,868,313	9,583,971	10,357,788	10,138,097	9,895,900	9,524,304	10,165,244
Revenues Over (Under) Expenditures	382,312	-1,472,069	568,681	-996,082	294,995	-589,936	394,044

Beginning Fund Balance July 1st of the previous Year	5,821,112	6,203,423	4,731,354	5,300,035	4,303,953	4,598,951	4,791,403
Ending Fund Balance June 30th of that year	6,203,424	4,731,354	10,936,469	4,303,953	4,598,951	4,791,403	4,397,359

Source: City of Decorah Annual Reports

Table 38: Revenue Trends in the City's Annual Financial Reports

Source	Fiscal Year 2005	Fiscal Year 2006	Fiscal Year 2007	Fiscal Year 2008	Fiscal Year 2009	Fiscal Year 2010	Fiscal Year 2011
Property Tax	2,556,954	2,606,399	2,724,908	2,714,709	2,899,406	2,943,629	3,322,518
Tax Increment	238,260	211,567	122,968	412,756	359,342	587,060	309,909
Other City Taxes	1,027,055	997,290	1,154,453	1,092,355	1,163,545	1,107,732	1,186,261
Use of Money and	129,106	168,282	218,846	169,812	99,716	89,581	56,583
Licenses and Permits	25,287	24,350	30,759	30,370	27,451	25,825	31,256
Intergovernmental	1,706,837	2,008,239	1,905,775	1,989,983	1,913,765	2,061,147	2,112,544
Charges for Services	1,617,126	1,610,740	1,638,620	1,678,864	1,883,272	1,814,306	1,859,485
Miscellaneous/Spec.	342,714	293,598	789,342	1,012,325	926,809	916,670	689,615
Other Financing Sources	504,631	191,437	2,138,912	10,841	831,058	-	12,607
Subtotal	8,147,97	8,111,90	10,724,583	9,112,015	10,101,364	9,716,75	9,500,778
Transfers In	102,655		201,866	30,000	89,531	170,806	190,422
Total	**8,250,625**	**8,111,902**	**10,926,469**	**9,142,015**	**10,190,895**	**9,716,756**	**9,771,200**

Source: City of Decorah Annual Reports

Table 39: General Obligation Bond Indebtedness Repayment Schedule (Includes TIF)

Fiscal Year	Annual Principal	Annual Interest	Total Annual
2010	492,562	151,495	644,057
2011	513,214	130,926	644,140
2012	534,324	103,101	637,425
2013	448,900	80,564	529,464
2014	358,000	64,516	422,516
2015 and Beyond	1,466,000	116,080	1,582,080
Total	**3,813,000**	**646,682**	**4,459,682**

Source: City of Decorah

Table 40: General Obligation Bond Debt Analysis

Actual Assessed Valuation, Including Agricultural Land	456,428,197
Bonding Capacity (5% of Actual Assessed Valuation)	22,821,410
Outstanding Debt (General Obligation and TIF Debt) as of June	2,805,997
Unused Bonding Capacity	20,015,413
Percent Bonding Capacity Used	12.29
Percent Bonding Capacity Unused	87.71

Table 41: Decorah Property Tax Rate Trends for the Last Ten Fiscal Years

Fiscal Year	City of Decorah Levies	School District Levies	Winneshiek County Levies	Northeast Iowa Community College Levies	Total Tax Levy
2000	11.94677	13.15674	4.77349	.56995	32.15346
2001	11.77868	13.00120	6.92011	.57072	33.54356
2002	11.80528	13.16969	6.52857	.57507	33.27837
2003	11.74032	12.99554	6.37992	.57791	33.00115
2004	12.42092	14.93752	6.26276	.59804	35.59876
2005	12.42896	15.29597	6.56222	.60517	36.12785
2006	12.42744	15.62743	6.54306	.61127	36.41512
2007	12.42477	15.47141	6.53266	.61270	36.20613
2008	12.42144	15.39369	6.60676	.55714	36.17020
2009	12.42986	15.83816	7.44968	.99471	37.86942
2010	12.54483	15.82718	7.18782	1.03532	37.68107

Note: Amounts shown above represent the tax rate per $1,000 of taxable valuation.
Source: City of Decorah

Economic Resources

There are many programs at the federal, state, and regional level that can help Decorah and its residents in supporting new business growth and expansion. Below is a list of programs available to all residents of Winneshiek County. Any interest should be directed to the Winneshiek County Economic Development.

RESOURCES FOR IOWA ENTREPRENEURS

BUSINESS ASSISTANCE RESOURCES FOR ENTREPRENEURS

Iowa Department of Economic Development
www.iowalifechanging.com
- Business License Information Center
- Guide to Structuring Your New Business
- Information Technology Training Program
- Management Talent Recruitment Program

Iowa Entrepreneur Network
www.iowaentrepreneur.com
- Best practices, investment resources, links

My Entre Net
www.myentre.net
- Online community of entrepreneurs and resources
- Dream Big Grow Here (www.dreambiggrowhere.com)

Iowa Secretary of State
www.sos.state.ia.us
- Legal forms of ownership/registration

Iowa Department of Revenue & Finance
www.iowa.gov/tax
- Business tax registration and filing

Iowa Small Business Development Centers
www.iowasbdc.org (15 locations in Iowa)
- Business Counseling
- Training and Workshops

John Pappajohn Entrepreneurial Centers
- Drake University (www.cbpa.drake.edu/entrep/pappajohn)
- Iowa State University (www.isupjcenter.org)
- North Iowa Area Community College (www.niacc.edu/pappajohn)
- University of Iowa (www.iowajpec.org)
  - Jacobson Institute for Youth Entrepreneurship (www.jacobsoninstitute.org)
- University of Northern Iowa www.jpec.org

Iowa Business Accelerators
www.iowalifechanging.com/Business/business_growth.aspx
- Cedar Rapids (www.edcinc.org)
- Davenport/Quad Cities (www.newenturesinc.com)
- Des Moines (www.bizci.org)
- Iowa Lakes Corridor (www.lakescorridor.com/work/entrepreneurship)
- Mason City (www.niacc.edu/pappajohn/accelrator.html)
- Southwest Iowa (www.Enterprisingiowans.com)

FINANCIAL ASSISTANCE RESOURCES FOR ENTREPRENEURS

Iowa Department of Economic Development
www.iowalifechanging.com
- Grow Iowa Values Program
- Demonstration Fund
- Information Technology Joint Venture Fund
- Iowa Student Internship Program
- Supply Chain Development Program
- Infrastructure Assistance Program
- Entrepreneurial Assistance Fund
- Iowa Self-Employment (ISE)
- Targeted Small Business Program (TSB)
- Export Trade Assistance Program (ETAP)
- Tax Incentives – Business & Investor
- Technology Cooperative Program

Pappajohn Iowa Business Plan Competition
www.iowabusinessplancompetition.com

Venture & Equity Funds in Iowa
www.iowalifechanging.com/business/equity_funds.aspx

USDA Rural Development Business & Cooperative Programs
www.rurdev.usda.gov/ia/rbs.html

Small Business Administration
www.sba.gov
- Loan guarantee programs, technical and disaster assistance, advocacy

Renew Rural Iowa/Iowa Farm Bureau
www.renewruraliowa.com
- Business development, education, financial and technical resources

Wellmark Community Venture Capital Fund
Regional Application Centers
- Iowa State University (www.isupjcenter.org/assistance/technology/wellmark)
- University of Iowa (www.iowajpec.org/business.wellmark.cfm)
- University of Northern Iowa (www.jpec.org/wellmark.htm)
- North Iowa Area Comm. College (www.niacc.edu/pappajohn/financing.html)

Community Vitality Center/ISU Extension
www.cvcia.org
- Community Demonstration Mini Grants

Iowa Foundation for Microenterprise & Community Vitality
- IowaMicroLoan (www.iowamicroloan.org)

Iowa Small Business Loan Program
www.isbloan.org

10/4/10

7.6 Tourism Impact to the Local Economy

Tourism has a great impact on the local economy; the Iowa Tourism Office estimated the economic impact of tourism for Winneshiek County in 2002 at over $17 million. People from all over the country travel to Decorah and the surrounding area for visits and vacations.

7.7 Economic Development Programs and Organizations

Tax Incentives in Decorah

Decorah offers Tax Increment Financing (TIF) and tax abatement incentives, there have been 16 Urban Revitalization or Urban Renewal Districts created in Decorah. Some, such as the Urban Revitalization district for the C-3 area, have been renewed after their expiration. The city has established criteria as well as an application process for projects that may be assisted by one of these economic development tools. Some examples include infrastructure improvements at the Decorah Business Park; Fareway Store relocation assistance; and Residential (Riverwalk Subdivisions) assistance for public infrastructure through a rebateable TIF). Examples of projects assisted by tax abatement include: Westside Dental Clinic; Steyer Opera House (Hotel Winneshiek); Lensing Motors; Latham Furniture; Northeast Iowa Community Action for the Woolen Mill and Washington Ct Apts; and A&J Petersburg Office Building.

Tax Incentives in Winneshiek County

Both the City of Decorah and Winneshiek County offer tax abatement in select situations to assist a new or expanding business in making improvements to their property. When taxes are abated, the property owner continues to pay taxes on the property at the rate before improvements are made to that property. The increased amount of taxes is abated for a set period of time.

IowaMicroLoan

IowaMicroLoan is a program created to help Iowans realize their goal of achieving business success when there is a solid idea, team, and commitment to make it work. IowaMicroLoan was created for those microbusinesses that are considered on the fringe of risk-bearing capacity for most traditional financial institutions.

Revolving Loan Funds

Funding is offered to new or expanding businesses via the Revolving Loan Fund (RLF) and the Intermediary Relending Program (IRP) offered through Upper Explorerland Regional Planning Commission in Postville. These loans are available to businesses for which credit is not otherwise available on terms and conditions that permit completion of proposed business activities.

New Business Start-up Packets

Winneshiek County Development Inc. (WCDI) can assist retail and service start-up businesses with packets that include the following:

- Local, regional and state contact information
- Possible incentives
- Ways to organize your business (sole proprietorship, partnership, C Corporation, S Corporation, Limited Liability Company)
- Business License Information Center – a clearinghouse for Iowa business requirements
- Websites of interest to businesses

Community Economic Betterment Account (CEBA)

The CEBA program provides financial assistance to companies that create new employment opportunities and/or retain existing jobs, and make new capital investment in Iowa. The amount of funding is based, in part, on the number of jobs to be created/retained. Funds are provided in the form of loans and forgivable loans.

Economic Development Set-Aside Program (EDSA)

The EDSA program provides financial assistance to companies that create new employment opportunities and/or retain existing jobs, and make new capital investment in Iowa. The amount of funding is based, in part, on the number of jobs to be created/retained. Funds are provided in the form of loans and forgivable loans. At least 51 percent of the created/retained employment opportunities must be made available to individuals presently earning wages defined as low-and-moderate income.

Value-Added Products and Processes Financial Assistance Program (VAAPFAP)

The Value-Added Agricultural Products and Processes Financial Assistance Program seeks to increase the innovative utilization of Iowa's agricultural commodities. It accomplishes this by investing in the development of new agri-products and new processing technologies. Financial assistance is provided in the form of loans and forgivable loans.

New Jobs and Income Program (NJIP)

The Iowa New Jobs and Income Program provides a package of tax credits and exemptions to businesses making a capital investment of at least $11.4 million and creating 50 or more jobs meeting wage and benefit targets. Qualifying businesses participating in NJIP receive substantial benefits.

Iowa Industrial New Jobs Training Program (260E)

The Iowa Industrial New Jobs Training Program provides customized classroom instruction, on-the-job training and other training activities for employees in newly created jobs. An employer may be reimbursed up to 50 percent of new employees' wages for on-the-job training. All training is customized to the company's special needs. Community colleges finance the program by the sale of tax-exempt bonds that are repaid by the tax revenue

generated by the salaries and capital invested to support the new jobs. As a result company profits are not used to repay the bonds.

Revitalize Iowa's Sound Economy (RISE)

RISE is an Iowa Department of Transportation program designed to promote economic development through construction of roads and streets. Money comes from a 1.55-cent gas tax.

There are two elements: competitive, which provides up to 50 percent funding; and immediate opportunity, which provides up to 80 percent funding. Decorah Jobs received a $377,265 RISE grant in 2000 to pay for half of the construction costs of Sweet Parkway Road.

Rural Economic Development Loan and Grant Program (REDLG)

The REDLG program provides no interest loans up to $450,000 to promote economic development projects. The money is provided to rural electric cooperatives that in turn relend funds for local projects. Decorah Jobs received $262,000 in REDLG loans in 2001 ($240,000) and 2002 ($22,000.)

Iowa Targeted Small Business Program

This program is designed to help women, minorities and the disabled overcome some of the major hurdles of starting or growing a small business in Iowa.

7.8 Economic Development Summary

In general, the City of Decorah enjoys a measure of success in regard to economic development. Like all communities in this period of economic struggle, there are challenges, but Decorah's economic outlook is better than many other comparable communities. One of Decorah's challenges is finding a balance between attracting a diversity of industry and manufacturing while also protecting sensitive environmental areas. Revitalization of abandoned or underutilized properties within the city limits is an area for improvement.

7.9 Economic Development Policies

- Continued efforts to maintain and improve the central business district and contiguous business districts as the principal retail center of the city will be encouraged and supported.

- Consider the extension of the C3 design standard to other business districts, continued revitalization, development, and expansion of the central business district, including building front improvement programs, provisions for off-street parking, and improvements to the appearances of buildings, traffic circulation, and landscaping.

- Programs that require flexibility and innovation, regarding renewal and redevelopment of existing poorly developed commercial areas in the central business district and other areas in the city, will receive favorable consideration and support through establishment of urban renewal districts, tax increment financing (TIF), and other development programs and standards.

- Preservation of *historically significant* buildings and structures *in all commercial areas of the city* will be encouraged and supported.
  a. The committee should encourage the definition and identification for criteria of historically significant (as stated in residential) areas and consider community's input.

CHAPTER 8: INTERGOVERNMENTAL COOPERATION





Photos above by Randy Uhl

8.1 Introduction

Intergovernmental cooperation involves working with neighboring communities, school districts and agencies to understand how their future planning and development activity may impact the City of Decorah and vice versa. At a minimum, this should involve sharing information about the City of Decorah plan with neighboring communities and agencies sharing their plans and initiatives with the City of Decorah.

8.2 Adjacent Governmental Units

The City of Decorah and Winneshiek County have collaborated and continue to cooperate on several undertakings. Decorah cooperates with nearby towns, school districts, state agencies and regional agencies and will continue to do so.

8.3 Intergovernmental Comprehensive Planning Process

All 8 incorporated communities in the county, as well as Winneshiek County, passed a resolution entering into an intergovernmental agreement for the purpose of developing and updating comprehensive plans.

8.4 Agreements with Neighboring or Overlapping Jurisdictions

The City of Decorah has formal agreements with neighboring or overlapping jurisdictions and will continue to encourage these whenever they are mutually beneficial. One example is the City/County 28E agreement with Winneshiek County where the wastewater from the Freeport district is treated by the Decorah wastewater treatment facility. Another example is the 28E agreement with Winneshiek County, Decorah School District, Luther College, Winneshiek Medical Center and Upper Explorerland Regional Planning Commission to form "Metro Net" to develop a fiber optic network in the city.

8.5 Intergovernmental Cooperation Summary

The City of Decorah has a history of collaboration with Winneshiek County, the surrounding municipalities, and other entities. Future collaboration should be encouraged and strengthened, as this increases efficient use of resources.

8.6 Intergovernmental Cooperation Policies

- The coordination of urban development in the immediate planning area adjoining the city limits with Winneshiek County should be encouraged and supported.
- Coordination and cooperative efforts should be maintained with Winneshiek County, to control and encourage preservation of agricultural land not needed for urban development.
- Coordination and cooperative efforts should be maintained with Winneshiek County regarding annexation of areas required for controlled development and growth of the city.

CHAPTER 9: LAND USE



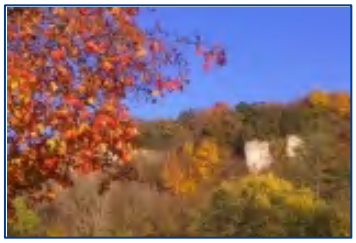


Photo by Randy Uhl



Photo by decorahnews.com

9.1 Introduction

This element provides an examination of the existing land use pattern and development requirements and a proposed future land use scenario in the City of Decorah.

This update of the Future Land Use Plan Element of the 1990 Decorah Comprehensive Plan has been prepared to assist Decorah in guiding activities for improving the city, as well as to assist in accommodating new growth and development. A primary purpose of the Future Land Use Plan Element is to insure protection of existing conforming uses and future development from encroachment by incompatible uses. This protection benefits residents, landowners, developers and investors alike.

The Future Land Use Plan Element outlines the principles and performance standards to be followed for the control and distribution of land development intensity and population densities. Existing land uses are evaluated, and the proposed distribution, location, and extent of future land uses are designated. The principles and standards for implementing the Future Land Use Plan are specifically defined in the city's land development regulations; the zoning code and subdivision regulations. The land development regulations are the foremost means of implementing the guidelines in the Decorah Comprehensive Plan and controlling the uses of land in the city.

9.2 Land Use Issues

Decorah's location nestled in the bluff lands of Northeast Iowa and the Iowa River that flows through the city makes land use somewhat limited. As Decorah continues to grow it will need to identify areas to expand while dealing with the environmental constraints that make this community a beautiful place to live and visit.

9.3 Existing Land Use Inventory

The existing land use of Decorah is illustrated in Figure 15 as well as Table 42. The largest existing land use category in the city is agriculture. It compromises over 1,673 acres, or 37.8 percent, of the city's land area. After agriculture uses, the next largest categories, by area, are commercial uses, residential uses, industrial uses, and unknown which includes uses such as right of way or streets, city land use, religious uses, and any other non-taxable use.

Table 42: Land Use Acreages

Land Use	Acreage	Percent
Agricultural	1,673	37.8
Commercial	1,081	24.0
Industrial	52	1.8
Residential	1,026	23.2
Unknown	585	13.2
Total	**4,417**	**100.0**

Source: Winneshiek County GIS/Assessor

Within those areas classified as non-agricultural uses, the largest land use, by area, is the commercial classification. Commercial uses consist of 24.5 percent or 1,081 acres of the 4,417 total acres that make up the City of Decorah. Residential use is slightly less than commercial use in terms of acreage as it currently encompasses 1,026 acres or 23.2 percent of total acreage. "Unknown use" which includes any non-taxed land uses is 585 acres or 13.2 percent of total land use. Industrial use is the smallest of the city's land use and compromises 1.8 percent or 52 acres.

Figure 13: Zoning

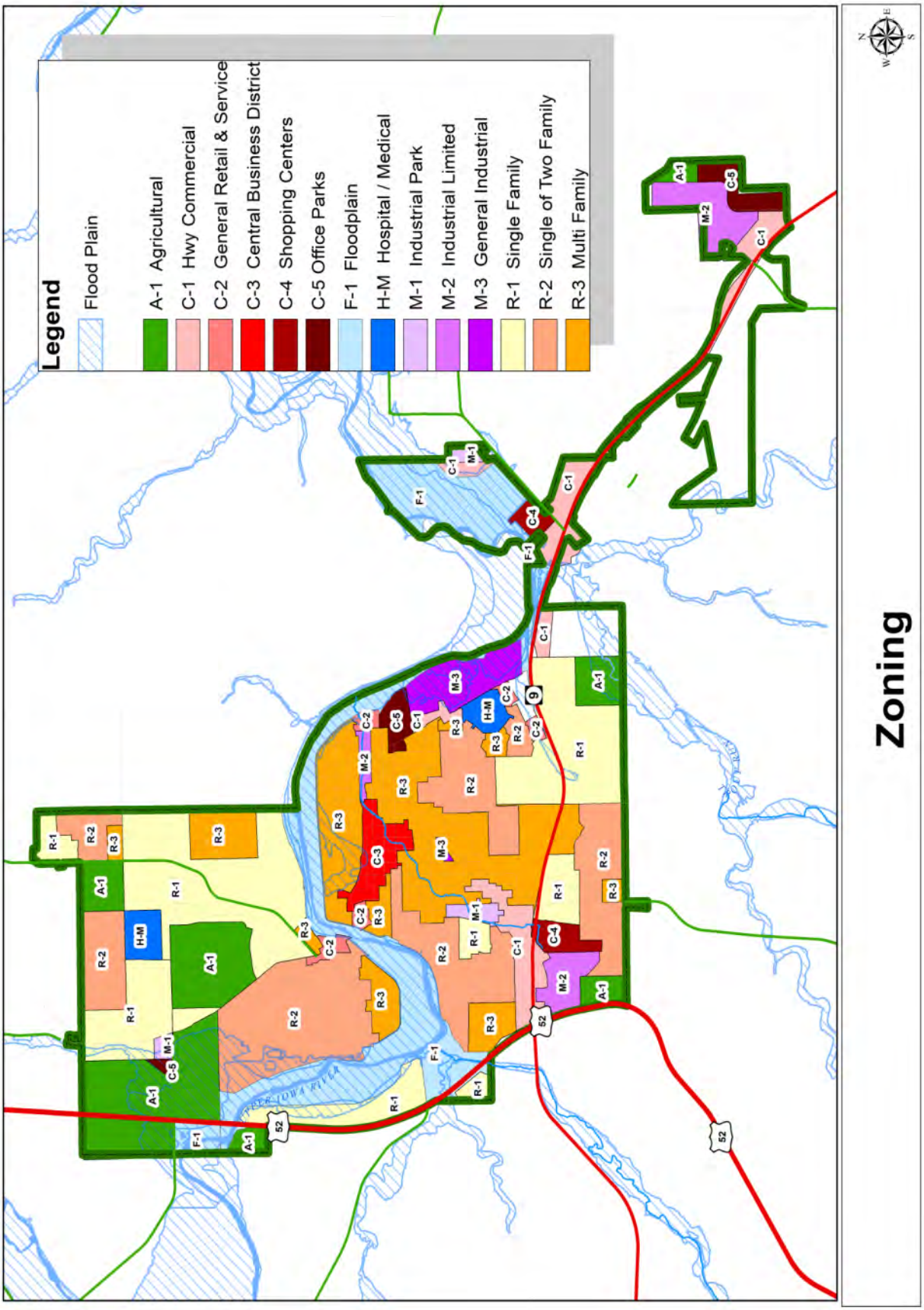
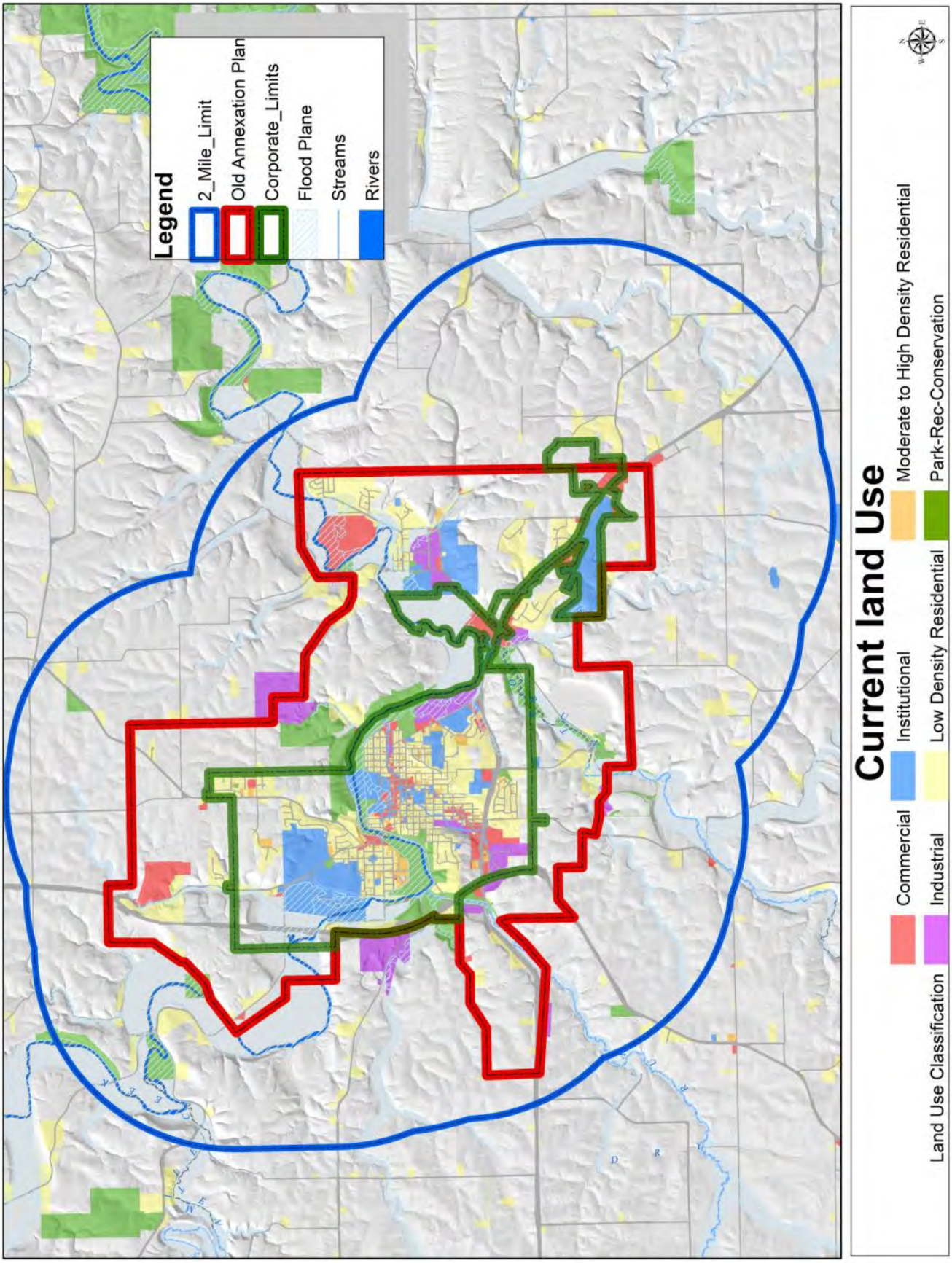


Figure 14: Current Land Use



9.4 Land Use and Development Requirements

The City of Decorah's Municipal Code addresses land use and development requirements in detail. The Code is available to the public and can be viewed on-line at http://www.decorahia.org/code/AABANNER%20-%20Banner%20Page.HTM

The primary chapters of the Municipal Code related to land use and development requirements include the Zoning Code and the Subdivision Code.

9.5 Future Land Use

In addition to the land use goals, objectives, and policies, the City of Decorah utilizes a Future Land Use Map to guide future growth and development. The Map, as provided in Figure 16, offers a graphical view of anticipated, potential, or future land use development for the entire community. General descriptions of the land use classifications shown on the Future Land Use Map are as follows:

COMMERCIAL

RSC – Retail Service Commercial
(C-2) Neighborhood convenience and service centers providing limited commercial, personal and professional services

HC- Highway Commercial
(C-1) Commercial business oriented to accommodate both the local consumer and the automobile-traveling public

OPC – Office Park Commercial
(C-5) Professional and business offices compatible with established residential areas

INDUSTRIAL

LI- Light Industrial
(M-1) Manufacturing, industrial and warehousing uses with structures generally one or two stories in height, large lots, landscaped grounds and ample provision for off-street parking and loading spaces

LDI- Limited Industrial
(M-2) Developments of medium industrial nature

GI- General Industrial
(M-3) Heavy industrial with few restrictions on use

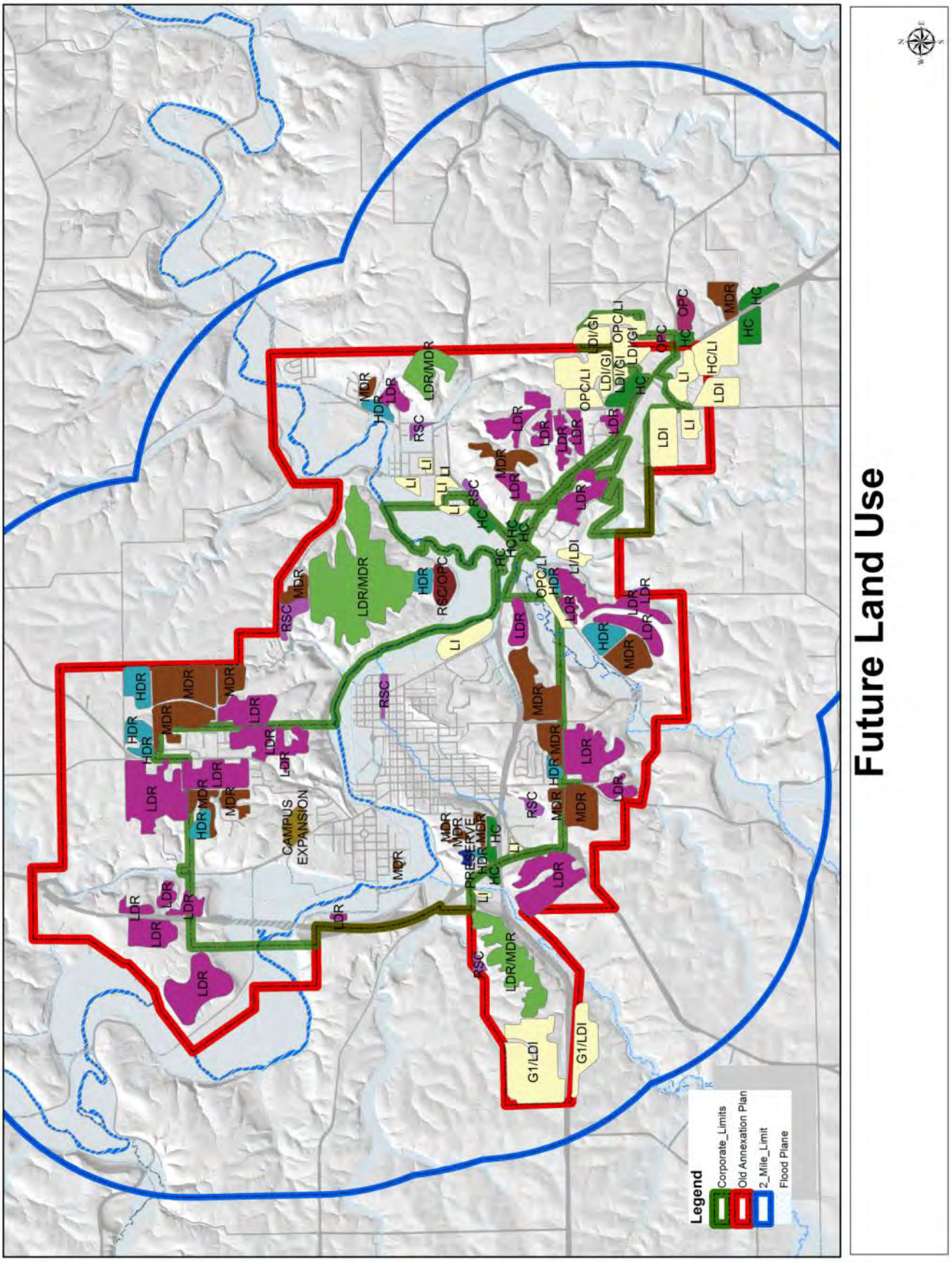
RESIDENTIAL

LDR- R 1 Low Density Residential
(R-1) Low density developments of single-family detached homes

MDR- R 2 Medium Density Residential
(R-2) Medium density developments of buildings with 2-4 dwelling units per structure

HDR- R 3 High Density Residential
(R-3) High density developments of more than 4 dwelling units per structure

Figure 15: Future Land Use



9.6 Land Use Summary

The City of Decorah's Land Use is driven in many ways by the Upper Iowa River and the limestone bluffs. This is both a constraint and an opportunity, because while the steep terrain and floodplains cause limitations for development, those same constraints also help ensure that open space and natural areas remain intact. The challenge for the City of Decorah is to identify appropriate locations for expansion that have access to public utilities, are at lower risk for flooding, have appropriate soils and terrain, and do not encroach on areas of dense tree coverage or high CSR ratings.

As the City of Decorah continues to plan for growth it must consider the cost that accompanies it. City amenities will need to be extended, land will need to be developed, and infrastructure may need to be expanded. Care should be taken that the cost of these expansions and extensions is balanced with the funds to offset the costs incurred.

9.7 Land Use Policies

- Solar access rights and energy conservation are encouraged in the review process of subdivision plats and site plans.
- Preservation of wetlands in accordance with state and federal regulations will be implemented in the review process of subdivision plats and site plans.
- Tree replacement and preservation guidelines should be improved and incorporated in the subdivision and site plan ordinances.
- Future land use needs will be developed based on a population estimate of 15,000 by the year 2020.
- Controlled urban development will be encouraged to extend outward from developed area to insure the orderly growth of Decorah.
- Coordination and cooperative efforts will be maintained with Winneshiek County to control development outside and encourage it to occur in the city.
- The voluntary annexation process should be encouraged to the extent possible. Consideration should be given to involuntary annexation of certain areas with potential for development, and to enhance orderly development and compatible land use as expressed through the policies and land-use plan.
- Areas within the two-mile limit with potential for urban development should be considered for annexation to the city during the planning period.
- City-owned land such should be considered for annexation to the city.

- Large bulk commercial uses, and general highway related service uses, should be encouraged to locate along Highway 9, in the Decorah Business Park, and in Freeport in areas suitable for that type of development. Unless planned, commercial and industrial development along Highway 52 should be discouraged to protect conservation of open spaces and retain the visual aesthetics of this gateway entrance and corridor into the community.

- Additional site plan standards and regulations should be adopted and enforced, as part of the zoning, including a defined gateway ordinance, to improve visual quality of commercial development and redevelopment, traffic circulation, and compatibility with adjoining land uses.

- To minimize congestion and improve traffic movements, cluster commercial development should be encouraged, in lieu of strip development, along major streets.

- Development of light industrial uses within planned industrial parks should be encouraged and promoted.

- All residential and certain commercial land uses should be prohibited from areas that are set aside for future industrial development.

- Development of planned industrial parks should be encouraged in areas suitable for industrial development.

- Buffers in the form of natural barriers of streams and wooded areas, landscaping and screening should be provided when industrial uses adjoin residential and other incompatible uses.

- An ordinance defining mixed use and sustainable development should be encouraged.

- Density of residential development should be related to the physical characteristics of the area, including topography and soils, and the availability of municipal utilities. The following densities are considered to meet these criteria:

Areas that are served by municipal sanitary sewer and water systems or the equivalent:

Low Density:	6-8 persons per gross acre 3-4 housing units per gross acre Typical net lot size- 10,000 square feet
Medium Density:	8-12 persons per gross acre 4-6 housing units per gross acre Typical net lot size- 8,000 square feet
High Density:	14-32 persons per gross acre

7-16 housing units per gross acre
Typical net lot size- 4,500 square feet

Areas that are served by the municipal water system only:

Low Density: 4 – 6 persons per gross acre
2 – 3 housing units per gross acre
Typical net lot size – 18,000 square feet

Areas that are not served by municipal utility systems or the equivalent:

Low Density: 2 – 4 persons per gross acre
1 – 2 housing units per gross acre
Typical net lot size – 22,000 square feet

Areas that are designated for agricultural use, residential reserve & acreage development:

Low Density: 2 persons per 10 gross acres
1 unit per 10 gross acres
Typical net lot size – 10 acres

- Residential development, such as a planned unit development (PUD), should be encouraged to provide flexibility and better utilization and preservation of land; particularly in areas where soils, topography and tree cover are limiting factors.

- Development of vacant land within the existing and future corporate limits will have a high priority in meeting future land-use demand.

- Potential historic and archaeological sites should be identified in the development and redevelopment of publicly and privately owned land and structures. Standards should be provided in subdivision regulations and site plan regulations that require the identification of the historical or archaeological potential of sites and structures.

- The Decorah Historic Preservation Commission should be consulted for consideration and integration of historic preservation opportunities in Decorah.

CHAPTER 10: IMPLEMENTATION



Photo of the Upper Iowa River by Randy Uhl

10.1 Introduction

The purpose of the implementation element is to explain how this plan will be implemented to achieve the desired outcomes (goals, objectives, etc.) as set forth by the City of Decorah. The City of Decorah Comprehensive Plan addresses many important components critical to sustaining a healthy community while preserving the area's natural resources and history. As change is inevitable, the plan may need to be amended in the future to appropriately reflect those changes. This element includes a table of all the policies highlighted in each previous element of the plan, with a timeframe for those actions. In this way, this element serves as the master "to do" list for implementing the plan.

Time Frame

This category assigns approximate timeframes for strategies to begin implementation. Some strategies will take a significant amount of time for completion, so this category only indicates start times.

> Underway – Started as the comprehensive plan was being drafted
> Immediately – Should start as soon as possible after plan adoption
> 0 to 2 years
> 2 to 5 years
> Beyond 5 years
> Ongoing

Decorah Planning & Zoning will be instrumental for implementing many of the strategies. However, they cannot act alone and this category lists partners who will be crucial to success. (The top agency listed in this category is the lead organization on the strategy. This is usually the Decorah Planning & Zoning.) Abbreviations used are:

DPZ- Decorah Planning & Zoning
DA – Decorah Administration
DPD- Decorah Police Department
DFD- Decorah Fire Department
DSD- Decorah Streets Department
DED- Decorah Economic Development
DWD- Decorah Water Department
DWW- Decorah Waste Water
DCM- Decorah Chamber of Commerce
DE- Decorah Engineering
DHP- Decorah Historical Preservation
DCC- Decorah City Council
DTB- Decorah Tree Board
DMAB- Decorah Municipal Airport Board
WC- Winneshiek County
DPP- Decorah Parks & Recreation
DSD- Decorah School District
LC- Luther College
DLB- Decorah Library Board
COD-City of Decorah
WCR – Winneshiek County Residents
DCR- Decorah City Residents
VM- Vesterheim Museum

Resource Needs

The categories described below take into account both direct expenditures and staff time costs.

- "Minimum" resource needs indicate that the implementation of the strategy would likely 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" resource needs indicate that the implementation of the strategy would 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" resource needs indicate that implementation of the strategy would take more than $50,000 in direct expenditures and would require significant coordination between agencies and significant staff time.

Strategy	Time Frame	Lead Agency/ Partner(s)	Resources
The major street plan should be maintained that is integrated with the regional street system and reflects major traffic generators and adjacent land-use patterns.	Ongoing	DPZ, DE, DSD	Minimum
Standards for major and local streets should be developed and enforced in the subdivision ordinance and city standard specifications to insure adequate right-of-way, pavement width, street access, and dedication of street right-of-way prior to development. SUDAS guidelines should be considered for planning and construction.	Ongoing	DPZ, DE	Minimum
Provision of frontage drives and limited access along Highways 9 and 52 to provide for adequate traffic control and land-use development should be encouraged.	Ongoing	DPZ,	Minimum
Residential areas and residential local service streets should be protected from the impact of industrial traffic by enforcement of truck routes in the city, to the greatest extent possible.	Ongoing	DPD	Minimum
The street improvement program priorities should generally be based on existing and future traffic volumes based on land use projections and street maintenance evaluations.	Ongoing	DPZ,	Minimum
Alternative traffic routes between the outlying areas and the city should be considered as traffic volumes warrant.	Ongoing	DPZ, DE	Moderate
Various options regarding mass transit to serve Decorah should be explored, including the development of a regional transportation center.	Ongoing	DCR, COD, DED, DE	Moderate-Significant

Continued improvements and development at the Decorah Municipal Airport should be in accordance with an updated airport master plan.	0-2 yrs	DMAB, DED, COD, DCR	Moderate
The development of a regional airport should be considered.	Ongoing		Significant
Use of the airport by commuter aircraft should be promoted.	Ongoing	DMAB	Minimum
Streets should be planned with consideration for bicycle and pedestrian accommodations. This should include new development as well as street redevelopment.	Ongoing	DPZ, DE	Moderate-Significant
Access management for major streets should be encouraged and implemented and utilize SUDAS guidelines as a reference for new and existing streets.	Immediately	DPZ, DE	Minimum
A detailed written plan should be established that will reflect development, maintenance, and orderly growth of area trails, parks, recreation activities and community facilities.	0-2 years	DPR	Minimum-Moderate
A system of neighborhood parks that serve existing and future residential areas should be developed in accordance with the parks and recreation plan.	Beyond 5 years	DPR,DPZ	Minimum-Moderate
The system of bikeways and trails that links parks, recreation areas and schools with residential areas should be further developed in the Decorah area.	Immediately	DPR,DPZ, DSD, DE	Moderate-Significant
The local trail system should be expanded and integrated with county and regional trail systems -- to enhance connectivity and multi-modal use.	2-5 years	DPZ, WC, DE, DA	Moderate-Significant

Cooperative efforts with all public entities, governmental agencies and surrounding municipalities; including schools, college, and counties including Winneshiek, regarding planning and development of recreational facilities and programs and joint use of facilities should be encouraged and continued.	Ongoing	COD, DPR, DA	Minimum
Public park dedication standards for developers should be established.	Immediately	DPZ	Minimum
Schools			
Future needs of area school districts and colleges will be coordinated and incorporated into this plan.	Immediately	DSD, LC, DA	Minimum-Significant
Community Facilities			
Future needs of the Decorah Fire Department will be coordinated in accordance with the standards of the Insurance Service Office (ISO) and this plan.	Ongoing	DFD, DCC	Minimum-Moderate
Relocation and potential consolidation of city facilities should be considered during the planning period.	Ongoing	COD	Minimum-Significant
The city library should be recognized as a vital part of this community and overall maintenance and operations should be supported.	Ongoing	DCC, DLB,	Minimum-Moderate
Development of a community center should be encouraged.	Ongoing	COD	Significant
The Vesterheim Museum should be recognized as a vital part of this community and the city should participate in a cooperative and coordinated planning process in support of the Museum's integration and development in its existing downtown area.	Ongoing	DCC, DPZ, VM	Minimum

Utilities			
Coordination of the immediate and long range plans of the wastewater treatment and sanitary sewer system with the land-use plan and policies will be encouraged and implemented.	Ongoing	DWW, DPZ, DE	Minimum-Significant
A detailed water system plan addressing current and projected needs for production, storage, treatment, transmission and distribution should be developed. The plan should address both domestic and fire flows, and should be developed in conjunction with the land use plan.	2 to 5 years	DWD, DE,	Moderate-Significant
The water supply wells should be protected from extraneous surface contamination.	Ongoing	DWD	Moderate-Significant
City standard specifications for street and utility improvements should be developed to provide uniform design of utilities and streets.	2 to 5 years	DPZ, DE	Minimum-Moderate
Storm drainage system design criteria should be developed in accordance with the land use policies and plan to serve as a guide for developers and the city to improve storm drainage systems. The storm sewers in areas subject to future development by sub dividers should be designed to accommodate runoff from storm events of a 10-year recurrence.	Beyond 5 years	DPZ, DE, DCC	Minimum-Moderate
An ordinance should be considered that addresses development within established flood limits. This ordinance should be established using the city's accepted flood map. Full or partial prohibition should be considered for development in wetland and flood limit areas.	0 to 2 years	DPZ, DE	Minimum

Recycling of solid waste and safe methods for disposal of toxic waste should be promoted.	Ongoing	DCC, DWD	Minimum
The preservation and protection of historical and archaeological sites and environmentally sensitive areas should be continued.	Ongoing	DHP, DE	Minimum
Potential historic and archaeological areas should be identified in the development and redevelopment of publicly and privately owned land and structures. Standards should be provided in subdivision regulations and site plan regulations that require the identification of the historical or archaeological potential of sites and structures.	Ongoing	DPZ, DHP	Minimum
The Decorah Historic Preservation Commission should be consulted for consideration and integration of historic preservation opportunities in Decorah.	Ongoing	DPZ, DHP	Minimum
Abatement of air and noise pollution will be encouraged in residential areas.	Ongoing	DPZ	Minimum
Solar access rights and energy conservation are encouraged in the review process of subdivision plats and site plans.	Ongoing	DPZ	Minimum
Appropriate buffering should be provided between residential and other land uses.	Ongoing	DPZ, DA	Minimum
Preservation of wetlands in accordance with state and federal regulations will be implemented in the review process of subdivision plats and site plans.	Ongoing	DPZ, DE	Minimum
Tree replacement and preservation guidelines should be improved and incorporated in the subdivision and site plan ordinances.	Ongoing	DPZ, DTB	Minimum

The coordination of urban development in the immediate planning area adjoining the city limits with Winneshiek County should be encouraged and supported.	Ongoing	DPZ, WC, DA	Minimum
The protection of the floodplains of the Upper Iowa River, Dry Run, Trout Run Creek and other tributary stream channels, and embankments from incompatible development will be given high priority.	Ongoing	DPZ	Minimum
The steep rock land, limestone outcroppings, and other scenic landscapes should continue to be preserved through acquisition, of easements and other methods.	Ongoing	DPZ	Minimum-Significant
Dry Run, the principal drainage channel through the developed part of Decorah should be improved and maintained as open space through residentially developed areas and enclosed only where necessary due to extension of streets and commercial and industrial development in the central business district.	Immediately	DPZ, DE	Minimum
Storm drainage easements for Dry Run and other drainage channels and storm sewers should be established.	Ongoing	DPZ, DE	Moderate
Urban Growth			
Future land use needs will be developed based on a population estimate of 15,000 by the year 2020.	Immediately	DPZ	Minimum
Controlled urban development will be encouraged to extend outward from developed area to insure the orderly growth of Decorah.	Immediately	DPZ,DCC,	Minimum
Coordination and cooperative efforts will be maintained with Winneshiek County to control development outside and encourage it to occur in the city.	Ongoing	DPZ, DCC, WC	Minimum

Development of vacant land within the existing and future corporate limits will have a high priority in meeting future land-use demand.	Ongoing	DPZ	Minimum
Residential Land Use			
Density of residential development should be related to the physical characteristics of the area, including topography and soils, and the availability of municipal utilities. See principles for further guidance.	Ongoing	DPZ	Minimum
A variety in the type of housing construction should be encouraged and supported to meet the housing needs of the population. The housing mix should reflect anticipated trends to higher density development, and demands for affordable housing, while being compatible with existing residential density and development. Housing types may include apartments, townhouses, and single family dwellings, including manufactured housing and mobile homes.	Ongoing	DPZ, DCC	Minimum
Residential development, such as a planned unit development (PUD), should be encouraged to provide flexibility and better utilization and preservation of land; particularly in areas where soils, topography and tree cover are limiting factors.	Ongoing	DPZ, DCC	Minimum
Coordination and cooperative efforts should be maintained with Winneshiek County, to control and encourage preservation of agricultural land not needed for urban development.	Ongoing	DPZ, DCC	Minimum

Any development in and around areas of the city meeting the criteria as a historically significant area should recognize and preserve the historic setting, architecture character and architectural design characteristics of the buildings and area of the city.	Ongoing	DPZ, DHP	Minimum
The committee should encourage the definition and identification for criteria of "*historically significant areas*" and define "*and around*" with community's input.	Immediately	DHP, DCC	
Commercial Land Use			
Continued efforts to maintain and improve the central business district and contiguous business districts as the principal retail center of the city will be encouraged and supported.	Ongoing	DPZ, DED,	Minimum-Moderate
Consider the extension of the C3 design standard to other business district, continued revitalization, development, and expansion of the central business district, including building front improvement programs, provisions for off-street parking, and improvements to the appearances of buildings, traffic circulation, and landscaping.	2 to 5 years	DPZ, DCC	Minimum
Programs that require flexibility and innovation, regarding renewal and redevelopment of existing poorly developed commercial areas in the central business district and other areas in the city, will receive favorable consideration and support through establishment of urban renewal districts, tax increment financing (TIF), and other development programs and standards.	Ongoing	DPZ, DED, DCC	Minimum-Moderate

Large bulk commercial uses, and general highway related service uses, should be encouraged to locate along Highway 9, in the Decorah Business Park, and in Freeport in areas suitable for that type of development. Unless planned, commercial and industrial development along Highway 52 should be discouraged to protect conservation of open spaces and retain the visual aesthetics of this gateway entrance and corridor into the community.	Immediately	DPZ, DCC	Minimum
Additional site plan standards and regulations should be adopted and enforced, as part of the zoning, including a defined gateway ordinance, to improve visual quality of commercial development and redevelopment, traffic circulation, and compatibility with adjoining land uses.	Immediately	DPZ, DCC	Minimum
Preservation of *historically significant* buildings and structures *in all commercial areas of the city* will be encouraged and supported.	Immediately	DPZ, DHP, DCR, DCC	Minimum
The committee should encourage the definition and identification for criteria of historically significant areas and consider community's input.	Immediately	DPZ, DHP, DCR	Minimum
To minimize congestion and improve traffic movements, cluster commercial development should be encouraged, in lieu of strip development, along major streets.	Ongoing	DPZ, DA, DE	Minimum
Industrial Land Use			
Development of light industrial uses within planned industrial parks should be encouraged and promoted.	Ongoing	DPZ	Minimum

All residential and certain commercial land uses should be prohibited from areas that are set aside for future industrial development.	Ongoing	DPZ	Minimum
Development of planned industrial parks should be encouraged in areas suitable for industrial development.	Ongoing	DPZ	Minimum
Buffers in the form of natural barriers of streams and wooded areas, landscaping and screening should be provided when industrial uses adjoin residential and other incompatible uses.	Ongoing	DPZ	Minimum
An ordinance defining mixed use and sustainable development should be encouraged.	0 to 2 years	DPZ	Minimum
Annexation			
The voluntary annexation process should be encouraged to the extent possible. Consideration should be given to involuntary annexation of certain areas with potential for development, and to enhance orderly development and compatible land use as expressed through the policies and land-use plan.	Ongoing	DPZ, WCR	Minimum-Significant
Areas within the two-mile limit with potential for urban development should be considered for annexation to the city during the planning period.	Ongoing	DPZ, WC	Minimum-Significant
City-owned land such should be considered for annexation to the city.	Ongoing	DPZ	Minimum-Significant
Coordination and cooperative efforts should be maintained with Winneshiek County regarding annexation of areas required for controlled development and growth of the city.	Ongoing	DPZ, WC	Minimum

10.2 Plan Adoption

The City of Decorah's Comprehensive Smart Plan was reviewed by the public on December 18th, 2011. The City Council reviewed the plan and voted to adopt Decorah's Comprehensive Smart Plan on February 6th, 2012.

10.3 Integration and Consistency

It is 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; and based on that analysis, there are no known inconsistencies between the planning elements. Furthermore, Decorah has and will continue to work with Winneshiek county in updating its Comprehensive Plan which will help guide the entire County in its future planning needs.

10.4 Measurement of Plan Progress

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

To help the city in measuring progress of the comprehensive plan, a table of action statements has been created that identify the action, key parties, timeframes, and possible funding requirements to accomplish those actions. The identified actions will provide guidance to the plan commission which can measure the progress of achieving implementation of the comprehensive plan. It is recommended that the plan be continually reviewed by the city boards as copies will be available at each meeting location.

10.5 Plan Monitoring, Amendments, and Updates

The City of Decorah Comprehensive 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, policies, and action reflect the current situation and modern needs. It is recommended the plan be reviewed for consistency every five years, with a major update planned every 20 years.

CHAPTER 11: SMART PLANNING PRINCIPLES

11.1 Introduction

The smart planning principles outlined in this chapter apply to the entire comprehensive planning process as a whole. The use of the following ten smart planning principles is intended to produce greater economic opportunity, enhance environmental integrity, improve public health outcomes, and safeguard Decorah's quality of life. The principles also address the need for fair and equitable decision-making processes.

11.2 Collaboration

Everyone is encouraged to be involved and provide comment during the decision making process and during implementation of such decisions. This includes governments, communities and individuals, both residing in the community and those from outside the community. Decorah will strive to develop and implement a strategy to facilitate such participation. In cases where jurisdictions overlap, Decorah will work together with those entities to reach their common goals.

11.3 Efficiency, Transparency and Consistency

The City of Decorah strives to be efficient in all aspects of its operations, promoting good stewardship of the community's resources and the taxpayers' money. The city promotes transparency to make the governing of the community accessible to the general public with consistent outcomes that seek to put into action the equitable distribution of development benefits and costs.

11.4 Clean, Renewable and Efficient Energy

The City of Decorah encourages clean and renewable energy use and increased energy efficiency wherever possible in both public and private development.

11.5 Occupational Diversity

Decorah 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.

11.6 Revitalization

Decorah encourages 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. Infill development is preferred over new construction in undeveloped and outlying areas. (See 9.6 Land Use Policies)

11.7 Housing Diversity

Decorah should encourage diversity in the types of available housing, support the rehabilitation of existing housing, and promote the location of housing near employment centers, colleges and any future public transportation systems.

11.8 Community Character

Decorah 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. (See 9.6 Land Use Policies)

11.9 Natural Resources and Agricultural Protection

The City of Decorah places a high priority on natural resources and agricultural protection, recognizing that they are a primary component of its community character. 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.

11.10 Sustainable Design

The City of Decorah promotes sustainable design and construction standards in developments, buildings and infrastructure. Every effort should be made to conserve natural resources by reducing waste and pollution through efficient use of land, energy, water, air, and materials. These principles are evident in the land use policies (see 9.6) promoting solar access rights and energy conservation.

11.11 Transportation Diversity

The City of Decorah encourages transportation options that maximize mobility, reduce congestion, conserve fuel, and improve air quality. The city enjoys many benefits from the extensive system of recreational trails already in place. Transportation policy (see section 3.9) encourages expanded use of the airport, directs the exploration of mass transit options, and encourages accommodations for bicycle and pedestrian traffic.

APPENDICES

Appendix A. ACCOMPLISHED: Goals from the 1992 Comprehensive Plan

- ✓ A neighborhood park to serve the southeast part of the residential area in Decorah and a neighborhood park to serve the Freeport area should be developed during the planning period.

- ✓ Replacement or renovation of the East Side Elementary School should be considered during the planning period.

- ✓ Standards for erosion control and erosion control plans are encouraged in the review process of subdivision plats and site plans.

- ✓ The Freeport water system should be interconnected with the Decorah water system to improve flows and water quality of the two systems.

Appendix B. Points of Interest for Future Land Use Suggestions or Changes

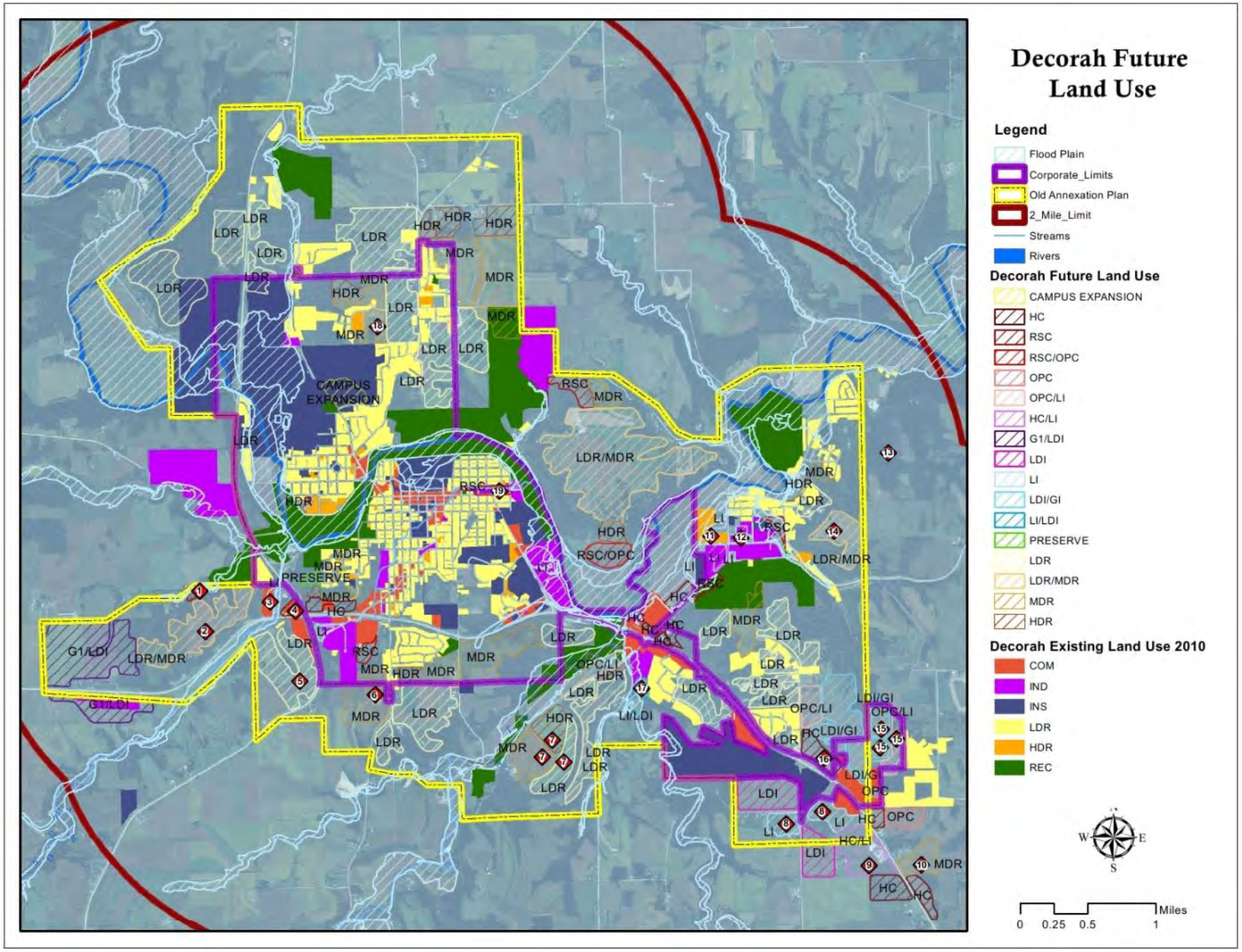
Locate the correlating number on the Future Land Use map (Page 127), with notes and explanation on the page below.

* Changed = was classified in 1992 plan and is being recommended for change
+Added = New area that was not part of the 1992 future land use map
1. + McCaffrey's restaurant recently built and now reflects Retail Service Commercial.
2. * Prior intended use was Industrial, with single family homes built to reflect change to Residential.
3. * J.B. Holland Construction and surrounding area modified from Industrial to Light Industrial.
4. * N.W. corner of Hwy 9/52 intersection – Hovden property from Commercial to Hwy/Commercial.
5. + S.W. corner of 9/52 intersection – potential for Low Density Residential expansion.
6. + South of old Wal-Mart - changed from High Density Commercial to Medium Density Residential.
7. + Originally General Industrial designated, and added Low, Medium, and High Density Residential consideration to this area taking into account the proximity to the scenic resources of the river, trail, rolling bluffs and near parks and fish hatchery.
8. * Changed from Limited Industrial to Light Industrial to match and follow current logical growth trend.
9. * Near Brynsaas new building off Hwy 9 (by Lifetime Gutter/Auction building), changed from Light Industrial to Highway Commercial to reflect current development trend and compatibility.
10. + Added as Medium Density Residential near the existing Hickory Hills development.
11. * Reduction in Freeport Area- Respecting Flood Plain due to frequency and magnitude of flood events in past 15 years, recognizing and respecting Mother Nature.
12. * Changed from Retail Service Commercial to Light Industrial by Kerndt Building and Storage in Freeport.
13. * Changed from Ag to Medium Density Residential by "Old Salvage Yard" past Freeport.
14. + Howdy Hills - Extension "Up Top" through current development to top of hill for LDR/MDR.
15. + Business Park Additions include Light Industrial, General Industrial and Office Park.
16. * Was in the past planned for High Density Residential, but more realistically reconsidered for Highway Commercial in recent planning discussions.
17. + Current growth along this road over the bridge by Olson Explosives and next to Decorah Electric includes Light Industrial to Limited Industrial.
18. + More consideration for development around Vennehjem which could accommodate High Density Residential, Medium Density Residential or Low Density Residential (single family units).
19. * This area on Montgomery/Water street currently industrial, and could be Retail Service Commercial with the right developer.

COMMERCIAL
RSC – Retail Service Commercial
HC- Highway Commercial
OPC – Office Park Commercial

INDUSTRIAL
LI- Light Industrial
LDI- Limited Industrial
GI- General Industrial

RESIDENTIAL
LDR- R 1 Low Density Residential
MDR- R 2 Medium Density Residential
HDR- R 3 High Density Residential


Decorah Future Land Use
Legend
Flood Plain
Corporate_Limits
Old Annexation Plan
2_Mile_Limit
Streams
Rivers
Decorah Future Land Use
CAMPUS EXPANSION
HC
RSC
RSC/OPC
OPC
OPC/LI
HC/LI
G1/LDI
LDI
LI
LDI/GI
LI/LDI
PRESERVE
LDR
LDR/MDR
MDR
HDR
Decorah Existing Land Use 2010
COM
IND
INS
LDR
HDR
REC
CAMPUS EXPANSION
W
E
S
0 0.25 0.5 1
Miles

Appendix C. Public Input Meeting Comments and Photos

For the sole purpose of adding the City of Decorah Comprehensive Plan and an Appendix to the Winneshiek County Comprehensive Plan, photos and comments have been removed from this document. They are on file with the City of Decorah and available in the stand-alone, City of Decorah Comprehensive Plan, 2012.

CITY OF DECORAH
City Government & Services