City of Hawkeye Comprehensive Smart Plan

Vision Hawkeye: 2035

Prepared by: Upper Explorerland Regional Planning Commission (UERPC)
325 Washington Street, Decorah, IA 52101

December, 2014

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

Acknowledgements

Mayor:
Don Kelly

City Council:
Terry Buenzow
John Campbell
Jennifer Becker
Allison Moschel
Angie Weidemann

City Administration & Key Staff:
Dorty Yauslin
John Fels
Cindy McFadden

With Special Thanks to:
Community Meeting Participants
The Fayette County Union

Steering Committee:
Mark Creery
Leon Dietzenbach
Jeff Rhode
Angie Weidemann
Kurt Weidemann
Dorty Yauslin

Hawkeye Economic Development Corp.
Leon Dietzenbach
Dean Fritz
Ty Halverson
Roni Sue Koch
Keith Kovarik
Brian Reichter
Jeff Rhode
Kurt Weidemann

HAWKEYE

Adoption Resolution

Resolution 2014-19

Adoption of the City of Hawkeye Comprehensive Smart Plan:
"Vision Hawkeye: 2035"

WHEREAS, the City Council of the City of Hawkeye is responsible for the preparation and adoption of the City of Hawkeye Comprehensive Smart Plan

WHEREAS, the City does not have a comprehensive plan that reflects the community's current goals and specific initiatives to help achieve those goals; and

WHEREAS, the City desired to have a plan for the community to refer to when addressing potential uses and impacts from the reuse of properties and the development of the vacant parcels in the City; and

WHEREAS, The City desired to be proactive in dealing with regional and inter-municipal issues, protecting its resources, and planning for community and/or service needs; and

WHEREAS, the City Council of the City of Hawkeye, the Comprehensive Plan Steering Committee (Vision Hawkeye) and its planning consultants undertook a comprehensive study of the historic and existing conditions in the City, the surrounding vicinity and the rest of the County; identified issues and opportunities; analyzed numerous topics and potential options; and consulted with various boards, committees and other representatives, County departments/agencies and officials, business groups, environmental and civic groups, as well as various Federal, State and regional organizations; and developed goals and strategy recommendations which resulted in the City of Hawkeye Comprehensive Smart Plan; and

WHEREAS, the City of Hawkeye Comprehensive Smart Plan, *"Vision Hawkeye: 2035"* is a long-range document that identifies the important positive attributes and components which provide a blueprint for the future; and

WHEREAS, the City of Hawkeye Comprehensive Smart Plan, *"Vision Hawkeye: 2035"* will provide guidance to decision makers, residents, property owners and organizations through its goals and strategies relevant to the Iowa Smart Planning Elements 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, there has been public participation throughout the process, including public workshops, presentations and a public hearing held on December 1, 2014 and review of background documents and drafts of the City of Hawkeye Comprehensive Smart Plan;

NOW THEREFORE, BE IT RESOLVED, by the City Council of the City of Hawkeye, Iowa, that the City of Hawkeye Comprehensive Smart Plan, *"Vision Hawkeye: 2035"* is hereby approved.

Passed and approved this 1st day of December, 2014 by the City Council of the City of Hawkeye, Iowa.

Donald E Kelly
Don Kelly, Mayor

ATTEST:
Dorty Yauslin
Dorty Yauslin

Table of Contents

Acknowledgements 1
Adoption Resolution 2
Table of Contents 3
Table of Tables, Charts, Figures and Photos 8
Introduction 10
Public Participation 12
Community Vision 13
Community Overview 14
- Introduction 14
- Location 14
- History of Hawkeye 15
- Demographics 16

Community Culture 22
- Vision 22
- Introduction 22
- Events and Activities 22
- Recreation and Natural Resources 22
- Arts and Culture 23
- Churches and Social Clubs 23
- Community Culture Strengths 23
- Community Culture Challenges 24
- Community Culture Goals and Strategies 24

Housing 26
- Vision 26
- Introduction 26
- Existing Housing Characteristics 26
- Housing Projections 32
- Affordable and Accessible Housing 32
- Housing Programs 33
- Housing Strengths 34
- Housing Challenges 35
- Housing Goals and Strategies 35

Economic Development 36
Vision 36
Introduction 36
Workforce 36
Business Retention and Growth 40
City Financials 41
Economic Development Programs and Organizations 44
Economic Development Strengths 45
Economic Development Challenges 46
Economic Development Goals and Strategies 46
Transportation 48
Vision 48
Introduction 48
Roads 48
Active Transportation 50
Public Transportation 51
Aviation 51
Transportation Strengths 52
Transportation Challenges 52
Transportation Goals and Strategies 52
Community Facilities & Services 54
Vision 54
Introduction 54
City Hall 54
Law Enforcement 54
Fire Department 54
Emergency Medical Services 55
Emergency Management 55
Health Care Services 55
Care Facilities and Services 55
Parks and Recreation 56
Schools 56
Library 58

Community Center 58
Cemetery 58
Community Facilities & Services Strengths 58
Community Facilities & Services Challenges 58
Community Facilities & Services Goals and Strategies 59
Public Infrastructure and Utilities 60
Vision 60
Introduction 60
Water Supply 60
Sanitary Sewer 61
Stormwater Management 61
Electricity and Natural Gas 61
Solid Waste Disposal and Recycling Facilities 61
Communication Infrastructure 61
Streets and Lighting 62
Public Infrastructure and Utilities Strengths 63
Public Infrastructure and Utilities Challenges 63
Public Infrastructure and Utilities Goals and Strategies 64
Natural and Agricultural Resources 65
Vision 65
Introduction 65
Climate 65
Topography 65
Watershed and Surface Waters 66
Soils 67
Agriculture 67
Natural and Agricultural Resource Strengths 68
Natural and Agricultural Resource Challenges 68
Natural and Agricultural Resource Goals and Strategies 69
Hazards 70
Vision 70
Introduction 70
Severe Weather 70

Hazard Strengths 70
Hazard Challenges 71
Hazard Goals and Strategies 71
Land Use 72
Vision 72
Introduction 72
Current Land Use 72
Future Land Use 73
Land Use Strengths 73
Land Use Challenges 73
Land Use Goals and Strategies 73
Intergovernmental Collaboration 75
Introduction 75
Governmental Collaboration 75
Public Engagement 76
Intergovernmental Collaboration Summary 76
Implementation 77
Introduction 77
Community Action Plan 77
Time Frame 77
Responsible Agencies 77
Resource Needs 77
Community Action Plan 78
Community Culture 78
Housing 80
Economic Development 82
Transportation 85
Community Facilities & Services 87
Public Infrastructure and Utilities 89
Natural and Agricultural Resources 91
Hazards 92
Land Use 93
References 94

Appendix A – Iowa's Smart Planning 96
Appendix B – Federal and State Programs 100
Community Development Tools and Resources 100
Economic Development Tools and Resources 103
Housing Tools and Resources 107

Table of Tables, Charts, Figures and Photos

Table 1: City, County and State Population Comparison 1900-2010 17
Table 2: General Housing Information for the City of Hawkeye 26
Table 3: Number of Housing Units in Selected Communities 27
Table 4: Percentage of Rental Occupied Units for Selected Communities 28
Table 5: Median Rent for Selected Communities 28
Table 6: Value of Specified Owner-Occupied Single Family Dwelling Units in Hawkeye 29
Table 7: Median Value of Specified Owner-Occupied Units in Selected Communities 29
Table 8: Age of Housing Units 30
Table 9: Housing Supply and Demand for Hawkeye 32
Table 10: Educational Attainment for Persons 25 Years of Age and Older 37
Table 11: Labor Force Characteristics 38
Table 12: Commuter Data, City of Hawkeye 38
Table 13: Economic Base of the City of Hawkeye and Fayette County, 2012 39
Table 14: Occupation Classification of Persons Employed in 2012 40
Table 15: City of Hawkeye Bond Debt Analysis 44
Table 16: North Fayette Valley Community School District Enrollment by Building, 2013-2014 57
Table 17: Water Source (Well) Information 60
Table 18: Water Usage Information 60
Table 19: Street Inventory 62
Table 20: Hawkeye's Average Climate 65
Table 21: Land Use Breakdown 72

Chart 1: Population of Hawkeye, 1900-2010 16
Chart 2: Community Population Comparisons, 1980-2010 17
Chart 3: Population Distribution by Age Group, 1980-2010 18
Chart 4: Net Migration In or Out by Age Group, 2000-2010 18
Chart 5: Number of Births and Deaths in Hawkeye by Year, 2000-2011 19
Chart 6: Hawkeye Gender and Age Population Pyramid, 2010 20
Chart 7: Population Projections, City of Hawkeye 21
Chart 8: Percent Change in Housing Units in Selected Communities 27
Chart 9: City, County and State Housing Construction Trends 30
Chart 10: Age of Housing Stock in Hawkeye 30
Chart 11: Hawkeye Housing Conditions 31
Chart 12: Types of Housing, Hawkeye 31
Chart 13: Median Home Value Compared to Median Household Income 33
Chart 14: Percent of Income Spent on Housing 33
Chart 15: Unemployment Rate and Earnings by Educational Level, U.S. Population 25 Years and Over 36
Chart 16: Educational Attainment, City of Hawkeye 37
Chart 17: Commuting Distance, Hawkeye Residents 39
Chart 18: Jobs in Hawkeye, 2002-2011 40

Chart 19: Hawkeye Jobs, 2002-2011 41
Chart 20: Property Tax Rate Comparison, 2011-2015 42
Chart 21: City of Hawkeye Revenues and Expenses, 2007-2013 42
Chart 22: City of Hawkeye, FY 2013 Revenue Sources 43
Chart 23: City of Hawkeye, FY 2013 Expenses 43
Chart 24: Enrollment Projections, K-12 57
Chart 25: Fayette County Average Farmland Values, 2006-2013 68

Figure 1: Location Maps 14
Figure 2: Hawkeye Federal Functional Classification Map 49
Figure 3: Traffic Counts in Hawkeye, 2013 50
Figure 4: Hawkeye Existing Sidewalk Infrastructure Map 51
Figure 5: Hawkeye Fire Department Service Area 54
Figure 6: Hawkeye Library 58
Figure 7: Hawkeye Topography 66
Figure 8: Watershed Map (10 Digit HUC) 67
Figure 9: Land Cover, Hawkeye 68
Figure 10: Current Land Use 73

Photo 1: Main Street Hawkeye, Circa 1915 15
Photo 2: Wilbur School 15
Photo 3: Fun Days 22
Photo 4: Gazebo in Town Park 22
Photo 5: Hauth Park 23
Photo 6: Hurd Museum 23
Photo 7: Hawkeye Lagoon 61
Photo 8: City Water Tower 63

Introduction

Vision Hawkeye: 2035 is the first such comprehensive planning undertaken by the City of Hawkeye. The plan details the current conditions in the community and sets goals for future development and improvements within the city. Vision Hawkeye: 2035 was developed with extensive community and stakeholder input and reflects the community's desire and enthusiasm for the future growth, management and preservation of Hawkeye.

Vision Hawkeye: 2035 is written with a time horizon of 20 years and the City is encouraged to review the plan for needed adjustments every five years. The planning area that was researched for background information, conditions and needs includes the city limits of Hawkeye and in some cases, the entirety of Fayette County.

Vision Hawkeye: 2035 focuses on maintaining and capitalizing on the community's existing industry strengths, its productive natural resource environment, high social capital and family values. The City of Hawkeye will be an active participant in influencing actions by developers or other governments that can affect the quality of life residents wish to enjoy in Hawkeye.

Vision Hawkeye: 2035 follows Iowa's Smart Planning Guidelines for comprehensive planning. These guidelines recommend a comprehensive approach to planning that incorporates ten principles intended to produce greater economic opportunity, enhance environmental integrity, improve public health outcomes and safeguard quality of life. The principles also address the need for fair and equitable decision-making processes. The Smart Planning Guidelines identify 13 elements that may be included in a comprehensive plan. These elements serve as the basis for each chapter in the plan:

- Public Participation
- Community Overview
- Community Character and Culture
- Housing
- Economic Development
- Transportation
- Community Facilities
- Public Infrastructure and Utilities
- Natural and Agricultural Resources
- Hazards
- Land Use
- 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 development of Vision Hawkeye: 2035 was facilitated by Upper Explorerland Regional Planning Commission with the assistance and input of Hawkeye residents, the Comprehensive Plan Steering Committee, members of the City Council, the Mayor and City administration and staff.

Many of the public improvements necessary to implement the plan may depend upon the development of other subsidiary plans such as public facility plans and/or a capital improvement plan. Vision Hawkeye: 2035 and these subsidiary plans may also need adopted implementation measures such as amendments to the City's Code of Ordinances and Zoning and Subdivision Ordinances.

Ultimately, the implementation of projects will depend on the resolve of the leadership of the City of Hawkeye. With proactive leadership from the Mayor and City Council, city boards and organizations, and the city's administration, Hawkeye will be a strong, vibrant community that provides its residents with a high quality of life.

Public Participation

Public participation is an important part of the comprehensive planning process. For successful implementation of the plan, city residents must support the goals and strategies within. To that end, residents' ideas, thoughts and opinions are considered throughout the process. Public input from citizens, a steering committee, city staff and elected officials has been an integral part of the smart planning process for the City of Hawkeye. The steering committee was comprised of several dedicated individuals who met to discuss all the elements of the plan and provide input to shape the vision of this plan. Committee members included city officials and staff, business owners, residents and representatives from community interest and betterment groups. In addition, public input was collected through a community survey which was available electronically and as a hard copy to accommodate as many residents and community employees as possible.

To fully engage the public in the planning process for Vision Hawkeye: 2035, the City of Hawkeye and the steering committee invited city residents and other stakeholders to a total of six community workshops. Two sessions were devoted to creating a community vision. Using an Appreciative Inquiry Approach[1], community members were led through the first steps of *Discovery* and *Dreaming* to identify the community's vision for the future. Once an overarching vision for the community was created, specific visions for each of the smart planning elements were developed. A series of four public workshops followed to *Design* goals and strategies to help the community work toward their vision for each of the plan elements. Applicable data and information was shared with participants so that they were able to make informed suggestions and plans for the future. Notes and ideas from each of the public input sessions and the survey results are on file at City Hall and are available upon request.

The public was offered opportunities to review the results of the process by accessing the draft document electronically on the Hawkeye Planning webpage and in hard copy at several community venues. Comments were accepted online or at City Hall. In addition, a final presentation of the plan was presented to the community prior to the public hearing and adoption of the plan.

[1] Appreciative Inquiry: *Discover* what is working, *dream* how it could be better and *design* strategies to get there.

Community Vision

Hawkeye is a vibrant destination where families and businesses are central to the growth of our community. We capitalize on our resources and public spaces, where families, neighbors and generations come together to help secure a better future. Invested in our youth, guided by our leaders and with citizens who are united in creating a comfortable community for anyone who wants to live their dream, Hawkeye soars above all others.

Community Overview

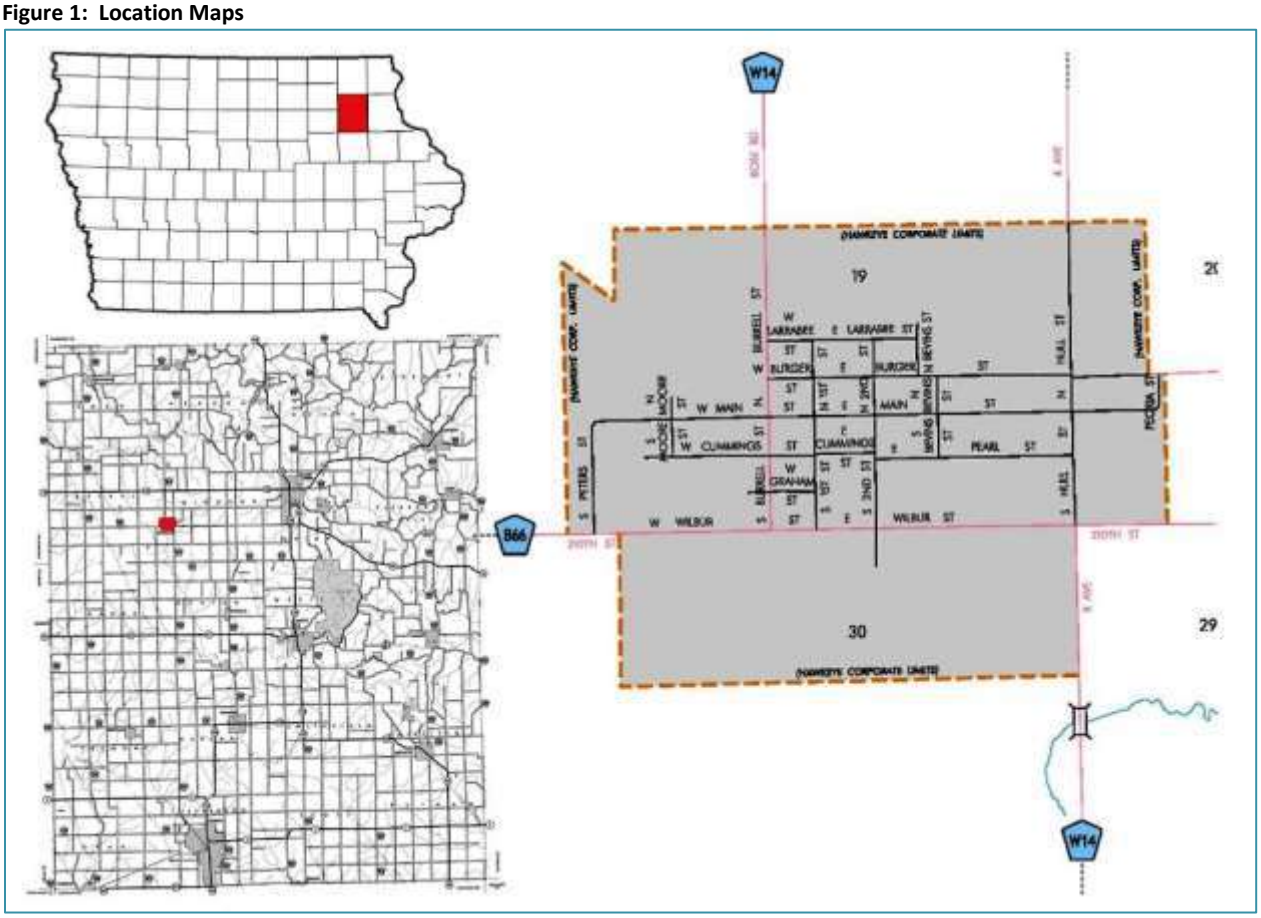
Introduction

This section of the plan includes information and data about the city that provides a foundation for understanding the current conditions within the community. Specifically, the community overview discusses the community's location, history and demography.

Location

The City of Hawkeye is located in Fayette County, in Northeast Iowa. Hawkeye is surrounded by farmland just about two miles south of State Highway 18. The city covers an area of .672 square miles, approximately 1 mile north to south and .75 miles east to west. Figure 1 includes location maps for the county and community, as well as a city street map.

Figure 1: Location Maps



History of Hawkeye

Photo 1: Main Street Hawkeye, Circa 1915

The community of Hawkeye was settled in the rolling meadows of the southwest corner of Windsor Township by four farm residences in 1855. A post office was established in 1868 and the official name of the town was changed from "Hawk Eye" to Hawkeye. In 1878 the Davenport & St. Paul branch of the Chicago, Milwaukee & St. Paul railroad was built, and an 80-acre tract of wet meadowland, considered poor for farming, was selected as the location for the train station. Once the train station was proposed, the town began to develop as a trading place and grain market. This industry was followed by a hotel and other businesses such as livery stable, mechanical shops, lumber yard and creamery; churches; a four-room school house; and two banks. The town of Hawkeye was incorporated on April 9th, 1895 (Iowa Secretary of State, 2012). A free library was established by C. W. Bopp in 1898 and is the oldest continuing library in the county. As the town grew, residents were building homes, improving streets, and adding sidewalks. Hawkeye installed a water system in 1907 and a sewer system was added around 1919. Electrical service became available to residents in 1913. After the town was platted, a triangular piece of land was donated to the town by the railroad company for a park, which still remains today.

Fire protection was organized in 1898. In November 1899, a large fire destroyed a row of businesses, including the hotel, a restaurant, a mercantile store, harness store, billiard hall, and opera house. The fire had triggered an alarm, but the bell failed, so by the time the fine engine arrived, the fire had spread to several buildings. After this fire, a ladder wagon was purchased and an ordinance was passed to prevent further building with wood. In 1943, another devastating fire completely destroyed five Hawkeye businesses and left four families homeless.

The school system in Hawkeye started with two schools; The Hull school was located 1.25 miles to the north with no easy access, and the Wilbur School was a small frame building to the south. The Wilbur School still sits on the school grounds in Hawkeye. In the 1890's a four-room brick building was built in town at the cost of $8,000.00. A gym was added to the school in the 1920s and a completely new school was built in the 1970s.

Source: (Graham, 1970)

Photo 2: Wilbur School

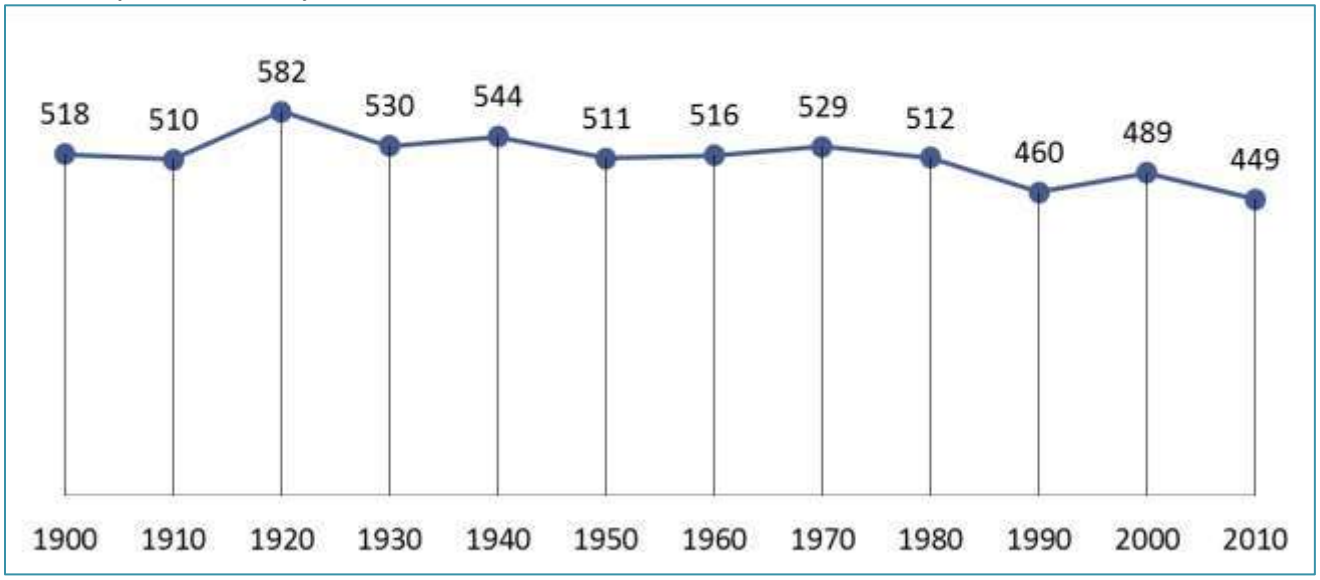
Demographics

A study of demographics is included in the comprehensive plan to provide information as to whether a community is growing, the age and gender status of the population, and to identify trends that can help a community plan for its future.

Population Trends

The 2010 Census count for the population of Hawkeye was 449. The Census has been tracking population data for the City of Hawkeye since 1900 as illustrated in Chart 1. The city's highest count was in 1920 with a population of 582 and has since declined about 23%.

Chart 1: Population of Hawkeye, 1900-2010



Source: (U.S. Census Bureau, Decennial Census, 2010); (State Data Center of Iowa, n.d.)

Table 1 compares the growth or decline in Hawkeye's population to Fayette County and the State of Iowa. Hawkeye's population, with some fluctuation over time, has declined over 13% since 1900 while the county has experienced a 30% decline in population overall. Hawkeye and the county had similar patterns of growth and decline over the decade, while the state population has generally increased over the century, with only two periods of declining population.

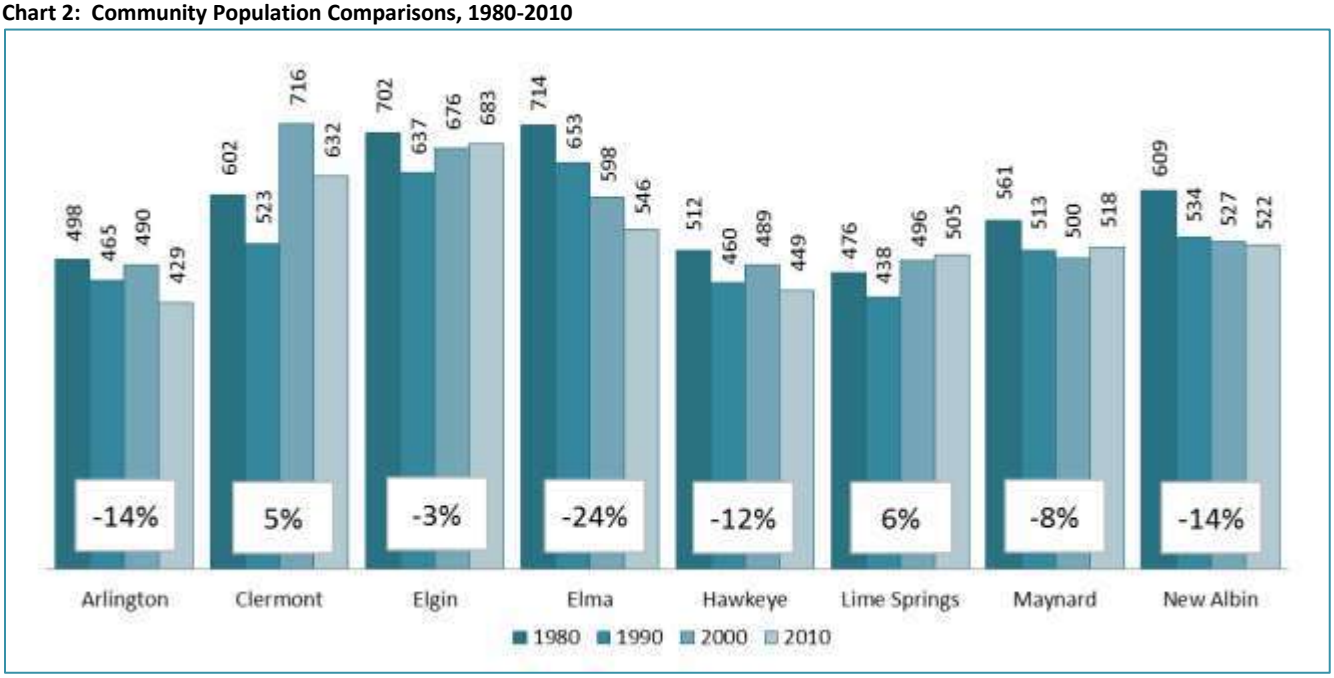
Table 1: City, County and State Population Comparison 1900-2010

Year	Hawkeye		Fayette County		State of Iowa	
	Number	% Change	Number	% Change	Number	% Change
1900	518	-	29,845	29.0%	2,231,853	16.7%
1910	510	-1.5%	27,919	-6.5%	2,224,771	-0.3%
1920	582	14.1%	29,251	4.8%	2,404,021	8.1%
1930	530	-8.9%	29,145	-0.4%	2,470,939	2.8%
1940	544	2.6%	29,151	0.0%	2,538,268	2.7%
1950	511	-6.1%	28,294	-2.9%	2,621,073	3.3%
1960	516	1.0%	28,581	1.0%	2,757,537	5.2%
1970	529	2.5%	26,898	-5.9%	2,824,376	2.5%
1980	512	-3.2%	25,488	-5.2%	2,913,808	3.1%
1990	460	-10.2%	21,843	-14.3%	2,776,755	-4.7%
2000	489	6.3%	22,008	0.8%	2,926,324	5.4%
2010	449	-8.2%	20,880	-5.1%	3,046,355	4.1%

Source: (U.S. Census Bureau, Decennial Census, 2010); (State Data Center of Iowa, n.d.)

Chart 2 compares the population trends for Hawkeye and several neighboring and like size communities. Given its size, Hawkeye's overall population decline since 1980 is similar to other communities within the region. A small change in the number of people reflects as a large percentage change.

Chart 2: Community Population Comparisons, 1980-2010

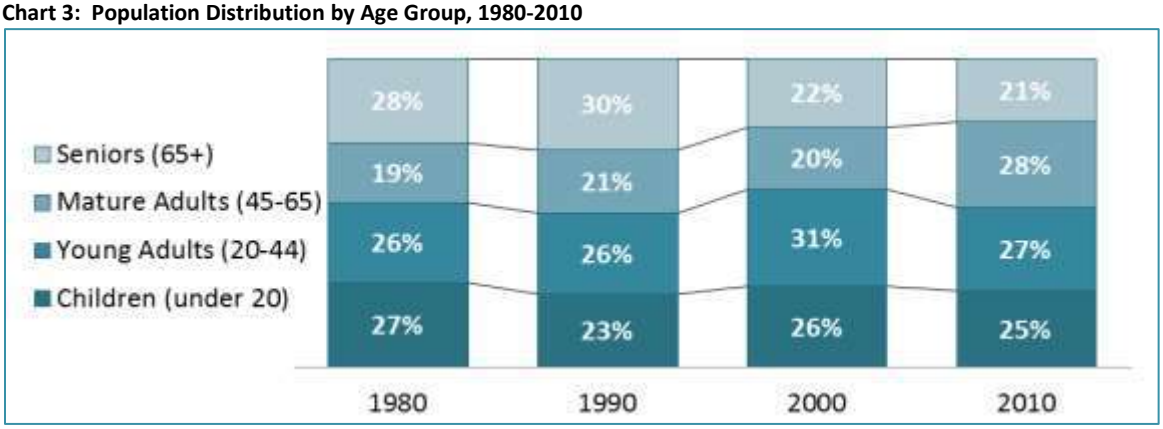


Source: (U.S. Census Bureau, Decennial Census, 2010); (State Data Center of Iowa, n.d.)

Chart 3 demonstrates the change in Hawkeye's population distribution from 1980 to 2010 in four age groupings. Hawkeye's age distribution is currently quite equal across age groups. There has been a noted decline in seniors over 65 as a percent of the whole population since 19080. City stakeholders attribute this to the availability of senior housing and assisted living in nearby West Union. Mature adults as a percent of population has grown during that same time period. Understanding this distribution can help Hawkeye plan for a community that caters to lifestyles of mature adults, as well as

develop ways to allow seniors to stay in the community in order to maintain a well-distributed population in the community.

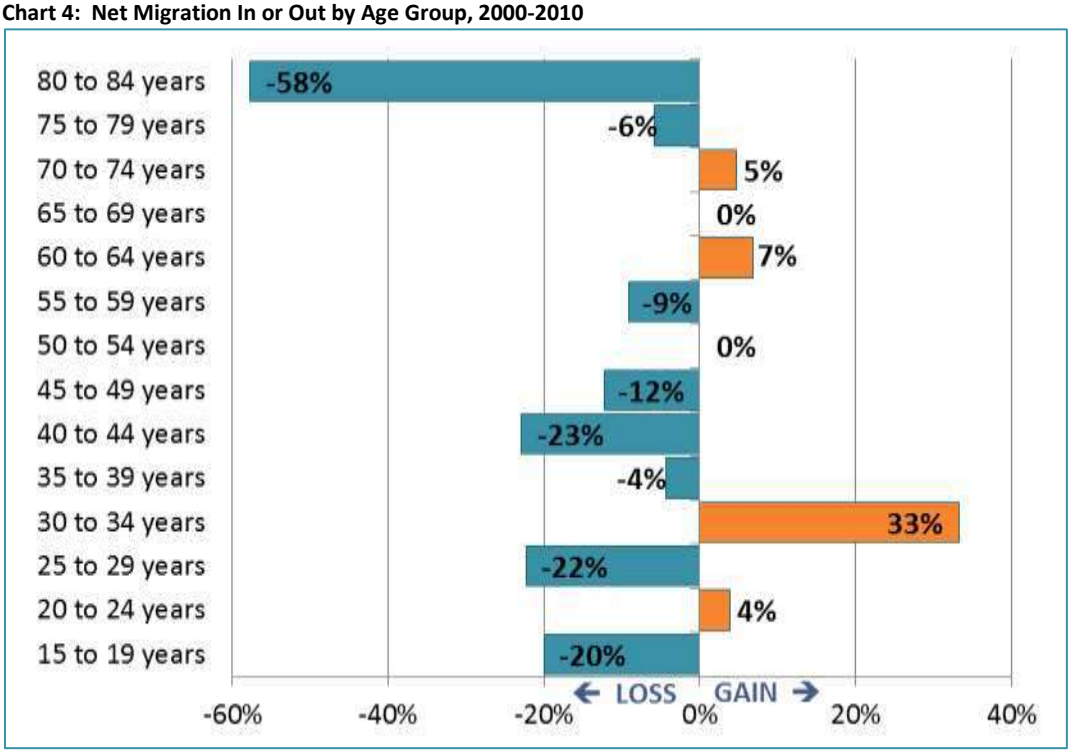
Chart 3: Population Distribution by Age Group, 1980-2010



Source: (U.S. Census Bureau, Decennial Census, 2010); (State Data Center of Iowa, n.d.)

Chart 4 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 Hawkeye lost population and which age groups it gained population due to a migration in or out of the community. In essence, Chart 4 captures the age ranges of the community's newcomers, its "brain gain" age groups. Hawkeye gained newcomers between the ages of 30 to 34 and gained or maintained in the 60 to 74 year age group.

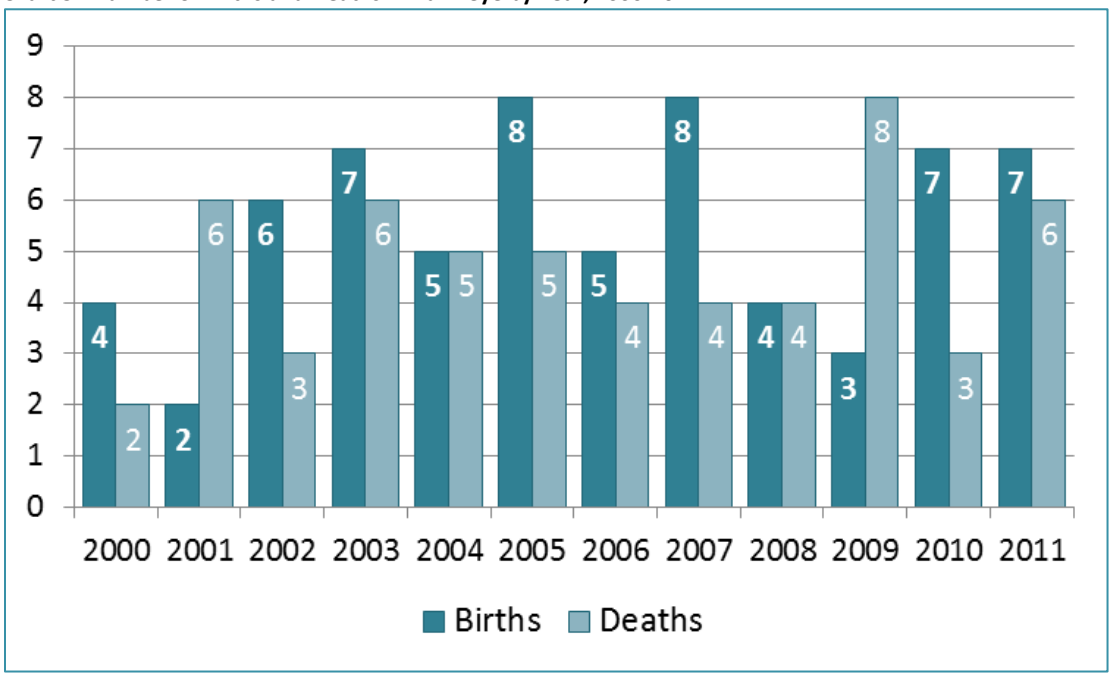
Chart 4: Net Migration In or Out by Age Group, 2000-2010



Source: (U.S. Census Bureau, Decennial Census, 2010)

Births and deaths cause a natural change in population. Over the past decade, the City of Hawkeye has experienced over more births than deaths, resulting in a net natural gain of 8 people from the 10-year period between 2001 and 2011. Chart 5 documents the births and deaths by year for the city.

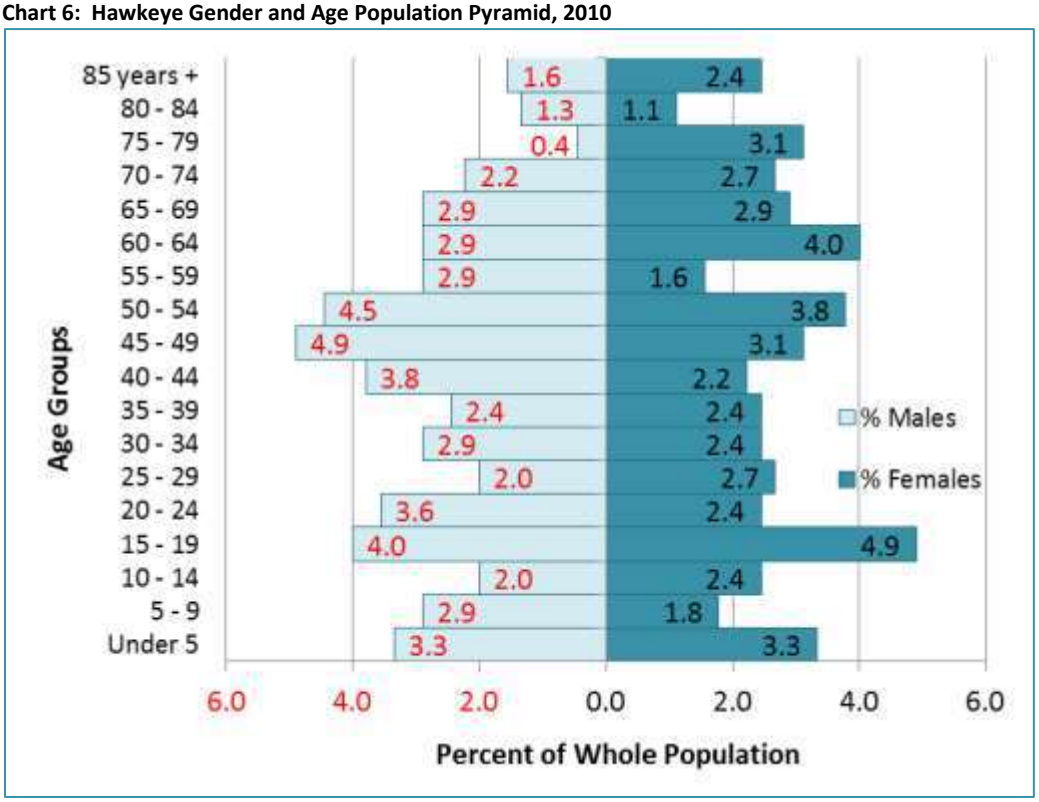
Chart 5: Number of Births and Deaths in Hawkeye by Year, 2000-2011



Source: (Vital Statistics of Iowa, 2012)

Another way to look at the population distribution within a community is to place data into a population pyramid. Awareness of the city's gender balance provides insight into whether a healthy balance exists and gives useful age information to potential employers and businesses looking to locate within the community. Hawkeye's population is fairly gender-balanced throughout all age groups with slight variations by group (see Chart 6). Health advancements continue to increase the life expectancies of both genders. Currently, the life expectancy of a female in Fayette County is 81.6, whereas the current life expectancy of a male in Fayette County is 76.5. This is slightly longer than the national life expectancies of 81.17 for females and 75.96 for males (World Life Expectancy, 2011). Hawkeye recognizes the importance of this trend and will take the necessary steps to ensure the aging population's needs are met.

Chart 6: Hawkeye Gender and Age Population Pyramid, 2010



Source: (U.S. Census Bureau, Decennial Census, 2010)

Population Projections

Population projection statistics can be impacted by several factors including culture, infant mortality, quality of health care, life expectancy and others. Future population can be predicted through a number of methods that may or may not take these components into account. For the purposes of this plan, two methods for population projections were calculated. The first is determined by using a simple compound growth rate calculation. Hawkeye has noted an annualized growth rate of -.13% over the last 100 years. This method projects the region's population out to 2040 using the following calculation, where "i" is the growth rate and "n" is the number of periods:

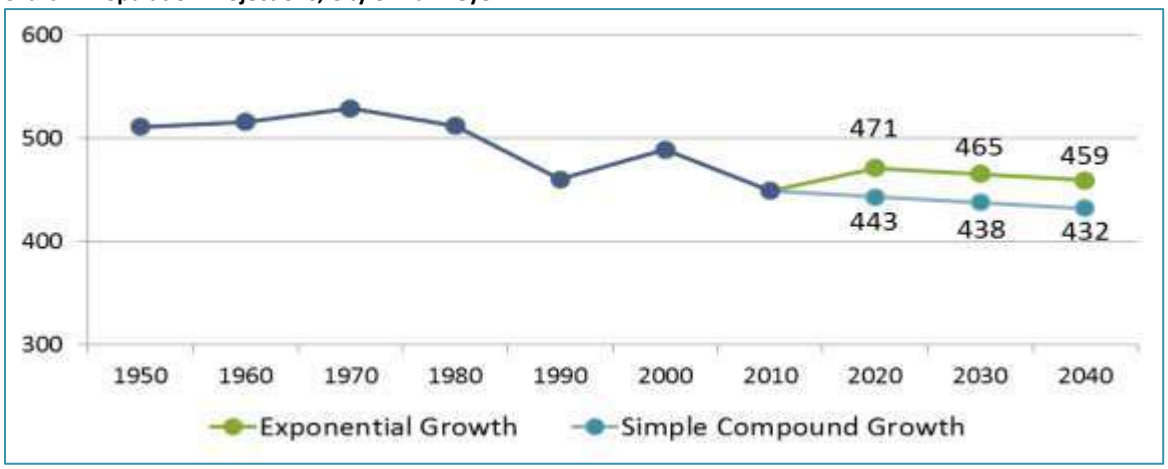
$$Future\ Population = Present\ Population \times (1 + \mathrm{i})^{n}$$

The second method predicts population by calculating exponential growth based on the population data since 1900. The results are calculated by fitting an exponential trend line to the known population data for each decennial period. The following equation was identified to project population exponentially where "e" is a constant 2.71828182845904, the base of the natural logarithm, and "x" is the number of the year (where 1900 is year 1):

$$Future\ Population = 558.06 \times e^{-0.013x}$$

Chart 7 illustrates these calculations for the years 2020, 2030 and 2040. The exponential growth method projects a slight increase in population over time and the simple compound growth method projects a slight population decrease. The simple compound growth rate is the most conservative estimate and will be utilized throughout the plan as projected population numbers are required in various calculations.

Chart 7: Population Projections, City of Hawkeye



Source: (U.S. Census Bureau, Decennial Census, 2010); (UERPC, 2014)

Population Summary

The City of Hawkeye is a town of about 450 people and simple projections indicate that the population may decline somewhat over the coming years. There has been a decrease in the number of seniors as a percent of the overall population and an increase in the percent of mature adults over the course of the past few decades. A closer look at the change in population over the last decade shows an influx of newcomers in the age range of 30 to 34 years of age and from 60 to 74. This offers an opportunity for the community as they look for ways to serve and maintain their population. More services and facilities focused on senior citizens may be needed in the future. Supporting existing young families and ensuring a desirable quality of life may also be a necessity for the future vitality of the community. Hawkeye has little diversity in race, with 99% of the population self-identifying as "white" in the 2010 Census. Over half (54%) of the population is of German ancestry, with Norwegian ancestry noted by 13% of the population (U.S. Census Bureau, Decennial Census, 2010; U.S. Census Bureau, ACS 2008-2012).

Community Culture

Vision

Hawkeye is a place where city life and country life blend to form a supportive community, offering a variety of activities for all ages. We embrace our community members and invite visitors to enjoy our parks, events and culture.

Introduction

The City of Hawkeye is proud of its community's social strengths and human capital. City residents point to its progressive attitude, willing volunteers, hometown character and caring citizens as keys to the relaxed, comfortable lifestyle available in Hawkeye. This section will explore the community's cultural assets.

Events and Activities

Hawkeye offers residents and visitors several opportunities to engage in cultural and fun activities throughout the year. The city is best known for its annual festival, *Hawkeye Fun Days*. In addition, the local 4-H group, the Windsor Sparkplugs hosts an annual Easter Egg Hunt in Hauth Park. Citywide garage sales, organizational fundraisers and quarterly blood drives keep residents busy and productive year round.

Hawkeye Fun Days

Held each June, Hawkeye Fun Days features weekend of activities for all ages. The event begins on Friday evening with an annual softball tournament and 5k Run/Walk, the crowning of Miss Hawkeye and fireworks. Saturday's schedule includes a tractor ride, parade, events and activities in the park, and culminates with a big dance at the community hall. On Sunday, the community gathers for a community worship service and potluck at the hall.

Photo 3: Fun Days

Recreation and Natural Resources

Hawkeye maintains its natural and recreational assets so that they will be long-term amenities for community members. The City operates and manages two parks in the community: Hauth Park and Town Park. Hauth Park features a walking trail, ball fields, tennis courts, restroom facilities, picnic shelters and playground on a little over seven acres of land on the south side of town along Wilbur Street (W14). In the winter, the community comes together to pour and maintain an ice skating rink for all to enjoy. Town Park features a lovely gazebo and some playground equipment on about a quarter of an acre on Main Street. The gazebo is popular for photos, and the community sees great potential for the gazebo as a performance area.

Photo 4: Gazebo in Town Park

Gouldsburg Park is located just a few miles north of Hawkeye along W14. Gouldsburg is operated by the Fayette County Conservation Board and consists of 64 acres. The Little Turkey River and Crane Creek meet at the park and offer visitors with opportunities for fishing, tubing and canoeing. The park has a modern campground complete with a dump station, showers, flush toilets and 26 electrical hook-up sites. The park also offers primitive camp sites, a playground, shelter house, hiking trails, and bird watching. Also nearby is the Thelman Wildlife Area, just north of Highway 18 on V-68. The Wildlife Area is a 300-acre public hunting area and features native grass plantings, a wetland, timber and crop ground for wildlife to grow and prosper.

Photo 5: Hauth Park

Hawkeye Farmers Market

The Hawkeye Farmers Market operates on Tuesday evenings from June through the fall harvest season. The Market is located in Hauth Park. Local vendors offer vegetables, farm fresh eggs, baked goods and even antiques.

Arts and Culture

Hurd Museum

The Hurd Museum is located on Main Street in Hawkeye and houses a large collection of memorabilia. The building has been kept in excellent condition and is maintained by the Hawkeye Community Historical Club.

Photo 6: Hurd Museum

Churches and Social Clubs

Hawkeye is home to four different churches of a variety of faiths and denominations and several social clubs including the Hawkeye Community Club, Lion's Club, the Legion, the Garden Club, the Hawkeye Conservation Club, Boy Scouts and more. Churches and social clubs provide connection for community members and support to families in need. Community clubs and churches host various community events, dinners and fellowship opportunities throughout the year.

Community Culture Strengths

- Safe community
- Great parks – well maintained and well used
- Strong and active clubs, churches and organizations
- Great events – Hawkeye Fun Days
- Good volunteer base
- Many recreational opportunities in town and nearby
- Many young families

Community Culture Challenges

- School is currently unused
- Shrinking youth population
- Engaging the Mennonite Community
- Funding
- Underutilized ball fields
- Outreach to new residents
- Capitalizing on our name
- Marketing our community

Community Culture Goals and Strategies

Goal:

Hawkeye attracts new families and residents to the community.

Strategies:

- Establish a City Media Team whose responsibilities include marketing the community through print and internet outlets
- Develop a community newsletter or some other way to share with others the great things that are happening in Hawkeye.
- Create and maintain a city website
- Develop a community TV station
- Consider a marketing plan that includes the identification of Hawkeye's niche or special identity
- Develop signage to advertise Hawkeye that capitalizes on visitors to the nearby recreational areas

Goal:

New families and residents are welcomed and embraced as part of the Hawkeye community.

Strategies:

- Create a welcome wagon or welcome basket for new residents
- Host park potlucks or other social events to meet neighbors

Goal:

Hawkeye community members work together to ensure that events and activities are successful and that they are supported into the future.

Strategies:

- Develop a list of potential volunteers
- Develop a list of volunteer opportunities (one-time, short-term, long-term)
- Host a quarterly meeting with representation from existing community groups to work toward common goals
- Host an appreciation potluck for volunteers

Goal:

Hawkeye's parks and open spaces are treasured and used to their fullest capacity.

Strategies:

- Organize smaller summer events in the parks (one-time ballgames, concerts, yoga/fitness)
- Host more youth events (ball clinics, sports, dances)
- Relocate the Farmers Market to City Park and consider ways to incorporate performances in the Gazebo

Housing

Vision

Hawkeye is a welcoming community with a variety of housing options in safe, beautiful neighborhoods. We are a place with small town character and room to grow

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 Hawkeye is the single-family home. Table 2 provides general housing information from the 1990, 2000 and 2010 Census counts. There were 227 housing units in Hawkeye as of the 2010 Census, with a vacancy rate of just over 11%. This is a marked increase from the 2000, and can be attributed to the reduction in population. Table 2 also shows that the number of total housing units has varied over the years with an overall slight decline in housing units. During this same time period the number of families decreased while the average family size remained fairly steady in the community.

Table 2: General Housing Information for the City of Hawkeye

Statistic	1990	2000	2010
Total Persons	460	489	449
Total Housing Units	229	234	227
Occupied	207	217	201
Vacant	22	17	26
Vacancy Rate	9.6%	7.2%	11.4%
Persons Per Occupied Housing Unit	2.22	2.25	2.23
Average Family Size	2.81	2.93	2.89
Number of Families	136	135	123

Source: (U.S. Census Bureau, Decennial Census, 2010); (State Data Center of Iowa, n.d.)

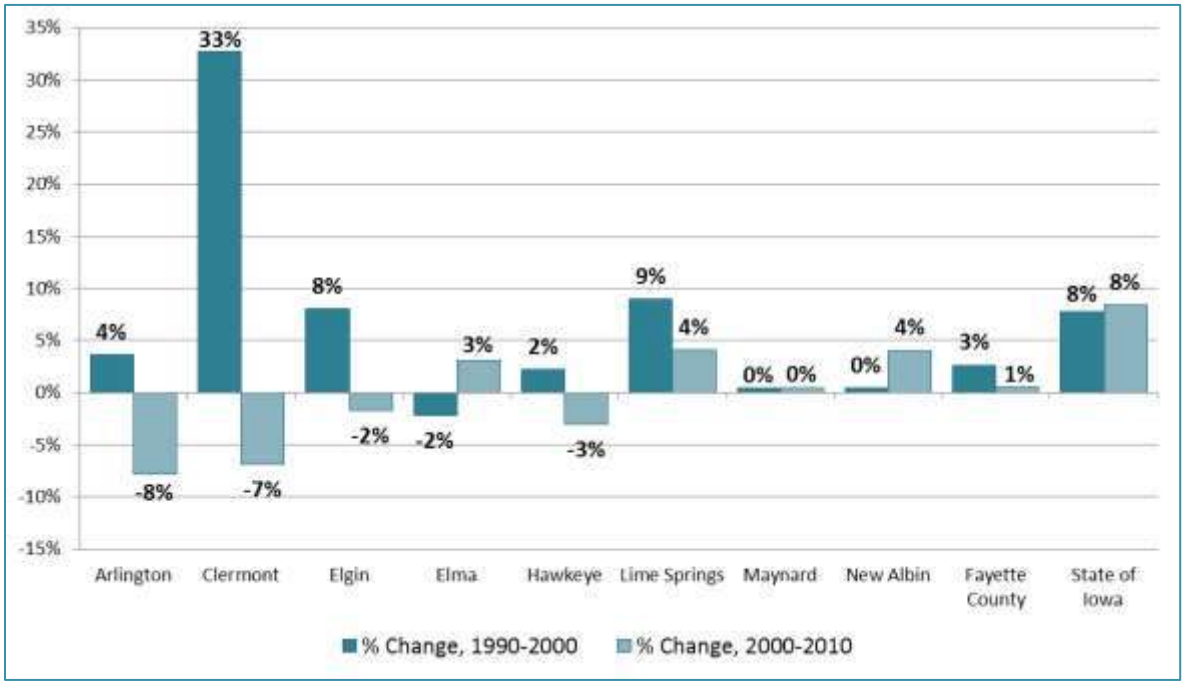
Table 3 provides a comparison of the total number of housing units between selected like-sized communities, the county and the state. Most of the jurisdictions experienced an overall increase of housing units from 1990 to 2010. Chart 8 breaks down the percent of change in housing units for each community, the county and the state for each decade.

Table 3: Number of Housing Units in Selected Communities

Community	1990	2000	2010	% Change, 1990-2010
Arlington	222	230	212	-5%
Clermont	251	333	310	24%
Elgin	323	349	343	6%
Elma	270	264	272	1%
Hawkeye	**229**	**234**	**227**	-1%
Lime Springs	223	243	253	13%
Maynard	237	238	239	1%
New Albin	246	247	257	4%
Fayette County	9,262	9,505	9,558	3%
State of Iowa	1,143,669	1,232,511	1,336,417	17%

Source: (U.S. Census Bureau, Decennial Census, 2010)

Chart 8: Percent Change in Housing Units in Selected Communities



Source: (U.S. Census Bureau, Decennial Census, 2010; State Data Center of Iowa, n.d.)

Table 4 compares the percentage of rental occupied housing units in each community, the county and state. Hawkeye's percentage of rental occupied housing has increased over time but is consistently lower than the state levels.

Table 4: Percentage of Rental Occupied Units for Selected Communities

Community	1990	2000	2010
Arlington	25%	22%	19%
Clermont	21%	15%	22%
Elgin	27%	28%	26%
Elma	24%	21%	25%
Hawkeye	**15%**	**18%**	**22%**
Lime Springs	21%	14%	20%
Maynard	24%	19%	23%
New Albin	21%	16%	15%
Fayette County	26%	24%	25%
State of Iowa	30%	28%	28%

Source: (U.S. Census Bureau, Decennial Census, 2010; State Data Center of Iowa, n.d.)

Median rental rates for selected communities are shown in Table 5. The table shows that each of the selected jurisdictions, including Hawkeye, reported significant increases in their median rents between 1990 and 2012[2]. Overall, rents in Hawkeye increased significantly but remain lower than most surrounding jurisdictions.

Table 5: Median Rent for Selected Communities

Community	1990	2000	2012	% Increase 1990-2012
Arlington	$179	$275	$380	112%
Clermont	$267	$289	$475	78%
Elgin	$210	$298	$567	170%
Elma	$192	$317	NA[3]	65%[4]
Hawkeye	**$147**	**$258**	**$355**	**141%**
Lime Springs	$223	$250	$392	76%
Maynard	$248	$400	$517	108%
New Albin	$227	$308	$330	45%
Fayette County	$250	$360	$512	105%
State of Iowa	$336	$470	$655	95%

Source: (U.S. Census Bureau, ACS 2008-2012); (State Data Center of Iowa, n.d.)

New Construction

According to the Fayette County Assessor's office, there have been 4 houses built in the community since 2000. There are lots available to build within the city's limits.

Value Characteristics

A breakdown of the 1990, 2000 and 2012 housing unit values for Hawkeye are shown in Table 6. Values have steadily increased over the time period. The reason for the increase is most likely due to economic trends rather than a changing housing stock. Housing values in Northeast Iowa did not experience the housing market correction that much of the rest of the country did during the past several years and as a result, the region did not experience a price or value decline. Hawkeye's overall trend shows an increase in housing values.

[2] In the 2010 Decennial Census, Valuation Data was no longer collected. It is now included only in the American Community Survey

[3] The Margin of Error made this data element unreliable for the community of Elma.

[4] Percent increase from 1990-2000

Table 6: Value of Specified Owner-Occupied Single Family Dwelling Units in Hawkeye

Unit Value Ranges	1990		2000		2012	
	Number	Percent	Number	Percent	Number	Percent
Less than $50,000	139	92.1%	78	53.1%	34	23.9%
$50,000-$99,999	12	7.9%	62	42.2%	77	54.2%
$100,000-$149,999	0	0%	7	4.8%	24	16.9%
$150,000-$199,999	0	0%	0	0%	5	3.5%
$200,000-$299,999	0	0%	0	0%	0	0%
$300,000-$499,999	0	0%	0	0%	0	0%
$500,000 or more	0	0%	0	0%	2	1.4%

Source: (U.S. Census Bureau, ACS 2008-2012); (State Data Center of Iowa, n.d.)

Table 7 compares the median housing values of neighboring and like size jurisdictions to the median housing values in Hawkeye. The value of the units provides an understanding of a community's housing stock and affordability. Hawkeye's median housing value is quite low comparatively, and significantly lower than the state's median housing value.

Table 7: Median Value of Specified Owner-Occupied Units in Selected Communities

Community	1990	2000	2012
Arlington	$21,500	$34,000	$65,700
Clermont	$28,700	$70,000	$90,200
Elgin	$32,300	$58,800	$80,000
Elma	$19,100	$34,400	$53,700
Hawkeye	**$25,900**	**$48,200**	**$65,200**
Lime Springs	$21,700	$48,300	$65,700
Maynard	$29,000	$51,400	$71,300
New Albin	$33,800	$43,500	$88,300
Fayette County	$30,300	$58,300	$82,800
State of Iowa	$45,500	$82,500	$123,000

Source: (U.S. Census Bureau, ACS 2008-2012); (State Data Center of Iowa, n.d.)

Age Characteristics

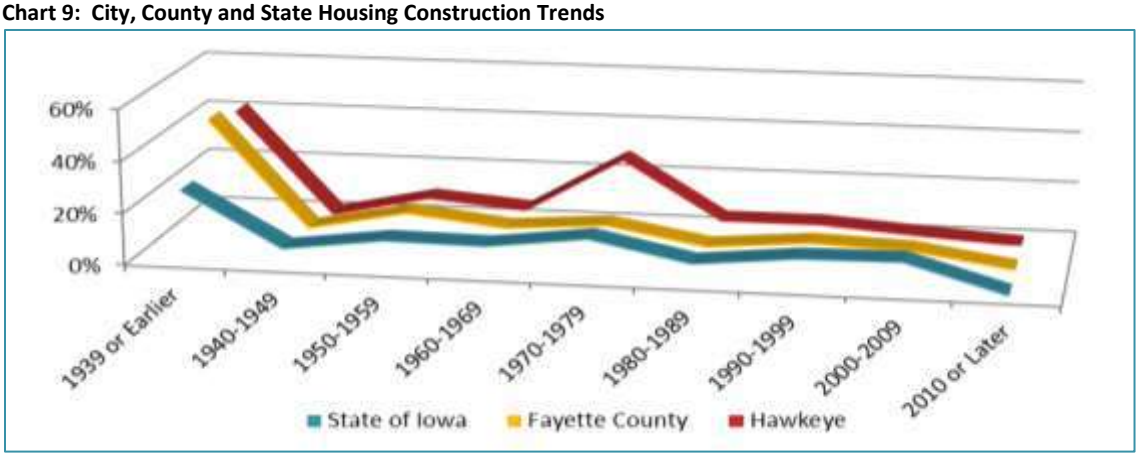
One factor that assists a community in understanding potential housing needs and issues is the age of its existing units. Table 8 compares the age of existing housing units by percentage of total housing units of Hawkeye, Fayette County and the State of Iowa. Hawkeye is similar to the county in having a little over 40% of its housing stock built prior to 1940. Over 28% of the current housing stock was built in the 70s. In general, housing construction patterns are somewhat similar to that of the county and state as illustrated in Chart 9, with a notable uptick for Hawkeye in the 70s.

Table 8: Age of Housing Units

Year Unit was Built	Hawkeye	Fayette County	State of Iowa
2010 or Later	0.0%	0.1%	0.3%
2000-2009	2.4%	5.7%	11.3%
1990-1999	5.2%	7.2%	10.8%
1980-1989	5.2%	4.1%	7.2%
1970-1979	28.1%	10.8%	15.0%
1960-1969	6.2%	8.1%	10.6%
1950-1959	9.5%	12.5%	11.1%
1940-1949	1.4%	5.0%	6.4%
1939 or Earlier	41.9%	46.6%	27.3%

Source: (U.S. Census Bureau, ACS 2008-2012)

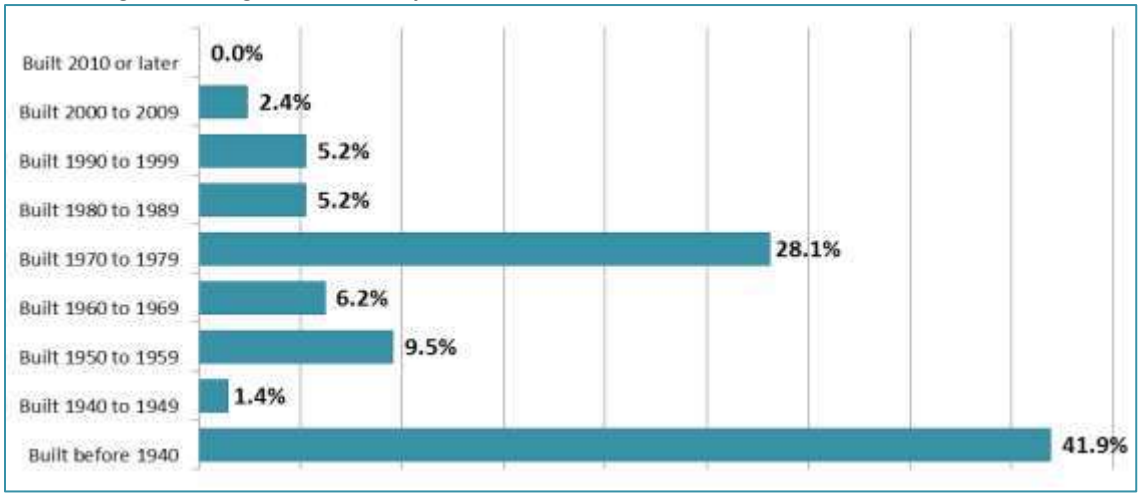
Chart 9: City, County and State Housing Construction Trends



Source: (U.S. Census Bureau, ACS 2008-2012)

Chart 10 demonstrates the age of the housing stock in Hawkeye alone. Over 87% of the housing in Hawkeye was built prior to 1980. A higher percentage of older homes suggests a higher probability of maintenance issues often experienced 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.

Chart 10: Age of Housing Stock in Hawkeye

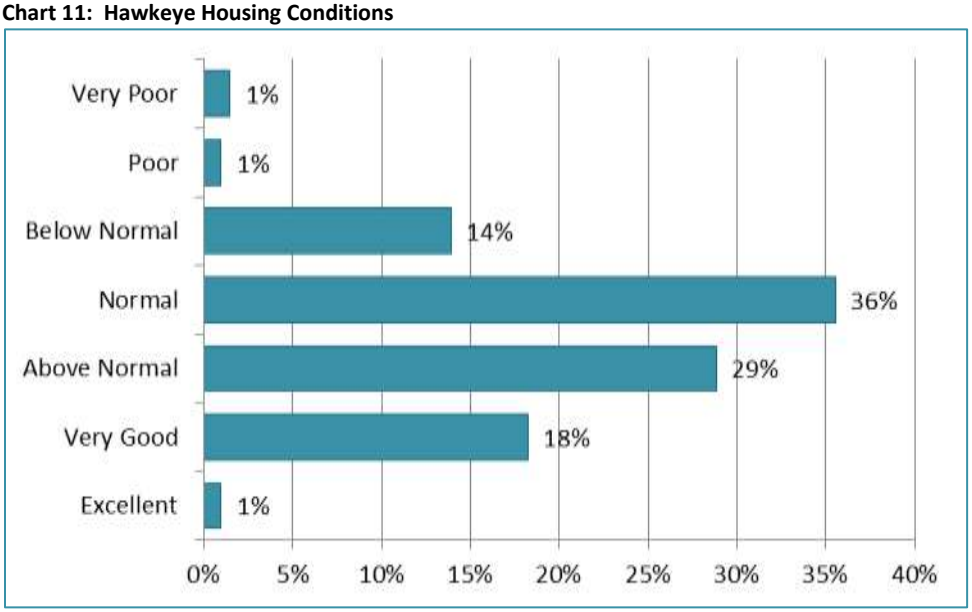


Source: (U.S. Census Bureau, ACS 2008-2012)

Housing Conditions and Structural Characteristics

The condition of the residential housing stock is an important indicator of a community's quality of life. Ensuring that homes are in proper condition offers many benefits to a community including efficiency, curb appeal, community pride and stronger tax collections. Chart 11 shows the breakdown of housing conditions for homes in Hawkeye as rated by the Fayette County Assessor. Currently, over 16% are rated below normal or worse and about 48% of Hawkeye's residential housing is considered above normal or better. About 15% of the homes in Hawkeye were built in the 1800s, and in this group, over 83% are in normal or better condition. This is an overall positive for the community and illustrates the attention that Hawkeye residents give to their homes.

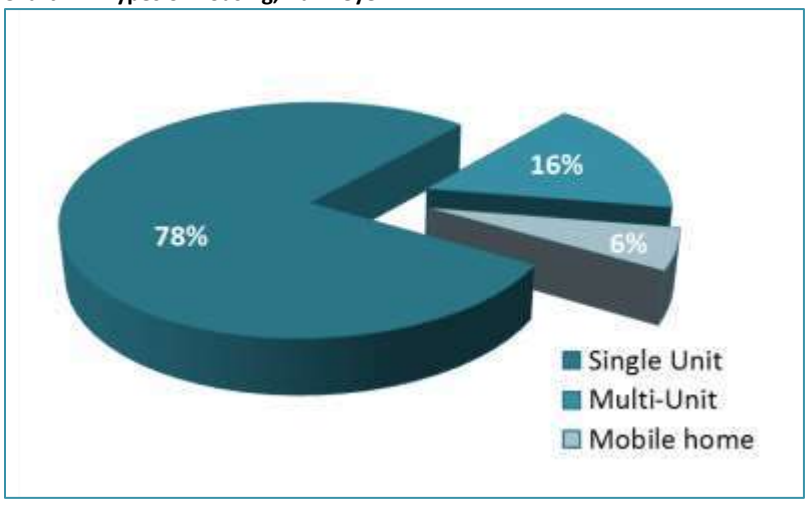
Chart 11: Hawkeye Housing Conditions



Source: (Biver, 2014)

The majority of Hawkeye's housing is composed of single unit structures. As noted in Chart 12, 78% are single unit, 16% multi-unit structures and 6% are mobile homes. Of the total multi-unit structures, 29% of the units are in duplexes and the rest of the units are in 3 to 4 unit structures.

Chart 12: Types of Housing, Hawkeye



Source: (U.S. Census Bureau, ACS 2008-2012)

Housing Projections

Table 9 calculates the possible housing shortage for the community. The figures in Table 9 were developed for the conservative population projections calculated previously in this plan. As of the 2010 Census, Hawkeye had a total population of 449, with no group-quarters (nursing homes, care facilities) to remove from the count, leaving the actual population to be housed in 2010 at the full population of 449. The average number of persons per household in Hawkeye in 2010 was 2.23. The number of households is then calculated by population to be housed (449) by the average persons per household (2.23); 201 households.

The projections assume that the household size will follow national trends and grow slightly smaller over time and that a 10% vacancy rate is a valid approximation for the community over the long term, given current rates and housing conditions. The vacancy rate is added to preliminary demand to produce the estimated demand for housing in Hawkeye. The projections also factor in a "replacement need" to reflect the potential loss of housing units due to fire or demolition. For the purposes of this plan, it was estimated that 2 housing units may need replacing each decade.

The resulting projections indicate that there is a slight overage of housing in the community, but limitations to the calculations do not reflect the conditions or size of the housing available. Community residents and stakeholders indicate that several homes appear to be abandoned or in disrepair. Local real estate agents should be consulted to understand the needs and concerns of potential buyers; and local businesses can provide insight into potential growth and development that could create a demand for housing. Local employers know how many of their employees are commuting significant distances and may be able provide input into that potential demand as well.

Table 9: Housing Supply and Demand for Hawkeye

	2010	2020	2030	2040
Population	448	444	438	432
Population in Group Quarters	0	0	0	0
Population to be Housed	449	444	438	432
Number of Households	201	201	200	200
Preliminary Housing Demand	201	201	200	200
Demand with 10% Vacancy Rate	221	221	220	220
Replacement Need		2	2	2
Current Housing Supply	227	227	227	227
Overage	6	8	9	9

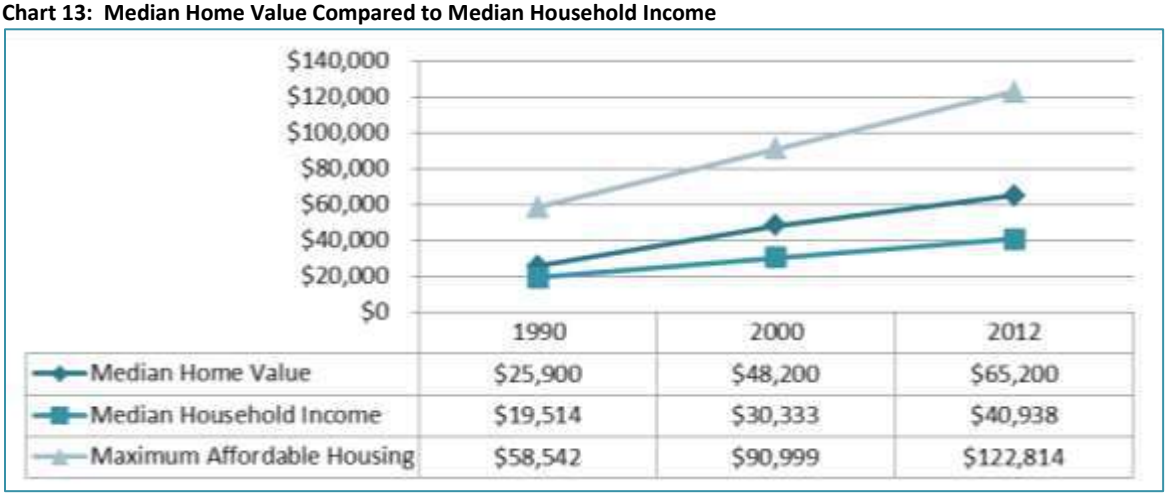
Affordable and Accessible Housing

Housing affordability is an important consideration for a community and its residents. Affordable homes can attract and retain employees to the community. 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 13 indicates the median home value and median household income for Hawkeye over time. One rule of thumb is that to be "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 Hawkeye is 1.6 times the median household income as of 2012. This places the local housing market within the affordable range for Hawkeye residents.

Chart 13: Median Home Value Compared to Median Household Income

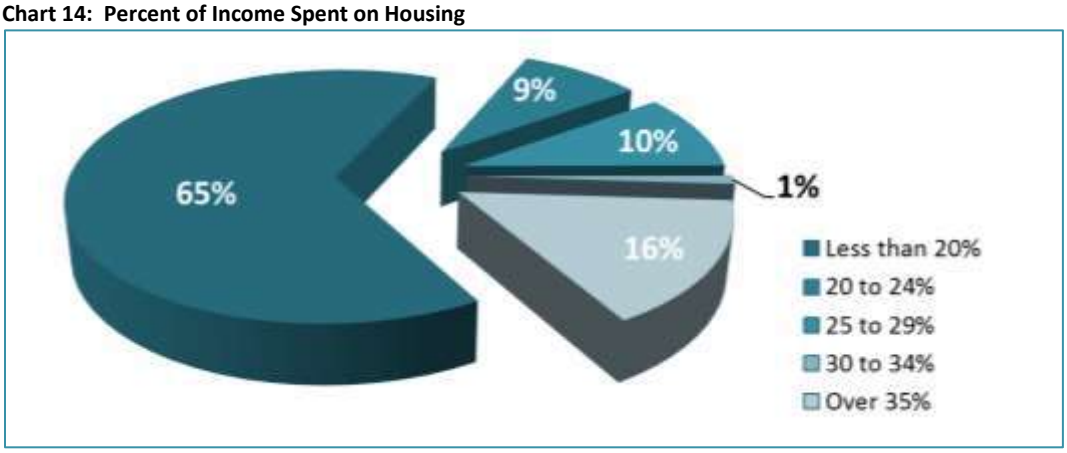


	1990	2000	2012
Median Home Value	$25,900	$48,200	$65,200
Median Household Income	$19,514	$30,333	$40,938
Maximum Affordable Housing	$58,542	$90,999	$122,814

Source: (U.S. Census Bureau, ACS 2008-2012); (State Data Center of Iowa, n.d.)

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 14 indicates, about 17% of Hawkeye's households have housing costs that are considered unaffordable by HUD standards.

Chart 14: Percent of Income Spent on Housing



Source: (U.S. Census Bureau, ACS 2008-2012)

Housing Programs

Residents in the community and the City of Hawkeye have access to several federal and state housing programs. The following list identifies several housing assistance programs available to the city and its residents that are administered through regional agencies.

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. The Section 8 Housing Program in Fayetty County is administered by the

Regional Housing Authority through Upper Explorerland Regional Planning Commission (UERPC) in Postville.

Lease Purchase Affordable Housing Program is a rent to own program through Northeast Iowa Community Action Corporation (NEICAC). The program selects two to three communities annually through recommendations from a county housing committee to construct for income qualifying families. The homes have three bedrooms and are rented for one to three years by a first-time homebuyer family before the purchase is completed. After taking the required Homebuyer Education Classes, the renter can buy the home for about half the cost of construction. The homes are built for families who are at an income level that does not exceed 60% of the local average monthly income and are constructed with green design and for maximum energy efficiency.

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.

Homeless Prevention and Rapid Re-Housing Program (HPRP) provides assistance to those individuals who, 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 any Family Service office.

The Home Energy Assistance Program (LIHEAP) assists qualifying low-income Iowa households (homeowners and renters) in the payment of a portion of their residential heating costs for the winter heating season. In addition, the program can provide energy crisis assistance and weatherization and other energy-related home repairs.

The Fayette County Local Housing Trust Fund assists residents in Fayette 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.

Other federal and state programs are available to the city and its residents and are listed in Appendix B.

Housing Strengths

- Have been successful in obtaining housing rehab grants
- Neighborhoods are safe
- Many yards are nicely landscaped and well-maintained
- Have rental housing
- There is room to grow if necessary
- Affordable
- Farmers retire and move to town

Housing Challenges

- Infill lots are purchased to make yards bigger – rather than to build
- Some properties are abandoned or in need of major repairs
- Existing housing lacks adequate garage or storage space
- No senior housing units or supports to age in place
- Some properties need to be cleaned/spruced up

Housing Goals and Strategies

Goal:

Existing housing is well-maintained and attractive

Strategies:

- Ensure that residents are informed of the housing programs available to support rehabilitation and repairs by maintaining current information at City Hall
- Organize a community clean-up, project day or Paint-a-thon to help residents with simple exterior work on homes and yards
- Contact property owners whose properties appear "abandoned" to find out what their plans are for the property
- Develop a toolkit of options that will encourage and support owners in taking care of their properties. Options will include incentives as well as penalties to address properties in need of demolition, rehabilitation, change in ownership, etc.
- Host an annual "bulky waste" collection
- Continue to seek housing rehabilitation grants as available

Goal:

Housing is developed that meets the needs of new or existing households

Strategies:

- Explore the feasibility of assisted living and what options would be best for Hawkeye residents and investors (new facility, remodeling an existing building, providing assisted living services in home…)
- Reinvigorate the private investment group to review the feasibility of building a spec home
- Market the available housing opportunities to nearby communities that lack enough housing for their workforce
- Develop a housing inventory to guide city investment decisions and targeted programs
- Identify existing lots with potential for housing development, visit with property owners regarding long-term plans for those areas
- Coordinate a meet-n-greet question/answer session for retirees (a whole community open house)

Economic Development

Vision

Hawkeye is a place where economic development strategies support existing businesses and foster positive opportunities for growth.

Introduction

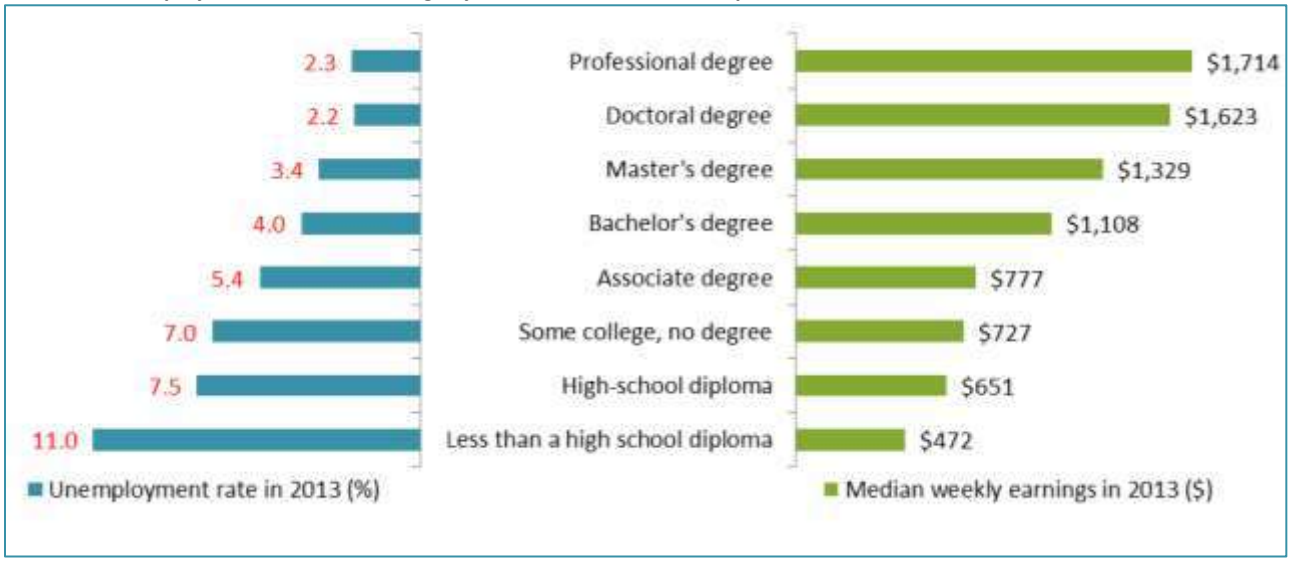
Economic development is determined by the community's ability and capacity to act and innovate in order to respond effectively to changing circumstances. The end product of economic development is an improved quality of life for residents. This section will examine two aspects vital to economic development in Hawkeye, its workforce and business climate. The City and the Hawkeye Economic Development group work together to promote development in the city. The city has a small established industrial park with available space. The City's economic success is tied to agriculture and other natural resource-based activities.

Workforce

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 15 illustrates BLS data showing that higher education levels result in higher earnings and lower unemployment rates.

Chart 15: Unemployment Rate and Earnings by Educational Level, U.S. Population 25 Years and Over



Source: (Bureau of Labor Statistics, 2013)

Table 10 compares the levels of education for Hawkeye residents to Fayette County residents as a whole. Nearly 85% of Hawkeye residents over the age of 25 are high school graduates or higher compared to nearly 89% countywide and about 17% of Hawkeye residents have a bachelor's degree or higher compared to 18% countywide.

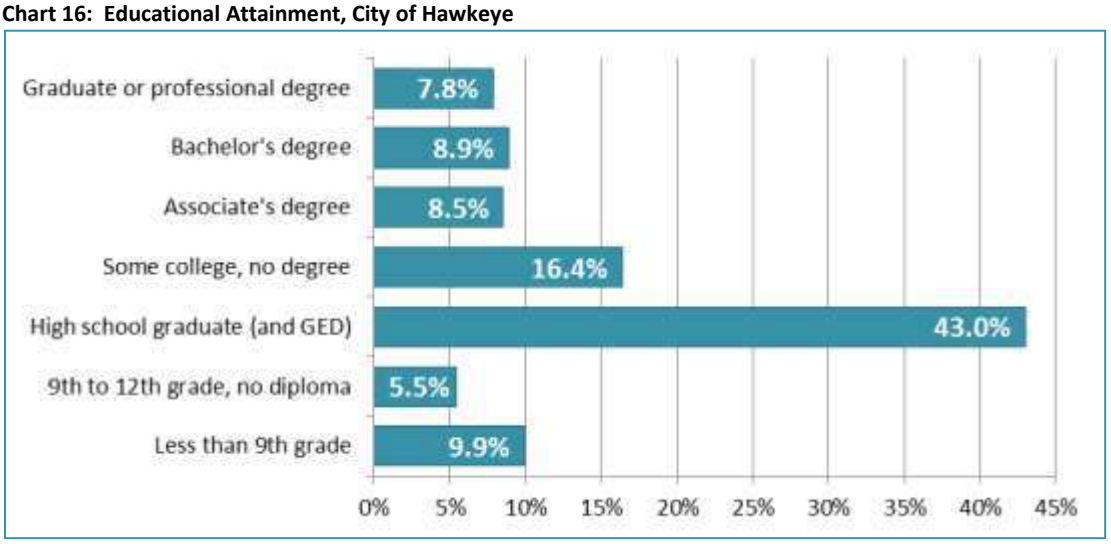
Table 10: Educational Attainment for Persons 25 Years of Age and Older

Category	Hawkeye		Fayette County	
	Number	Percent	Number	Percent
Less than 9th grade	29	9.9%	543	3.9%
9th to 12th grade, no diploma	16	5.5%	1,058	7.5%
High school graduate, includes GED	126	43.0%	5,816	41.3%
Some college, no degree	48	16.4%	2,736	19.4%
Associate's degree	25	8.5%	1,395	9.9%
Bachelor's degree	26	8.9%	1,625	11.5%
Graduate or professional degree	23	7.8%	908	6.4%

Source: (U.S. Census Bureau, ACS 2008-2012)

Chart 16 illustrates the educational attainment of Hawkeye's population alone. It is a good snapshot of the balance of educational levels throughout the community. High school graduates and graduates with some college clearly stand out as the majority.

Chart 16: Educational Attainment, City of Hawkeye



Source: (U.S. Census Bureau, ACS 2008-2012)

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 11 compares the labor force characteristics for Hawkeye to the county as a whole. Hawkeye's workforce as a percent of its population is slightly lower than that of the county, perhaps indicative of a larger retired population as just over 54% of the households in Hawkeye have Social Security income (compared to just over 37% of the county's households) and about 24% of households have retirement income (compared to 16% of the county's households). (U.S. Census Bureau, ACS 2008-2012)

Table 11: Labor Force Characteristics

	City of Hawkeye	Fayette County
Total population 16 years and over	351	16,781
Total in labor force	213	10,485
Percent in labor force	60.7%	62.5%
Employed labor force	208	9,848
Percent employed in labor force	59.3%	58.7%
Females 16 years and over	171	8,517
Females in labor force	92	5,003
Percent of females in labor force	53.8%	58.7%

Source: (U.S. Census Bureau, ACS 2008-2012)

Commuting

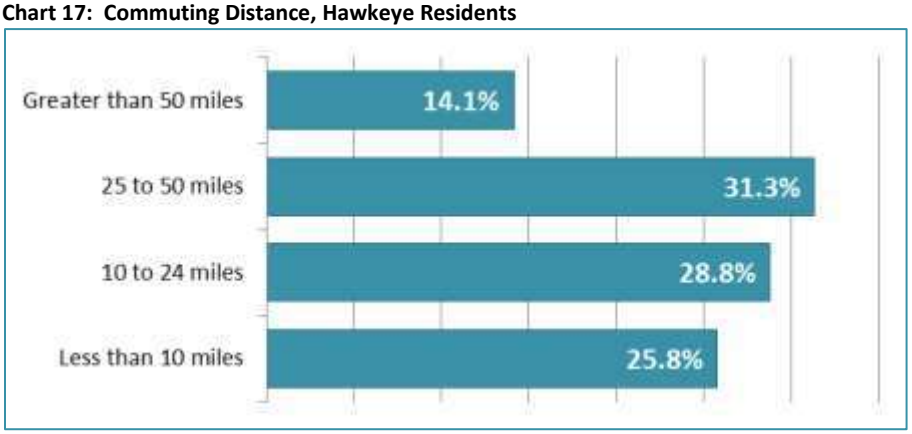
Most Hawkeye residents commute to other locations for work. In contrast, jobs in Hawkeye are filled by commuters from other locations. Table 12 indicates where people who live in Hawkeye are working, and where people who work in Hawkeye live. It is interesting to note that this data shows that none of the city's residents work in Hawkeye, and all of the existing community jobs are filled with non-Hawkeye residents. This illustrates a limitation of estimates, however, participants engaged in the community think tank sessions did agree that only a very few Hawkeye residents worked in the community. Chart 17 illustrates the commuting distances traveled by the city's resident workforce. Over 45% reported commuting a distance further than 25 miles, with about 26% commuting less than 10 miles.

Table 12: Commuter Data, City of Hawkeye

Top 10 Places Hawkeye Residents Work	% of Residents	Top 10 Places Hawkeye Workers Live	% of Workers
Sumner	9.6%	St. Lucas	4%
West Union	8.6%	West Union	4%
Cedar Rapids	6.6%	Fredericksburg	4%
Cedar Falls	5.1%	Oelwein	4%
Waterloo	5.1%	Cedar Rapids	4%
Fayette	4.5%	Sumner	2%
Decorah	4.0%	Fort Atkinson	2%
Postville	3.5%	Spillville	2%
Cresco	3.0%	Elgin	2%
Oelwein	3.0%	Mason City	2%
All other locations	47.0%	All other locations	70%

Source: (U.S. Census Bureau, Center for Economic Studies, 2011)

Chart 17: Commuting Distance, Hawkeye Residents



Source: (U.S. Census Bureau, Center for Economic Studies, 2011)

Employment by Industry

Table 13 identifies the leading industries employing Hawkeye's workforce and compares them to the county as a whole. The leading industries for Hawkeye's workforce include Educational services, health care and social assistance, Retail Trade and Manufacturing. It is important to note that these industries reflect where Hawkeye's workforce is employed and to remember that most of the workforce in Hawkeye commutes elsewhere to their place of employment. As a factor in the county workforce, Hawkeye residents constitute just over 2% of the county's workers. Hawkeye workers fill 5% of the overall workforce in "other services." Public input indicated that plumbing and electrical services available from Hawkeye were highly regarded throughout the local area.

Table 13: Economic Base of the City of Hawkeye and Fayette County, 2012

Industry Category	City of Hawkeye		Fayette County		City as a % of Total Employed
	Number	Percent	Number	Percent	
Agriculture, forestry, fishing, mining	9	4.3%	824	8.4%	1.1%
Construction	13	6.3%	654	6.6%	2.0%
Manufacturing	26	12.5%	1,414	14.4%	1.8%
Wholesale trade	11	5.3%	357	3.6%	3.1%
Retail trade	42	20.2%	1,131	11.5%	3.7%
Transportation, warehousing and utilities	12	5.8%	591	6.0%	2.0%
Information	3	1.4%	134	1.4%	2.2%
Finance, insurance, real estate, rental/ leasing	0	0.0%	363	3.7%	0.0%
Professional, scientific, management, administration and waste services	8	3.8%	548	5.6%	1.5%
Educational services, health care, social assistance	48	23.1%	2,514	25.5%	1.9%
Arts, entertainment, recreation, accommodation and food	8	3.8%	590	6.0%	1.4%
Other services, except public administration	20	9.6%	399	4.1%	5.0%
Public administration	8	3.8%	329	3.3%	2.4%

Source: (U.S. Census Bureau, ACS 2008-2012)

Table 14 classifies employees into categories by occupation. Occupations describe the type of work in which an employee is engaged. Occupations correlate strongly with industries and educational level. Hawkeye's workforce is fairly diversified across occupations, with "management, business, science and

arts" and "sales and office" as the largest occupations. Hawkeye's occupational distribution is somewhat similar to the county as a whole.

Table 14: Occupation Classification of Persons Employed in 2012

Occupation Description	City of Hawkeye		Fayette County	
	Number	Percent	Number	Percent
Management, business, science, arts	53	25.5%	2,983	30.3%
Service	39	18.8%	1,602	16.3%
Sales and office	52	25.0%	1,895	19.2%
Natural resources, construction, maintenance	26	12.5%	1,251	12.7%
Production, transportation, material moving	38	18.3%	2,117	21.5%

Source: (U.S. Census Bureau, ACS 2008-2012)

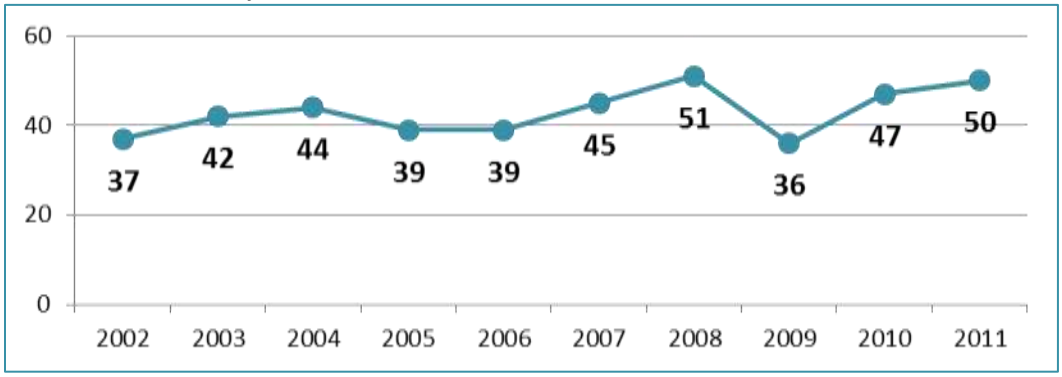
Business Retention and Growth

Job growth often stems from businesses already located within the community. Blane, Canada Ltd. research indicates that "an urban/suburban community will average 76% of their growth from existing employers. A rural community is even more dependent on internal growth" (Canada, 2012). Hawkeye's largest employers include the Co-op and Hawkeye Telephone Company. Retailers, the bank, service providers (electricians, pest control, plumbing, etc.) and restaurants/bars are also significant employers in the community. All businesses contribute to the strength of the local economy as employers, direct consumers and by improving the quality of life in the community.

Employment in Hawkeye

Hawkeye's job base has fluctuated over the past decade, as businesses change and as data collection and reporting has changed. Chart 18 indicates the total number of jobs reported within the community from 2002 to 2011.

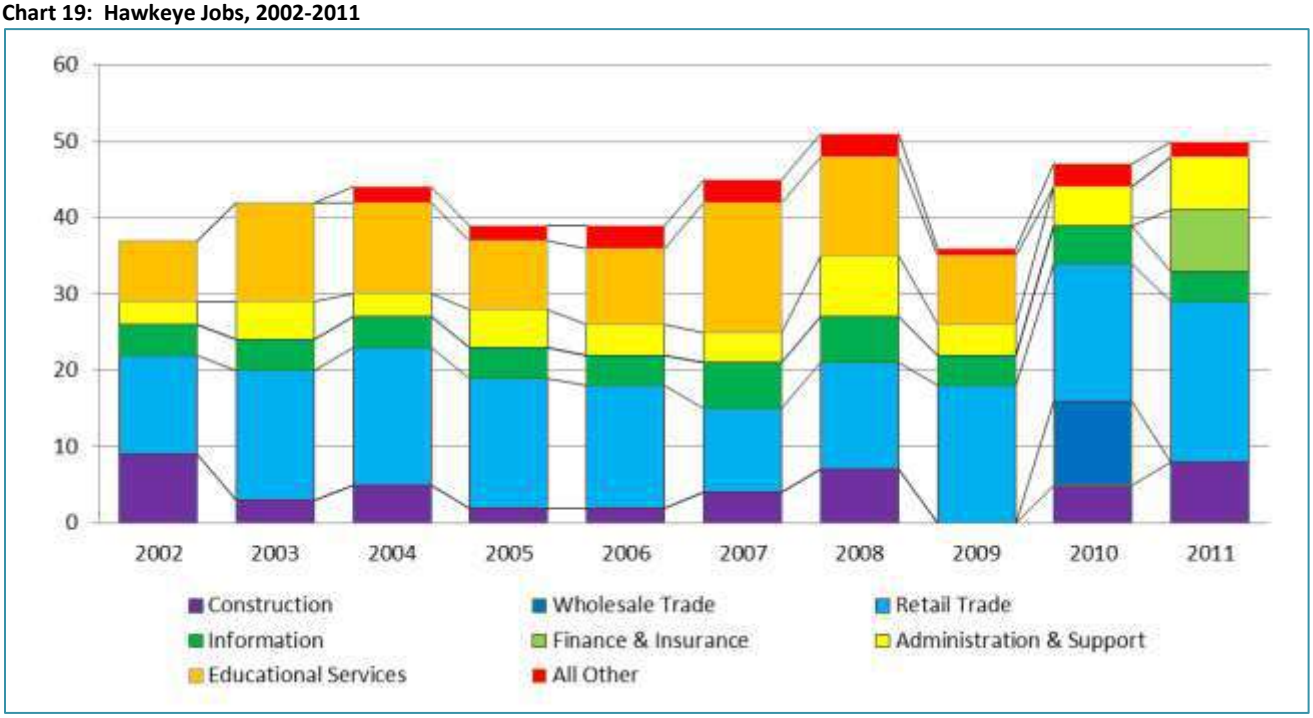
Chart 18: Jobs in Hawkeye, 2002-2011



Source: (U.S. Census Bureau, Center for Economic Studies, 2011)

Hawkeye retailers create between 40 to 50% of jobs in the City of Hawkeye. Chart 19 illustrates the job distribution of employing industries in the past decade within the community and demonstrates the role they play in the employment situation as a whole. The closure of the school had a noted impact on the Educational Services jobs within the community. A difference in data reporting methods could explain the singular appearances of Wholesale Trade jobs in 2010 and Finance and Insurance jobs in 2011.

Chart 19: Hawkeye Jobs, 2002-2011



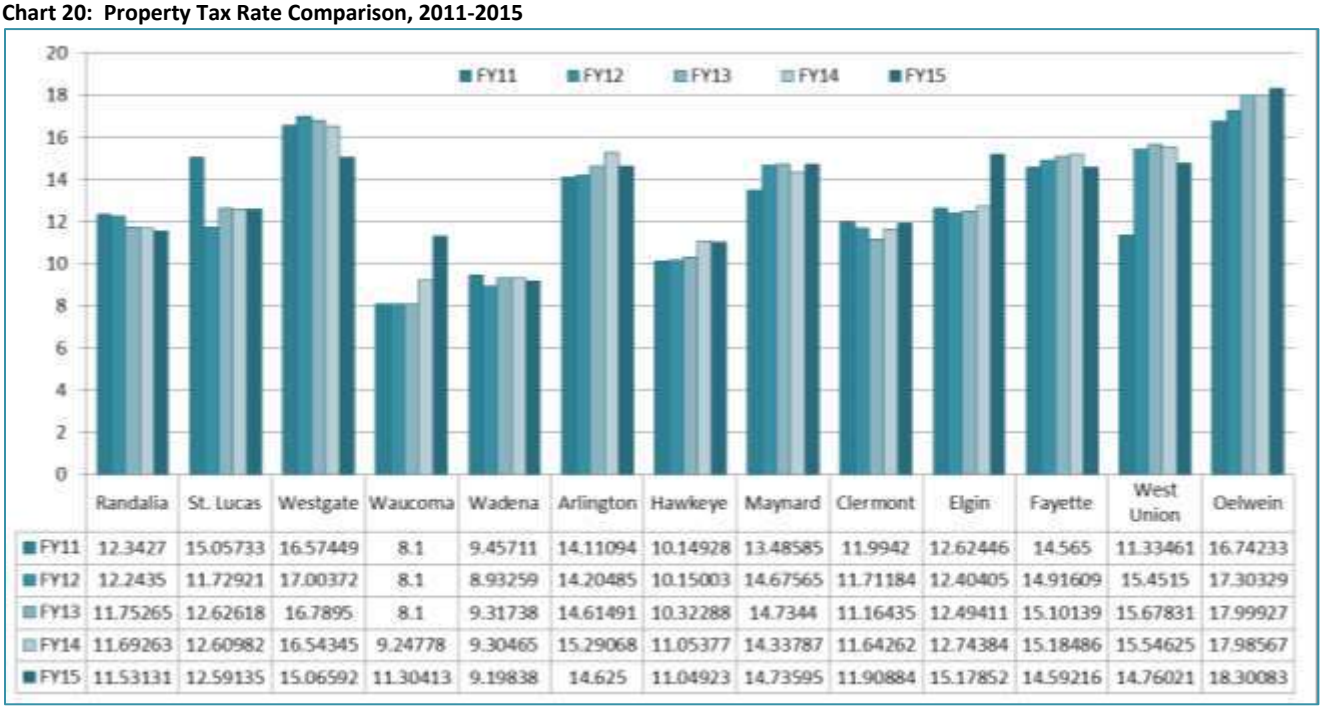
Source: (U.S. Census Bureau, Center for Economic Studies, 2011)

Hawkeye residents expressed pride in their existing businesses, noting that they are fortunate to have a grocery store and a retail business that attracts customers from a wide area. They also noted that the services available for construction, plumbing, electrical and other housing needs are impressive for a community of their size. The telephone company and bank are appreciated for their continued investment in the community, and the fact that they remain downtown. Restaurants, salons and other services provide residents with "quality of life" opportunities. Residents taking part in public input were pleased with recent developments such as the Co-op expansion, the wind farm and new growth in the industrial park. They also pointed to a growing local foods economy in the rural areas near Hawkeye and a desire to build upon, support or capitalize on this expanding opportunity.

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 can assist a community in determining potential resources for future projects. Chart 20 provides a comparison of the city's portion of property tax rates for Hawkeye and other Fayette County communities. It is common in rural Iowa for communities with larger populations to have higher rates, but that is not always the case in this comparison. Hawkeye's tax rates have remained relatively stable over the past five years and are the third lowest of the county's communities.

Chart 20: Property Tax Rate Comparison, 2011-2015

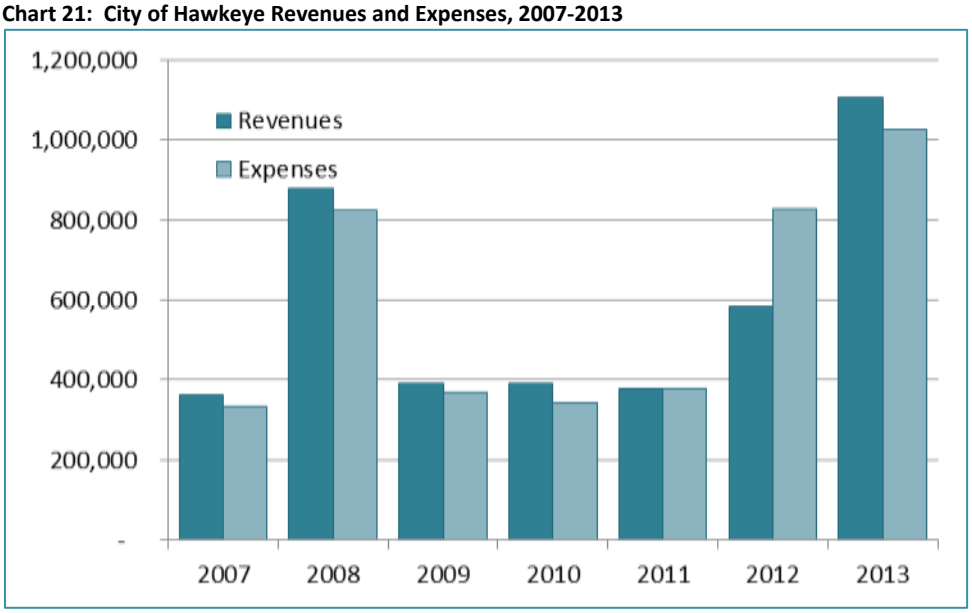


	Randalia	St. Lucas	Westgate	Waucoma	Wadena	Arlington	Hawkeye	Maynard	Clermont	Elgin	Fayette	West Union	Oelwein
FY11	12.3427	15.05733	16.57449	8.1	9.45711	14.11094	10.14928	13.48585	11.9942	12.62446	14.565	11.33461	16.74233
FY12	12.2435	11.72921	17.00372	8.1	8.93259	14.20485	10.15003	14.67565	11.71184	12.40405	14.91609	15.4515	17.30329
FY13	11.75265	12.62618	16.7895	8.1	9.31738	14.61491	10.32288	14.7344	11.16435	12.49411	15.10139	15.67831	17.99927
FY14	11.69263	12.60982	16.54345	9.24778	9.30465	15.29068	11.05377	14.33787	11.64262	12.74384	15.18486	15.54625	17.98567
FY15	11.53131	12.59135	15.06592	11.30413	9.19838	14.625	11.04923	14.73595	11.90884	15.17852	14.59216	14.76021	18.30083

Source: (Iowa Department of Management, 2014)

Chart 21 shows the city's revenue and expenses over the last seven years. Revenues and expenses have generally held steady. Sudden increases in revenues and expenses, such as in 2008, indicate a large project undertaken by the community, often a community facility or infrastructure project.

Chart 21: City of Hawkeye Revenues and Expenses, 2007-2013

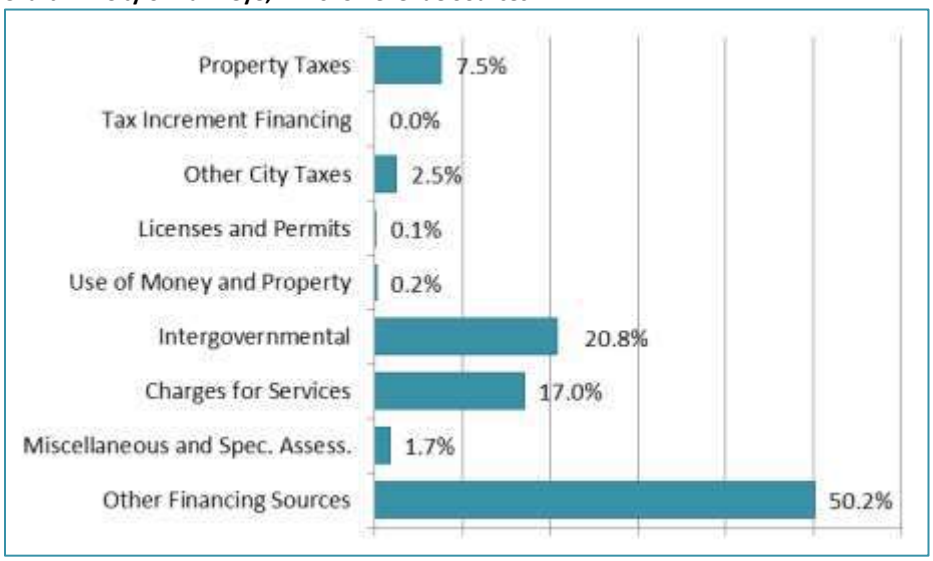


Source: (Iowa Department of Management, 2014)

As Hawkeye 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. Chart 22 and Chart 23 illustrate the city's revenue sources and expenses for the 2013 fiscal year. The majority of the community's revenues came from other financing sources, such as transfers or internal TIF loan, likely due to a large

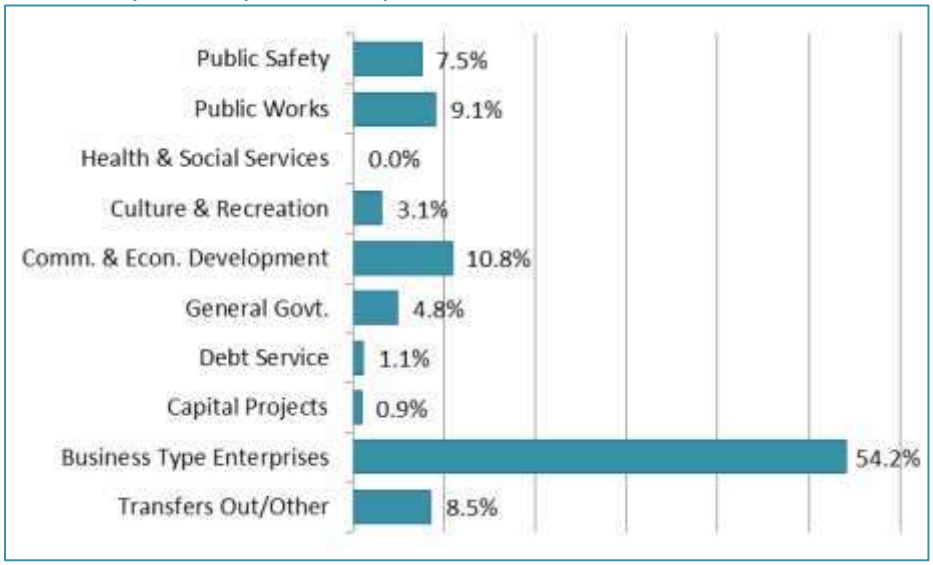
community project in that fiscal year. Intergovernmental revenue which includes government grants or reimbursements, road use taxes and sales taxes was the next highest source of revenue for Hawkeye. "Charges for services" accounted for the third highest source of revenue and comes from water and sewer operations. The majority of the expenses paid in 2013 were spent on business type enterprises. It should be noted that this is not normally the largest expense for the community, however this year reflects a project in the sewer utility. The expansion also impacted the size of "intergovernmental" and "other financing sources" in the revenue chart as well. As is clear in these charts, revenue and expense categories can fluctuate from year to year as larger community projects are undertaken.

Chart 22: City of Hawkeye, FY 2013 Revenue Sources



Source: (Iowa Department of Management, 2014)

Chart 23: City of Hawkeye, FY 2013 Expenses



Source: (Iowa Department of Management, 2014)

Debt

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

purpose projects and are governed by Iowa Code, Chapter 384. Essential corporate purpose projects include most public works projects, and municipalities are not required to hold a referendum for the issuance of this type of bond debt. Approval of essential corporate purpose bonds are the responsibility of the City Council. General corporate purpose projects may include projects such as a new library or downtown renovations and require (with some exemptions) a referendum of residents for issuance of bonds or indebtedness (The Iowa Legislature, 2012). Revenue bonds are paid through increased income generated from the use of the debt project, often from a utility improvement such as the recent sewer or water project in the community. TIF debt is paid from the receipts generated by increased property values in the designated TIF district. As of June 30, 2013, the City of Hawkeye reports $576,767 in total outstanding debt, $1,285.00 per capita. This ranks 386th out of 707 jurisdictions reporting. (State Treasurer of Iowa, 2013)

In Iowa, a municipality may not exceed five (5) percent of its actual valuation in the principal portion of all General Obligation and/or TIF projects combined. Revenue bonds do not count against the city's bonding capacity. Table 15 calculates the city's remaining bonding capacity.

Table 15: City of Hawkeye Bond Debt Analysis

Actual Assessed Valuation, excluding Agricultural Land (January 2013)	$ 13,401,689
Bonding Capacity (5% of Actual Assessed Valuation)	$670,084
Outstanding Debt (General Obligation and TIF Debt)[5]	$148,959
Unused Bonding Capacity	$521,126
Percent Bonding Capacity Used	22%
Percent Bonding Capacity Unused	78%

Source: (Iowa Department of Management, 2014); (State Treasurer of Iowa, 2013)

Economic Development Programs and Organizations

Economic Development Organizations

The Hawkeye Economic Development Corporation was formed 1987 to "enhance the economic position of the community; create a favorable atmosphere for new businesses to locate in the community and/or existing businesses to expand; offer advice and assistance to potential businesses." The eight-member board meets as necessary and works with the city to promote the industrial park and other business opportunities within the community. The city has two designated Urban Renewal Areas where TIF could be utilized.

Fayette County Economic Development Commission (FCED), located in West Union, is a valuable resource for the City of Hawkeye. Its mission is to enhance job opportunities for the citizens of the Fayette County area. FCED staff work on several countywide initiatives and serve as a resource to businesses and communities alike. The organization provides administrative support to the Fayette County Community Foundation and Tourism. FCED also administers a small local revolving loan fund for county businesses. Business services provided include business plan support, governmental liaison and facilitating connections with appropriate state and federal resources.

[5] Includes GO of $2,265,000 and TIF of $1,285,000

County and Regional Programs and Incentives

Fayette County Economic Development Revolving Loan Fund Program

Economic development loans are available for new and expanding businesses and industries. Loan funds can be used for equipment, land, site preparation, building acquisition, furniture and fixtures, and working capital.

Local Utilities

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

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.

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

Fayette County and several 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 city and its businesses is attached as Appendix B.

Economic Development Strengths

- Several long-term local businesses
- Agricultural and natural resource-based businesses
- Sufficient services and goods to support residents
- High quality of life attracts workforce (walkable community, great parks, events, safe and family-friendly)
- Community attracts and accommodates tourism trade
- Good mix of workforce – blue collar, white collar, self-employed
- Local economic development groups
- Fiber optics and some utilities to the industrial park (still need water/sewer)
- Some recent success in filling the industrial park lots

Economic Development Challenges

- Downtown buildings – many are not in good condition, or if they are, not available for use (already filled or owner unreachable)
- Empty school building
- ADA accessibility in the downtown area for retail establishments
- There is a strong, growing value-added agricultural economy near Hawkeye, but many don't see themselves as associated with or part of the Hawkeye community
- Community is not located on the highway
- Haven't capitalized on existing recreational facilities and opportunities

Economic Development Goals and Strategies

Goal:

The community is ready to accommodate business growth

Strategies:

- Work with city council and county officials to enforce codes (improve community appearance)
- Fundraise for new Christmas ornaments to renew the image of "Norman Rockwell" scene
- Consider ways to cost share with building owners to improve the condition of buildings
- Contact (reach out) to building owners to discuss property improvements
- Develop an inventory of downtown buildings to determine the likelihood of empty lots vs. renovation
- Consider ways to develop office space in available buildings
- Reach out to local home-based entrepreneurs to determine their needs with the goal of developing more business storefronts
- Create a list of "benefits of being in Hawkeye" for entrepreneurs
- Consider ways to develop Gouldsburg-related businesses (outfitters, canoe rentals, fishing, recreational trails, ATV, hunting…)
- Promote existing wind energy and communication infrastructure (fiber optics) to potential businesses
- Develop a plan to attract/contact "green technologies" that fit with existing portfolio
- Develop a "Design Review" process for new buildings in downtown and possible elsewhere within the community

Goal:

Hawkeye enjoys high quality businesses and workers that support the community's needs

Strategies:

- Promote local businesses through Hawkeye media outlets
- Approach existing businesses about carrying a line of hardware items
- Reach out to trade schools/community colleges/UIU for potential plumbing and heating, hardware, culinary entrepreneurs
- Contact CrawDaddies in Waverly about recreational/outfitter business
- Encourage local purchases (use the Post Office, Christmas punch card promotion that goes into

a drawing)

- Develop [a plan/incentives/promotion…] to bring home-based businesses to Main Street
- Provide business succession planning resources to local business owners who may be thinking of retiring
- Develop a list of the benefits of doing business in Hawkeye to "bring in" nearby businesses
- Market small "hometown" businesses
- Market Hawkeye's available sites
- Send city leaders and stakeholders on visits to other small communities to see what is working there
- Consider a City Manager who could enforce codes/ordinances
- Develop a funding source of some type for businesses (revolving loan fund, grant cost share…)

Goal:

Hawkeye's high quality of life is the basis and result of economic development

Strategies:

- Contact culinary entrepreneurs about fine dining in Hawkeye
- Develop a walking trail from Hawkeye to Gouldsburg
- Plan (map, sketch) out an ATV trail, review with property owners, take to DNR
- Approach ag businesses for community involvement (more than just asking for money)

Transportation

Vision

Hawkeye's transportation network includes vital connecting highways and safe streets and sidewalks that ensure easy access to our local businesses and homes.

Introduction

Transportation networks support community economies. They provide 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 that connectivity for residents, visitors and businesses. Keeping pace with changes in transportation trends and network use is important in order for communities to anticipate needed improvements and potential additions to their transportation network. Transportation facilities in the City of Hawkeye range from city roads to county highways as well as trails and sidewalks. Hawkeye's size makes it a easily walkable community with sidewalks available throughout some of the community.

Roads

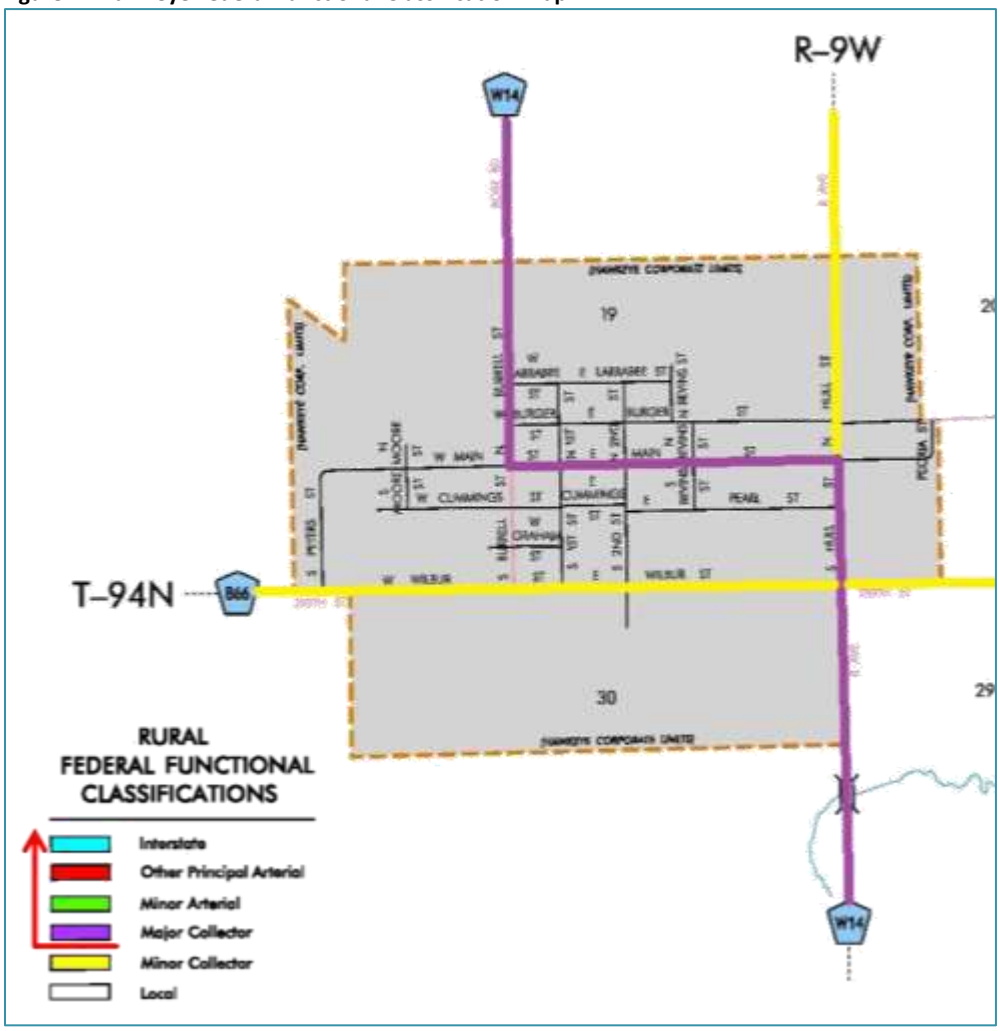
Roads

Hawkeye has approximately 5 miles of roads within the city limits. The City's Public Works Department is responsible for the maintenance of all roads, streets and alleys in the community. 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 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.

Roads are labeled, and jurisdiction is determined, by the following classifications: local roads, minor collectors, major collectors, minor arterials, other principal arterials and interstates. As Figure 2 illustrates, there is one major collector (W14) and two minor collectors (B66 and N. Hull St). There are no interstates, principal or minor arterials within Hawkeye's city limits. Federal aid money is available to maintain major collectors, minor arterials and principal arterials and the County receives Farm to Market funds which can be used to work on minor collectors.

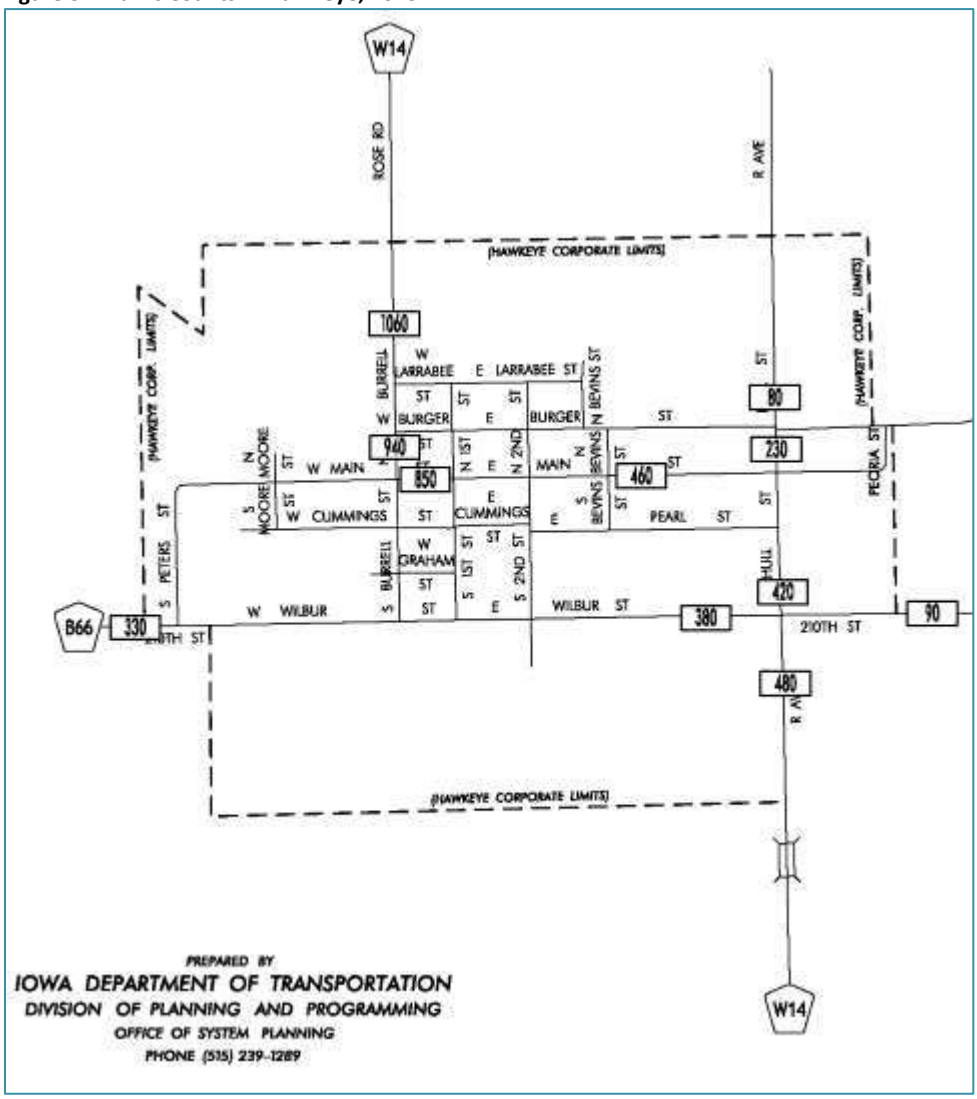
The County and City have developed a 28E agreement for maintenance. Through the agreement, the city maintains the county roads within the city limits. The county provides snow removal for those roads.

Figure 2: Hawkeye Federal Functional Classification Map



As shown in Figure 3, traffic counts in the community are highest on W14, ranging from an average 1,060 vehicles per day on the northern end to 940 between Burger and Main Streets. Main Street is the next highest in average vehicles per day, reaching a top count of 850 between Burrell and 1st Streets. This higher traffic volume is most likely related to the Co-op's location. (Iowa Department of Transportation, 2013).

Figure 3: Traffic Counts in Hawkeye, 2013



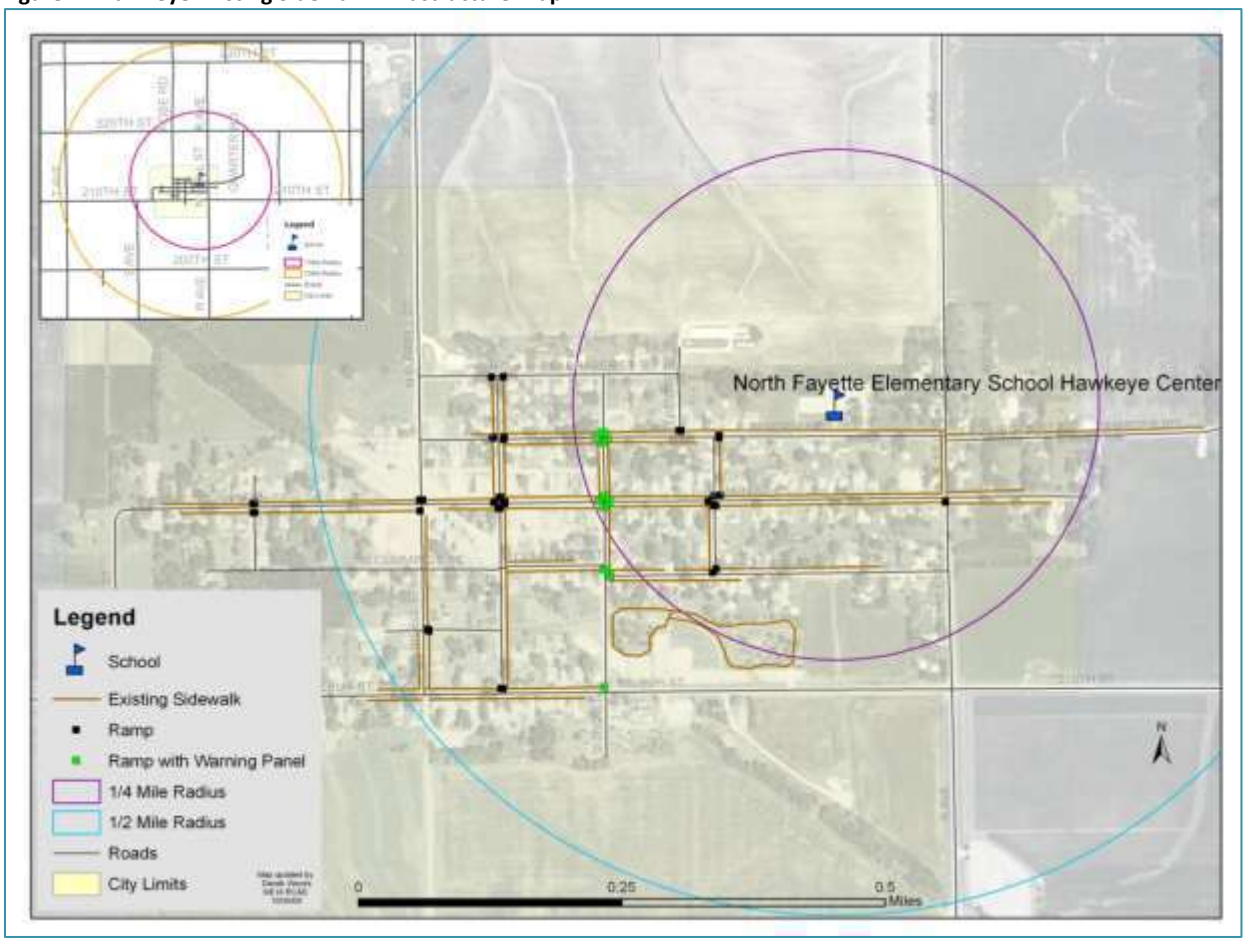
Source: (Iowa Department of Transportation, 2013)

Active Transportation

Sidewalks and Trails

Hawkeye offers a fairly complete sidewalk system and a nice walking trail. Sidewalks are available in much of the community, with a few gaps most notably in connectivity to Hauth Park. Residents expressed concern about the conditions of the available sidewalks and the lack of winter maintenance that leaves some areas unpassable and unsafe. In addition, the safety of pedestrians is a concern in areas with significant agricultural traffic. Figure 4 is a map created for a 2009 Safe Routes to School project in the region, and it shows the existing sidewalks and ramps within the community. Ensuring that residents, ranging from children to the elderly, have safe and easy access throughout the community is important to a high quality of life.

Figure 4: Hawkeye Existing Sidewalk Infrastructure Map



Source: (Northeast Iowa RC & D, 2009)

Public Transportation

Public Transit is provided by Northeast Iowa Community Action Corporation (NEICAC). NEICAC Transit operates a fleet of 53 vehicles in the five-county area. NEICAC Transit offers demand-response, curb-to-curb services from anywhere within its service area to any destination. All of NEICAC Transit services are open to anyone wishing to ride.

Aviation

The airport nearest Hawkeye is the West Union George L. Scott Airport, located about 9 miles west of Hawkeye. Airport facilities include a lighted 4,248' x 60' concrete runway, a tie-down area, a non-directional beacon, weather instruments, aviation fuel service and a service building. The airport has six aircraft based on the field, 5 single engine planes and one helicopter. The airport averages around 24 operations a week 61% of which are transient general aviation and 39% local general aviation (AirNav, LLC, 2010/2012). The nearest commercial service airports are located in Waterloo, Dubuque, La Crosse or Rochester.

Transportation Strengths

- Compact community, conducive to walking and biking
- Good, connecting entry roads
- Safe streets – not too much traffic
- Golf carts allowed on city streets
- NE Iowa Transit available
- Clean streets
- Park Trail
- Roadways make Hawkeye a "hub"
- Fire Department location – easy access

Transportation Challenges

- Cost and convenience of public transit
- Sidewalk maintenance (in summer and winter)
- Sidewalk gaps (where no sidewalks exist)
- Downtown curb height
- Nighttime walkers – don't wear appropriate clothing (reflective, light-colored clothing, lights…)
- Loose dogs
- Wilbur Street – large vehicles, vehicles exceeding the speed limits, sidewalks missing or in disrepair (or icy/snow-covered) sends walkers to the streets

Transportation Goals and Strategies

Goal:

Vehicle, bicycle and pedestrian traffic exist without conflict and offer access throughout Hawkeye

Strategies:

- Consider some painted bike lanes
- Review posted speed limits in town
- Form a task force to research options for slowing traffic on Wilbur Street
- Look into the cost of flashing speed limit signs
- When Wilbur Street is resurfaced, consider making it wider to add room for pedestrians
- Enforce shoveling rules
- Set up a neighbors-helping-neighbors system to get shoveling taken care of for elderly or others who may need help
- Work toward better directional signage on Hwy 18
- Develop a city incentive program/cost share for sidewalk repairs
- Improve existing marked crosswalks
- Work to resurface gravel roads in town

Goal:

Pedestrians and bicyclists in Hawkeye are safe while walking and biking in Hawkeye

Strategies:

- Enforce sidewalk ordinances (equitably)
- Host a bike rodeo
- Make sure there are enough “children playing” or other traffic-slowing signs around town
- Conduct pedestrian safety education (reflectivity, clothing…), consider forming a group to host an educational event about safe walking at night.
- Continue to enforce loose pet ordinance
- Update ordinances to ensure that:
    - Residents who tear out sidewalks must be required to put them back in
    - Develop standards that define the acceptable conditions for sidewalks
    - If not already included, state that sidewalks must be maintained to those standards

Goal:

Non-drivers have transportation options

Strategies:

- Find out the town’s need for public transit
- Get information out to community members about the availability of public transit

Community Facilities & Services

Vision

Hawkeye is a caring community where facilities and services provide for fellowship, fun and learning, as well as safety and security for all.

Introduction

Community facilities and services are the buildings, land and programs that provide desired and essential services to the public, such as parks, schools, police and fire protection, health care facilities and libraries. The City of Hawkeye, along with private and nonprofit community agencies, maintains several community facilities for residents. The Public Works Department, with the help of other boards and committees, is responsible for maintaining the city's parks and all city-owned buildings and facilities.

City Hall

City business is conducted from the Hawkeye Municipal Building on 138 E. Main Street. One story building was built in 1995 and houses the council chambers, the administrative office, and the library.

Law Enforcement

Law enforcement for the community is provided by the Fayette County Sheriff's department through a 28E agreement. The Sheriff's office and dispatch is located in nearby West Union. The Sheriff's Office has mutual aid agreements with local police departments and surrounding county law enforcement to assist as appropriate and when needed. The Department consists of the sheriff, chief deputy, a sergeant and nine deputies responsible for maintaining law enforcement within the county.

Fire Department

The Hawkeye Fire Station is located at 113 West Main Street and serves a large area within Fayette County as shown in green in Figure 5. The Department operates with an all-volunteer staff of about 20 individuals and provides response for fire suppression, fire prevention, rescues such as automobile accidents and grain bin rescue, search and rescue, wild land fire suppression, assistance to EMTs and hazardous materials response. Local fire departments have mutual aid agreements which allow them to assist other departments as needed. The department owns the following inventory for firefighting and rescue purposes:

Figure 5: Hawkeye Fire Department Service Area

- 1949 Jeep Brush Truck, 80 gallon water tank, 50 gpm pump
- 1999 Dodge Brush Truck, 250 gallon water tank, 125 gpm pump
- 1991 Chevy Tanker/Tender, 1500 gallon water tank, 125 gpm pump
- 1995 Ford Pumper/Tanker, 1500 gallon water tank, 750 gpm pump
- 2007 International Pumper, 1000 gallon water tank, 1250 gpm pump
- 1995 Ford equipment vehicle

- 1694 International Pumper – Parade Truck Only
- 2 sets extrication equipment; (2) cutters, (2) spreaders, (2) hydraulic pumps, (1) ram, lifting bags
- Grain bin rescue equipment
- Thermal Imaging Camera

Emergency Medical Services

Emergency medical service for the City of Hawkeye is provided by the Hawkeye EMS. The EMS consists of 10 well-trained volunteers that live in and around the community. Hawkeye EMS has acquired most of the equipment required to operate at an EMT level. Inventory includes: AED, Lucas Thumper II, oxygen administration equipment with constant positive airway pressure (CPAP). Hawkeye EMS also has a sufficient inventory or oral airways, pulse-oximetry, glucose monitoring, long boards and splints, and an array of bandages needed for various applications. Hawkeye EMS also carries epinephrine for life-threatening allergies that could lead to anaphylactic shock.

Emergency Management

Disaster and emergency management guidance is provided through the Fayette County Emergency Management Agency. The agency has one part-time Emergency Management Coordinator who works for the county sheriff. The agency is directed by the Fayette County Emergency Management Commission which includes a representative from the City of Hawkeye. The City supports the agency annually with a current payment of $855.

Health Care Services

Hospital

The nearest hospital is located in West Union. Palmer Lutheran Health Center (PLHC) is a nonprofit, 25-bed Critical Access Hospital affiliated with Gundersen Lutheran Medical Center in La Crosse, Wisconsin. PLHC offers many services and programs including an urgent care clinic, surgery, radiology, physical therapy, oncology, home health care, hospice and pharmacy.

Clinics

Gundersen Lutheran operates rural clinics in both West Union and Fayette.

Other Services

Hawkeye residents have access to additional health care services including dental care, eye care, dialysis, chiropractic services and mental health counseling in neighboring communities including West Union and Fayette.

Care Facilities and Services

Senior Care

Skilled Care

Skilled care for seniors is available at Maple Crest Manor in Fayette and at the Good Samaritan Society in West Union.

Assisted Living

Assisted living options near Hawkeye include Stone Brook Village and Traditions Assisted Living in West Union and Maples Assisted Living in Fayette. In addition, senior apartments are available in West Union with limited assistance and meals offered for residents.

Other Residential Care Facilities

Prairie View Residential Care Facility is located southeast of Hawkeye in rural Fayette. Prairie View is owned by the county, but is operated by Prairie View Management. Founded in 1986, Prairie View is a nonprofit corporation that serves over 80 individuals from all social and economic backgrounds, with a variety of disabilities and disadvantages.

Child Care

There are no licensed child care centers or registered home providers in the community of Hawkeye. Child care centers are located in West Union (Kaleidoscope Kids) and Fayette (Rainbowland), a Head Start program in West Union and one registered home provider in West Union.

Parks and Recreation

Parks, Shelters and Athletic Areas

Hauth Park covers over seven acres along Wilbur Street and offers residents and visitors many opportunities to enjoy the outdoors. The Park includes a lovely walking trail, public restrooms, a number of shelters, tennis courts, a ball field and multiple benches and tables. City Park is located on Main Street and includes playground equipment and the gazebo. In addition, the Hawkeye Elementary school campus has about one acre of play yard complete with playground equipment available for use by the community.

Gouldsburg Park is located just a few miles north of Hawkeye along W14. Gouldsburg is operated by the Fayette County Conservation Board and consists of 64 acres. The Little Turkey River and Crane Creek meet at the park and offer visitors with opportunities for fishing, tubing and canoeing. The park has a modern campground complete with a dump station, showers, flush toilets and 26 electrical hook-up sites. The park also offers primitive camp sites, a playground, shelter house, hiking trails, and bird watching. Also nearby is the Thelman Wildlife Area, just north of Highway 18 on V-68. The Wildlife Area is a 300-acre public hunting area and features native grass plantings, a wetland, timber and crop ground for wildlife to grow and prosper.

The City's Park & Recreation Board maintains the trail and grounds, including the ball diamond, tennis courts, ice skating rink and warming house.

Schools

North Fayette Valley Community School District

Students in the City of Hawkeye attend the North Fayette Valley Community School District. The district is the result of a whole grade sharing agreement between Valley Community School District and the North Fayette School District. The agreement provides for a two-way shared program for all middle school students of both districts to be combined at the Valley facility and all high school students to share high school programming at the North Fayette High School. The district serves approximately

1,250 students in grades PK-12 with attendance centers in Fayette (Pre-K and 5-6 Elementary), Elgin (Pre-K-6 Elementary and 7-8 Middle School) and West Union (Pre-K-4 Elementary and 9-12 High School). Table 16 shows the 2013-2014 enrollment figures, by facility, in the district.

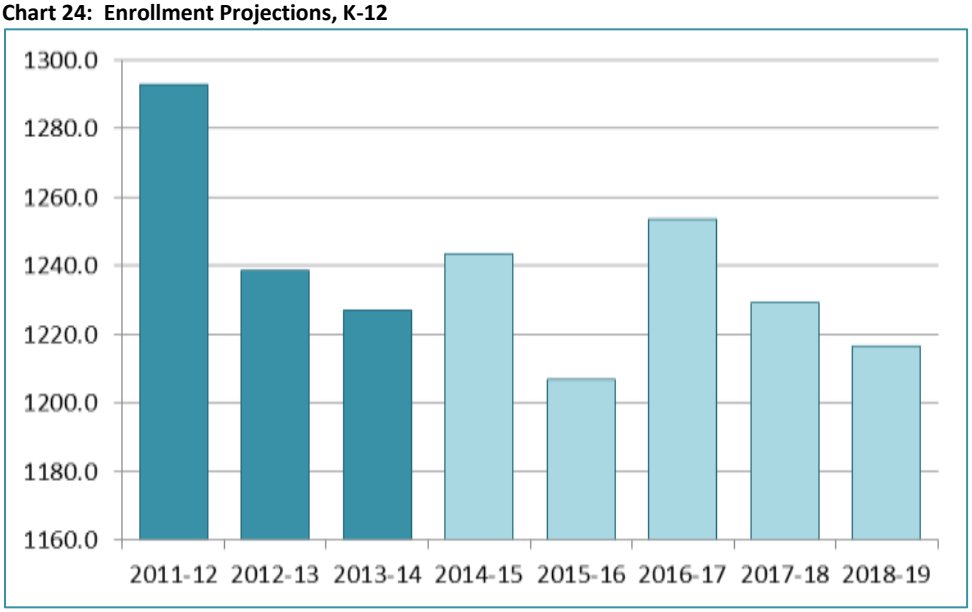
Table 16: North Fayette Valley Community School District Enrollment by Building, 2013-2014

Building	Grades	Enrollment
North Fayette Valley High School	9-12	358
North Fayette Elementary – Fayette	5-6	115
North Fayette Elementary – West Union	PK – 4	335
North Fayette – Rainbowland Preschool	PK	20
North Fayette Valley Middle School	7 – 8	190
Valley Elementary – Clermont/Elgin	PK – 6	233
Total		**1,251**

Source: (Iowa Department of Education, 2014)

Enrollment projections for the school district through the 2018-2019 school year are shown in Chart 24. The chart graphs the certified enrollment number for North Fayette and Valley combined. Overall district enrollments are expected to fluctuate, but by the 2018-2019 school year, be down by less than 1% from current certified enrollment levels.

Chart 24: Enrollment Projections, K-12



Source: (Iowa Department of Education, 2014)

Library

The Hawkeye Public Library is located on 138 E. Main Street. The library is governed by the city's 5-member library board. The library is handicap accessible and is open four days a week. The library offers a large selection of check-out materials, including books, DVDs and CDs. The public has access to several newspapers, computers with internet access and wireless internet. The library organizes many activities for youth and adults and various special activities and events throughout the year.

Figure 6: Hawkeye Library

Community Center

The Hawkeye Community Center is owned and operated by the nonprofit Hawkeye Community Club. The Community Center was built in 1983 and features a large dance floor, stage, full commercial kitchen, bar area and restrooms. The Center is used for many community events, senior meal site, dances, blood drives, dinners and fundraisers. The Center also hosts private events such as wedding receptions and graduation parties.

Cemetery

The Hawkeye Cemetery is just over 11 acres in size and is located on Quarter Road. The cemetery is owned and maintained by a nonprofit organization, Hawkeye Cemetery, Inc., formed in 1967. The Board consists of six members who direct the work of the cemetery sexton and plan for necessary growth and improvements.

Community Facilities & Services Strengths

- Library/City Hall building in great condition
- Excellent community center with strong leadership
- Still have a post office in town
- A school building with great possibilities
- Excellent parks with committed leadership
- Active/dependable/strong volunteer Fire Department and First Responders
- Young and progressive city leadership
- Dedicated city staff
- 28E with Fayette County Sheriff for law enforcement

Community Facilities & Services Challenges

- Funding for improvements
- Although nearby, access to health care, elder and child care do not exist in the community.
- Developing and encouraging new membership on the boards that maintain facilities
- Ensuring that the empty school remains as a vital and productive facility for the community

Community Facilities & Services Goals and Strategies

Goal:

The Community Center is a thriving and busy place, catering to the community's needs

Strategies:

- To ensure the long-term viability of the Hawkeye Community Club, consider developing a member succession plan
- Conduct a feasibility study to assist with future decisions about facility expansion or relocation

Goal:

The Library remains a vital link to information, reading and learning in Hawkeye

Strategies:

- Develop a long term capital improvements plan that outlines future maintenance and enhancements
- As available, consider purchasing the property behind the library for an outdoor reading garden

Goal:

Hawkeye residents have ample opportunities for recreation, physical fitness and play

Strategies:

- Add electrical hookups at Hauth Park for campsites
- As available, consider the acquisition to the east of the park for trail and campsite expansion
- Consider adding a water play feature to Hauth Park
- Increase fitness opportunities for residents, specific suggestions included:
    - Fitness/yoga/tai chi instructor in the park
    - Partner with the fire department to develop a fitness room for resident use
    - Develop an outdoor fitness trail in the park
    - Incorporate fitness center into school building reuse proposals
    - Expand the walking trail to connect Hauth Park and the downtown

Public Infrastructure and Utilities

Vision

Hawkeye maintains and values its good utility infrastructure and streets to ensure that basic public needs are met and to support the community's economy.

Introduction

Public infrastructure and utilities provide essential services to the community. 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 City of Hawkeye. Understanding the location, use and capacity of infrastructure and utilities is important when planning for the future. The City of Hawkeye's Public Works Department is responsible for providing water and sewer utilities for residents and businesses. The Public Works Department maintains the storm sewers, streets and alleys. Personnel, vehicles and equipment are housed at the City Shop on Wilbur Street.

Water Supply

One staff member carries out the duties for the Utility Department, certified as a Water Operator, Grade I. The water supply for the city is supplied by one active well. The well location, capacity, age and depth is summarized in Table 17. The city does have an additional well (#3) for back up only as it pumps too much sand for routine use. Water storage consists of a water tower with a 30,000 gallon storage capacity.

Table 17: Water Source (Well) Information

Well Number	Year Established	Aquifer/Location	Pump Capacity (Gallons per min.)	Depth
4	1981	Devonian/Peter and Graham	170	173'

Source: (City of Hawkeye, 2014)

The city's water system operates with 4.82 miles of 1, 2, 4 and 6 inch mains, with 35 valves and 34 hydrants. The mains average over 100 years old and some may not be sufficient to handle the pressure required by hydrants. Water usage averages 35,000 gallons of water per day, with the system pump capacity being 244,800 gallons a day. The city sees an increase in demand during the summer months as the co-op and K&K Gardens increase usage dramatically. Table 18 summarizes water usage in the community. The current water system has adequate capacity for both residential and commercial/industrial growth.

Table 18: Water Usage Information

Water Usage:	Gallons/Day (gpd)	Gallons/Minute (gpm)	Gallons/capita/day (gpcd)
Annual Average	35,052	24.34	79.12
Summer Average	41,577	28.87	93.85
Peak Day (Sat.)	59,990	41.66	135.44
Number of Users	443		

The city has improved the system by looping and reducing the number of deadends on the system and has extended infrastructure to the industrial park. Future work to the water system will consist of additional updates to water mains and fire hydrants, more valve replacements and the installation of more meters. The city plans to upgrade to a new water meter system to improve efficiencies in billing and reading.

Sanitary Sewer

Sanitary sewer service is provided to Hawkeye residents through 2.9 miles of gravity only collection lines, 1 lift station and a treatment plant accessible by 52 manholes. The current collection and treatment system has capacity to allow for residential and commercial growth. Sewer mains vary in size from 8, 10 and 12 inches. The age of the pipe is about 95 years old, with a few newer pipes in 2012. The wastewater treatment plant consists of a 3-cell lagoon with controlled discharge into the north branch of the Volga River to the Volga River.

Photo 7: Hawkeye Lagoon

Future work to the sanitary sewer system will consist of inflow and infiltration work and maintenance. Three of the manholes are new and two have been relined. More work on manholes over the life of this plan is expected.

Stormwater Management

Hawkeye's stormwater control consists of some underground drainage and a drainage ditch through town. Over time the ditch has become less efficient at funneling or controlling water through town and the city is working to correct those issues by clearing debris and removing built up soil.

Hawkeye does not have a storm water utility to help with the costs of maintaining the storm sewer system. This could be a potential revenue source for upgrading underground drainage or assist should the community move forward with curb and gutter installations.

Electricity and Natural Gas

The City of Hawkeye is served by Alliant Energy for electricity. Natural gas service is provided by Black Hills Energy. Census data indicates that 71% of residents use utility gas as their principal heat source while 26% use electric heat. (U.S. Census Bureau, ACS 2008-2012)

Solid Waste Disposal and Recycling Facilities

The city contracts for solid waste disposal and recycling. Curbside pick-up is weekly with roll-out containers provided to residents. Garbage service is billed monthly for all properties receiving or eligible for pickup. The city's recycling collection bins are located near the city shop.

Communication Infrastructure

Telephone and internet services are provided for residents by the Hawkeye Telephone Company. 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. Broadband DSL internet service is available throughout the community and there is a cellular tower in Hawkeye.

Streets and Lighting

As previously noted in the transportation section, the city maintains about 5 miles of roads in the city limits. Upkeep and improvements to the street system are the responsibility of the Public Works Department. Table 19 inventories the city's streets, their condition and the existence of sidewalks throughout the community. Streets and sidewalks that are considered in poor condition or are missing have been highlighted to help city leadership prioritize projects. The department operates with four vehicles for various uses including a 1999 Sterling dump truck, a TL90A New Holland tractor, a 1996 Chevy pickup and a John Deere X740 lawn tractor. The city has a garage on Wilbur Street to support the Public Works department.

Alliant owns the city's street lights, 63 regular lights and 25 LED lights, for a total of 88 fixtures.

Table 19: Street Inventory

Definitions:
Surface Type: C=Concrete, A=Asphalt, S=Seal coat, G=Gravel, D=Dirt
Surface Condition: GD=Good, FR=Fair, PR=Poor
Side of Street: N=North, S=South, E=East, W=West, No=None, Yes=Both sides of street

East-West Streets:					
STREET:	**SURFACE TYPE:**	**SURFACE CONDITION**	**CURB & GUTTER**	**SIDEWALKS**	**SIDEWALK CONDITION**
W. Larrabee Street	C	FR	Yes	No	NA
E. Larrabee Street	C	FR	Yes	No	NA
W. Burger Street	A	FR	No	No	NA
E. Burger Street, 1st St. to Hull	A	FR/PR	No	Yes (to Bevin's)	PR
E. Burger Street, Hull to Peoria	G	GD	No	No	NA
W. Main Street	C	FR	Yes	North, ½ So.	PR/FR
E. Main Street, 1st St. to 2nd St.	A	FR	Yes	Yes	GD So, FR Nor
E. Main Street, 2nd St. to Hull	A	FR	North	Yes	FR
E. Main Street, Hull to Peoria	A	FR	No	Yes (80%)	FR
W. Cummings Street	C	GD	Yes	Yes	FR
E. Cummings Street	C	GD	Yes	Yes	FR
Pearl Street	C	GD	Yes	Yes (65%)	FR
W. Graham Street	G	GD	No	No	NA
W. Wilbur Street	A	FR	No	Yes (30%)	FR
E. Wilbur Street	A	FR	No	Yes (20%)	FR
W. Cummings to 1st Street	G	FR	No	No	NA

Definitions:
Surface Type: C=Concrete, A=Asphalt, S=Seal coat, G=Gravel, D=Dirt
Surface Condition: GD=Good, FR=Fair, PR=Poor
Side of Street: N=North, S=South, E=East, W=West, No=None, Yes=Both sides of street

North-South Streets:

STREET:	SURFACE TYPE:	SURFACE CONDITION	CURB & GUTTER	SIDEWALKS	SIDEWALK CONDITION
Peters Street	G	GD	No	No	NA
Moore Street N	C	GD	No	No	NA
Moore Street S	G	GD	No	No	NA
N. Burrell St, Larrabee to CL	C	GD	No	No	NA
N. Burrell St, Main to Larrabee	C	GD	Yes (Burg-Mn)	No	NA
S. Burrell Street	C	GD	No	No	NA
N. 1st Street	C	FR	Yes	Yes	FR
S. 1st Street	C	FR	Yes	East	FR
N. 2nd Street	C	GD	Yes	Yes (Mn-Burg)	FR
S. 2nd Street	C	GD	Yes	East (Mn-Prl)	FR
Bevins St, Burger to north end	G	GD	No	No	NA
Bevins St, Pearl to Burger	G	GD	No	East (Mn-Burg) West (Brg-Prl)	FR
N. Hull Street	A	PR	No	West (Mn-Brg)	FR
S. Hull Street	A	FR	No	No	NA
Peoria	G	GD	No	No	NA

Public Infrastructure and Utilities Strengths

- Have "own" telephone company
- Reliable electric and gas service
- Good lagoon
- City staff prompt with winter street cleaning
- City is working to remove system deadheads through looping
- Residents good at recycling

Photo 8: City Water Tower

Public Infrastructure and Utilities Challenges

- Funding for maintenance and improvements
- Aging sewer and water infrastructure
- Water tower needs rehabilitation or replacement
- Some water pressure issues
- Sidewalk gaps

Public Infrastructure and Utilities Goals and Strategies

Goal:

The City's water, sewer and storm drainage systems are well-maintained and have the capacity to handle community growth.

Strategies:

- Continue to maintain water tower or construct a new one
- Finish the water system looping to remove all deadends
- Develop a scheduled plan for water and sewer line replacement that takes into account road replacement needs and schedules
- Explore options to improve storm drainage, continue to clear existing drainageways
- Expand areas of underground drainage
- Consider increasing the amount of curb and gutter throughout town
- Consider bringing back the drinking fountain

Goal:

Streets and sidewalks are in good condition and provide safe connectivity throughout the community.

Strategies:

- Prioritize Main, Burger and Wilbur Streets for major rehabilitations (water/sewer/street & sidewalk)
- Work to pave the existing gravel streets
- Install more street lights
- Prompt homeowner sidewalk repairs by marking hazardous areas on sidewalks with paint or conducting neighborhood walk-arounds with residents to discuss areas with hazardous conditions and gaps

Goal:

Residents are served by reliable and affordable utilities.

Strategies:

- As new revenue is sought, explore the option of a city-owned electric utility. Review the franchise agreement and research the financial feasibility of a city-owned utility
- As new areas for development are identified, develop an engineering and funding plan to ensure that utility infrastructure can be expanded to accommodate the development

Natural and Agricultural Resources

Vision

Hawkeye cultivates its natural resources and rich agricultural land as a basis for our local economy as well as contributing to the global market

Introduction

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

Climate

Hawkeye's climate is characterized by four distinct seasons with wide variations in temperature and precipitation throughout the year. Temperatures range from an average low of 7°F in January to an average high of 82°F in July. Total annual average precipitation is 37.78 inches. The highest recorded temperature was 110°F in 1936, and the lowest recorded temperature was -40°F in 1996 (The Weather Channel, 2014). Table 20 shows the average temperatures and precipitation amounts for each month.

Table 20: Hawkeye's Average Climate

Month	Average High	Average Low	Average Precipitation
Jan	25°F	7°F	1.14 in.
Feb	30°F	12°F	1.15 in.
Mar	43°F	24°F	2.00 in.
Apr	58°F	35°F	3.91 in.
May	69°F	46°F	4.76 in.
Jun	79°F	57°F	5.01 in.
Jul	82°F	61°F	4.96 in.
Aug	80°F	59°F	4.68 in.
Sep	73°F	49°F	3.62 in.
Oct	60°F	37°F	2.57 in.
Nov	43°F	26°F	2.36 in.
Dec	28°F	12°F	1.62 in.

Source: (The Weather Channel, 2014)

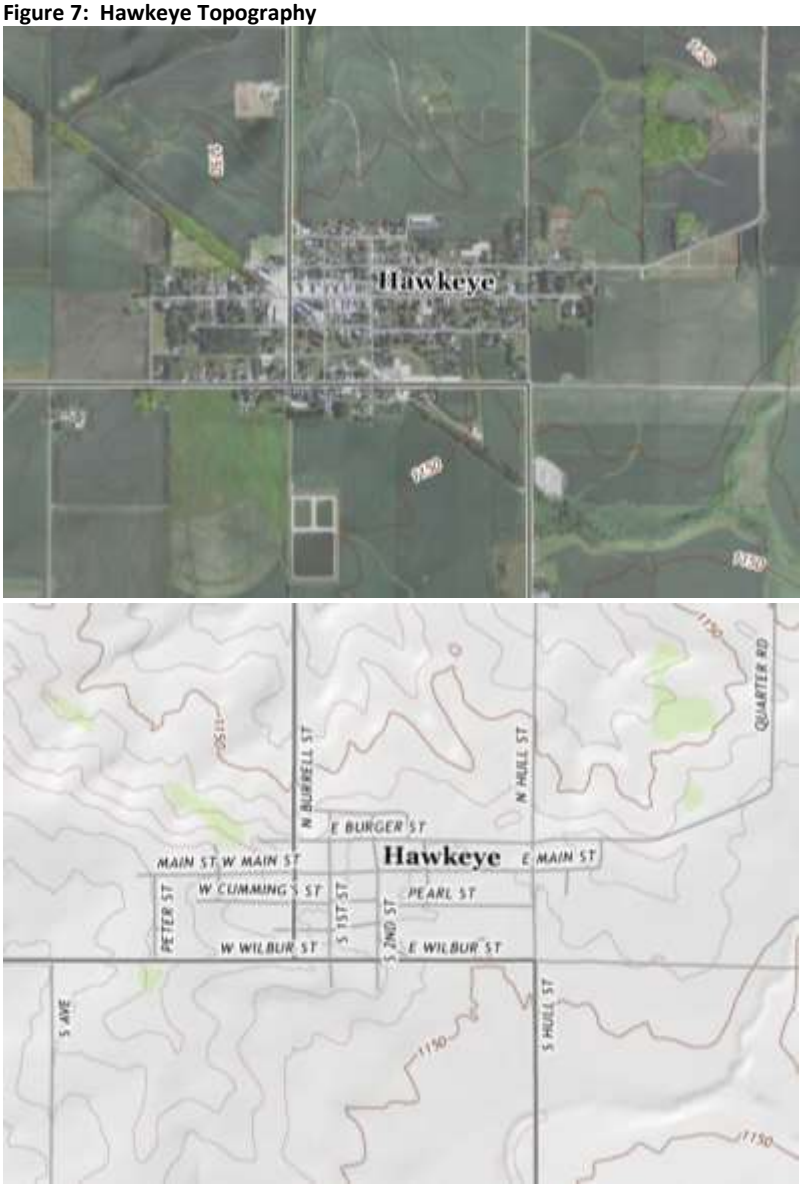
Topography

Hawkeye is located in the Iowan Surface landform. The Iowan Surface is characterized by long, gently rolling slopes, slight relief with broad, open views of the horizon. Native vegetation in this region was primarily prairie with heavily wooded areas along the waterways. The area experienced large-scale and destructive erosion events during the coldest part of the Wisconsin glaciation 16,500 to 21,000 years ago. Layers of loess are thin and scattered and numerous, large glacial boulders can be found in the landform. (The Iowa Department of Natural Resources, 2014).

Hawkeye's specific topography consists of slight rolling to flat land. The elevation of Hawkeye ranges from about 1,200' above sea level on the west side of the community to about 1,150' on the southeast

side of the community. (Google, 2012). Figure 7 illustrates the topography in the community in two formats.

Figure 7: Hawkeye Topography

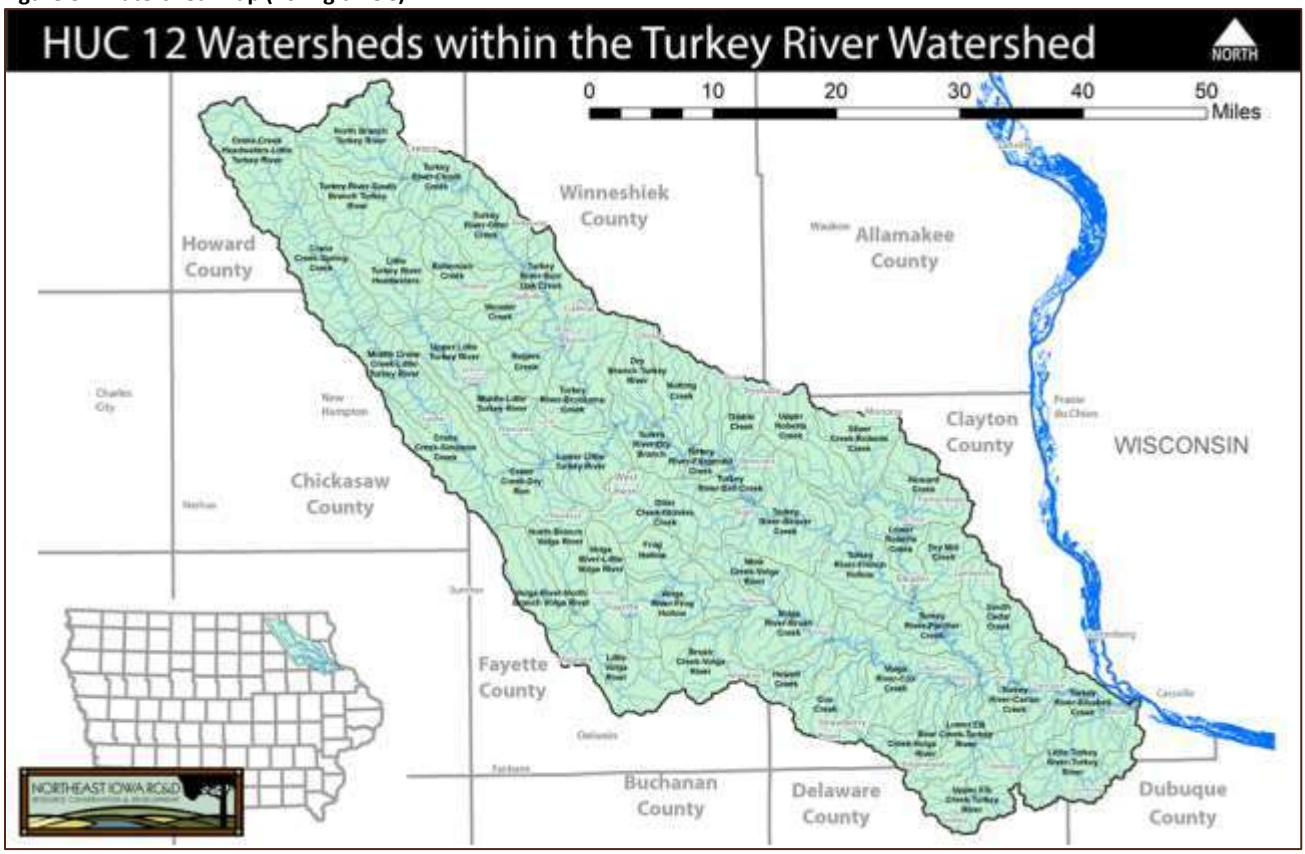


Source: (USGS, 2014)

Watershed and Surface Waters

Watersheds are divided and sub-divided into successively smaller units, each given a number called a Hydrologic Unit Code, or HUC. Eight-digit HUCs, called sub-basins, are the largest watershed units. Hawkeye is located in the Turkey River Watershed. Hawkeye sits on the border of two 12-digit HUCs, the Crane Creek-Dry Run on the north and the North Branch Volga River in the south. Figure 8 shows the location of the Turkey River Watershed and its HUC12 subwatersheds. There are no surface waters in Hawkeye but the North Branch Volga River runs just to the south and east of the community, and a small drainage ditch through town often flows as a creek.

Figure 8: Watershed Map (10 Digit HUC)



Source: (Northeast Iowa RC&D, 2014)

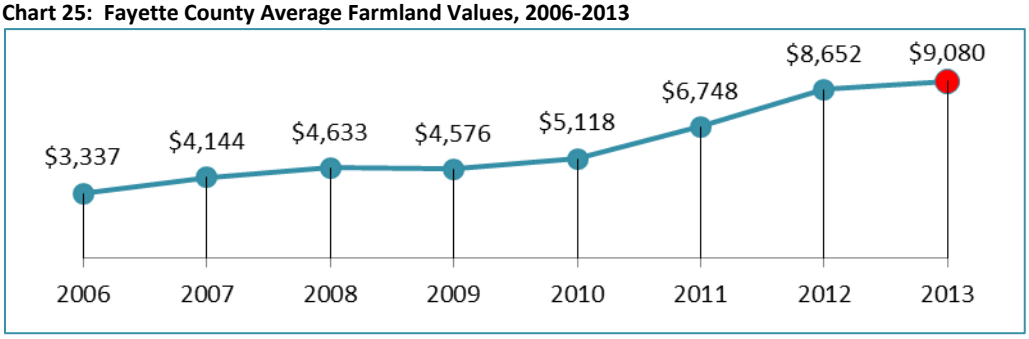
Soils

The soils in the community of Hawkeye are classified under the Kenyon – Clyde – Floyd soil association. This association is characterized by "nearly level to moderately sloping, moderately well-drained to poorly drained soils that formed in loamy material and glacial till; on uplands." (USDA Soil Conservation Service, 1978)

Agriculture

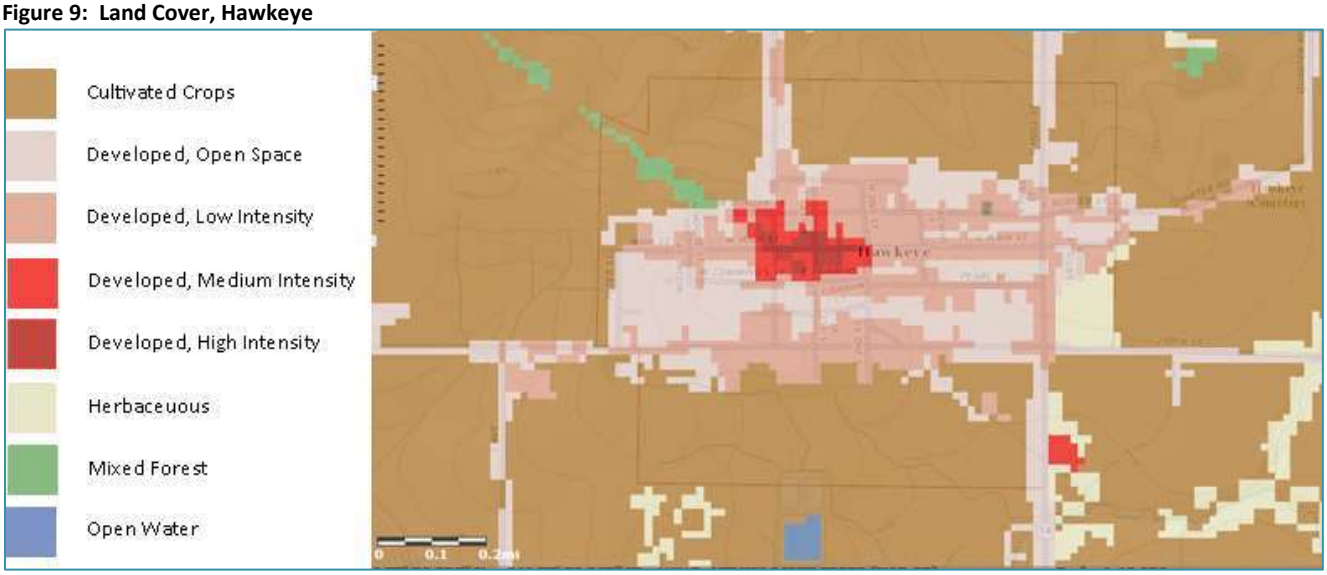
Approximately 50% of the land within Hawkeye's city limits is in agricultural use. Figure 9 illustrates the land cover in Hawkeye. Chart 25 demonstrates the 172% increase in Fayette County farmland values in just the past seven years. If values continue to increase, it could be less likely that this land could be purchased affordably enough to convert to residential or other uses. Current expectations are that agricultural land prices are beginning to level off as corn prices drop.

Chart 25: Fayette County Average Farmland Values, 2006-2013



Source: (Iowa State University Extension, 2013)

Figure 9: Land Cover, Hawkeye



Source: (USGS, 2014)

Natural and Agricultural Resource Strengths

- Many agriculture-related businesses in and around town (Co-op, FS, K&K, local food producers…)
- The wind farm
- Retiring farmers moving to the community
- Community support from farmers
- Nearby natural resources are valued and cared for by residents and others
- Community has a nice urban/rural mix of amenities

Natural and Agricultural Resource Challenges

- "Creek" in town often builds up with debris
- Community is very reliant on the success of the agricultural economy
- Public perceptions about preserving natural resources
- Communicating with landowners about ideas to protect natural resources
- Funding to implement community ideas

Natural and Agricultural Resource Goals and Strategies

Goal:

Hawkeye's agriculture and natural resources are an integral part of the community's economy and quality of life.

Strategies:

- Take advantage of Black Hills and Alliant Energy's grant opportunities for upgrades in town
- Work with the DNR to get the Turkey stocked with trout at Gouldsburg
- Develop a pond or campsites at Hauth Park
- Enhance prairie on way to Hwy 18
- Improve "dry run" drainage
- Develop a cost-sharing program for tree planting
- Contact Co-op about landscaping and sign in newly cleared area
- Organize continuing education regarding agricultural and horticultural topics
- Enforce city ordinances to improve existing "first impression" of Hawkeye
- Develop city incentives for future building and beautification
- Consider application to become a "Tree City"

Hazards

Vision

Hawkeye is a community that cares about its residents by having systems and resources in place to prevent and respond to a variety of potential dangers.

Introduction

This section will identify hazards that carry the greatest risk of negatively impacting the community. The Fayette County Multi-Jurisdictional (MJ-14) Multi-Hazard Mitigation Plan was approved by the Federal Emergency Management Agency (FEMA) in December of 2011. This plan goes into great detail regarding these risks and articulates the mitigation strategies identified to address or avoid them. The top hazard priorities identified for the community were tornadoes, severe winter storms, windstorms, hazardous materials, grass and wildfires and thunderstorms and lightning.

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 a concern for Hawkeye. 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. Hawkeye 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. The City has two warning sirens in use, activated during emergencies from the Fire Station. Sirens were purchased from City of Fayette in 2004 and are located by the elementary school and at the west side of town

Fire Fighting

Hawkeye's fire-fighting capacity is very good. The mutual aid agreements with neighboring fire departments provide access to assistance if needed.

Hazardous Materials

Heavily traveled highway 18 brings hazardous materials near the community, sharing the roadways with slow-moving, large agricultural vehicles. This combination can lead to accidents. In addition, the storage and agricultural use of chemicals is high within the community, given surrounding farmland and agricultural businesses in Hawkeye. Hawkeye has had some trouble with methamphetamine production and other dangerous drugs. Hawkeye will ensure that its first responders are appropriately trained and have the equipment they need to respond effectively to such incidents. The County contracts with the Linn County Regional Hazardous Materials Response Team to assist local responses as needed.

Hazard Strengths

- Well-trained and prepared fire department and first responders
- 911 System – dispatch located in West Union
- County assistance available from emergency management coordinator
- Good exit roads – in case of evacuation
- Public health services available in the county

- City is a part of the Iowa Mutual Aid Compact (IMAC)
- City has two generators to maintain critical services
- City has two warning sirens
- City performs weather spotting

Hazard Challenges

- Infrastructure is old and can be vulnerable
- Residents do not know where the designated storm shelter is located
- Agricultural businesses house dangerous chemicals
- No local law enforcement could mean slow response to incidents

Hazard Goals and Strategies

Goal:

Hawkeye is prepared to respond and lessen the impact of disasters.

Strategies:

- Purchase additional generators for back-up power supplies
- Conduct community-wide drug enforcement and education efforts
- Improve aging infrastructure to reduce vulnerability to failures
- Implement a community awareness communication plan that informs residents about:
    - The location of the designated tornado shelter (basement of the fire station)
    - The way evacuation notifications will be communicated, and evacuation routes
    - Transportation options for non-drivers
- Consider ways to relocate stored anhydrous away from residential areas
- Form neighborhood watch committees

Land Use

Vision

Hawkeye has a perfect balance of quiet, safe neighborhoods and incorporates a mixture of recreational opportunities and businesses.

Introduction

This section examines the existing land use patterns and discusses a future land use scenario for the City of Hawkeye. 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.

The principles and standards for implementing the Future Land Use Plan will need to be specifically defined in the city's land development regulations and its codes and regulations. Land development regulations are the foremost means of implementing the guidelines in this comprehensive plan and controlling the uses of land in the city.

Current Land Use

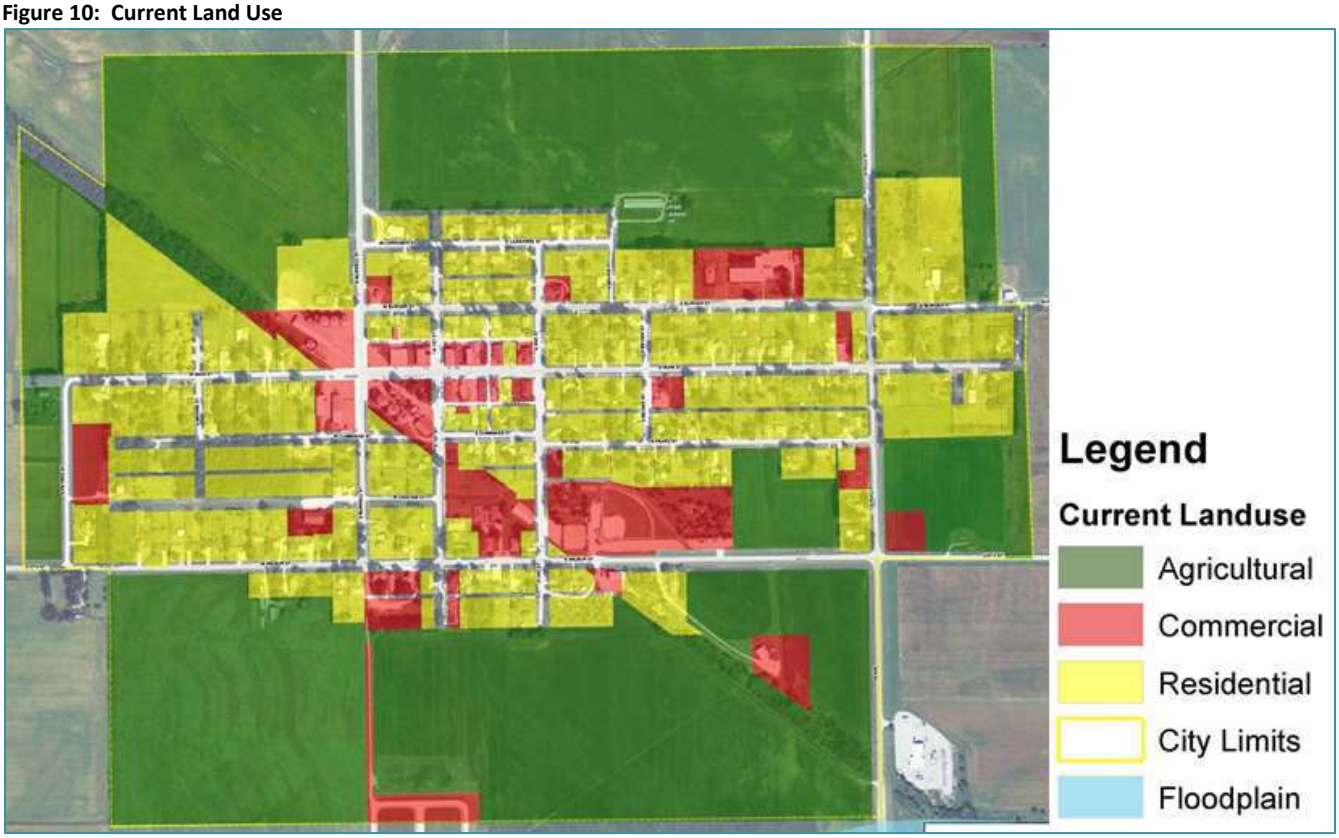
The current land uses in Hawkeye, as categorized by the County Assessor for taxing purposes, are identified in Table 21. The largest identifiable land use category is in agricultural use, accounting for nearly 50% of the land area. Residential properties constitute the next highest use of land Hawkeye. The “other” category covers approximately 17% of the land use and includes right-of-ways and exempt properties, which are non-taxable properties such as parks, recreation areas, government properties, schools, nonprofits, churches or any other such properties. Figure 10 maps the current land use in Hawkeye.

Table 21: Land Use Breakdown

Land Use Classification	Acres	Percent
Agriculture	212	49.7%
Residential	109	25.5%
Commercial	34	8.0%
Industrial	0	0.0%
Other	72	16.9%
Total	427	100.00%

Source: (Biver, 2014)

Figure 10: Current Land Use



Source: (UERPC, Upper Explorerland Regional Planning Commission, 2014)

Future Land Use

The city has discussed potential areas for housing infill and expansion to help guide decisions regarding future growth and development. The city expects to see future development to occur in the agricultural areas already within city limits.

Land Use Strengths

- Room to grow
- Industrial Park is filling
- Co-op expansion utilizing good space along W14

Land Use Challenges

- Good land for residential use is not available for purchase
- No zoning to guide development decisions
- Downtown could lose buildings due to their poor conditions, leaving gaps

Land Use Goals and Strategies

Goal:

Hawkeye's land use plan is designed to reduce conflict among incompatible uses while supporting the community's development.

Strategies:

- Invite an expert in zoning (Gary Taylor from IA State) to learn about the benefits and procedures for developing zoning to help the city determine whether zoning is appropriate for Hawkeye, and if so, how to go about it.
- Develop a future land use plan that identifies lots for potential residential use in the longer term. Locations already identified:
    - The farm field east of Hauth Park, north section along Pearl Street
    - Land on the west side of Peter Street
- Create targeted incentives to promote certain development in specific areas to maintain or develop desired land uses. (for example, incent commercial development downtown; residential development in infill lots; industrial development in the industrial park, etc.)

Intergovernmental Collaboration

Introduction

Intergovernmental cooperation involves working with the county, neighboring communities, school districts and other agencies to understand how future planning and development activity may impact other jurisdictions, or where joint efforts can be pursued. Generally, this involves sharing plans and goals 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 Hawkeye as the city works to maintain a high quality of life for residents. County departments can partner with the city to provide support and services such as law enforcement, road work, trail development and emergency management. The Fayette County Economic Development Commission 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 city's comprehensive plan.

Regional Agencies

Regional partnerships can also benefit the city and some have been identified 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 city as it moves 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 city activities will be beneficial in the implementation of this plan. Informing and involving the public is an essential part of providing transparency in governance. Hawkeye understands 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 city's limited resources and ensure fair and equitable decision-making processes. The city is fortunate to have strong partners throughout the county, region and state that serve as resources for a variety of projects and initiatives.

Implementation

Introduction

The section explains how this plan will be implemented to achieve the desired goals as set forth by the City of Hawkeye. Vision Hawkeye: 2035 addresses many important components critical to sustaining a healthy community while preserving the area's natural resources and culture. As change is inevitable, the plan may need to be amended to appropriately reflect those changes.

Community Action Plan

The community action plan is laid out in table form for easy reference by city leaders and stakeholders. Each strategy identified within this plan is assigned a potential time frame, an agency or agencies responsible for ensuring that the strategy is carried out, and the general resources required to implement each strategy.

Time Frame

This category assigns approximate time frames in which the implementation of the strategy can be expected. Some strategies 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 5 years
- Over 5 years
- Ongoing

Responsible Agencies

The City of Hawkeye and its departments, boards or committees will be the main agencies responsible for ensuring the implementation of the plan. In many cases, other agencies may provide a vital support role or even take the lead on some strategies, the participation of these partners will be crucial to success.

Resource Needs

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

- Minimal: Indicates resource needs to implement the strategy 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 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 are expected to take more than $50,000 in direct expenditures and would require significant coordination among agencies and significant staff time.

Community Action Plan

Community Culture

Community Culture Goals and Strategies			
Goal: Hawkeye attracts new families and residents to the community			
Strategies:	***Time Frame:***	***Responsible Agencies:***	***Resource Needs:***
• Establish a City Media Team whose responsibilities include marketing the community through print and internet outlets	0 – 5 years	Vision Hawkeye Committee	Minimal
• Develop a community newsletter or some other way to share with others the great things that are happening in Hawkeye.	0 – 5 years	City Media Team	Minimal
• Create and maintain a city website	0 – 5 years	City Council/City Media Team/Hawkeye Telephone Co.	Minimal
• Develop a community TV station	0 – 5 years	Hawkeye Telephone Co./City Media Team	Minimal
• Consider a marketing plan that includes the identification of Hawkeye's niche or special identity	0 – 5 years	Vision Hawkeye	Minimal
• Develop signage to advertise Hawkeye that capitalizes on visitors to the nearby recreational areas	0 – 5 years	City Media Team	Minimal
Goal: New families and residents are welcomed and embraced as part of the Hawkeye community			
Strategies:	***Time Frame:***	***Responsible Agencies:***	***Resource Needs:***
• Create a welcome wagon or welcome basket for new residents	0 – 5 years	Hawkeye Businessmen's Association/City Administration	Minimal
• Host park potlucks or other social events to meet neighbors	0 – 5 years	City Council	Minimal

Goal: Hawkeye community members work together to ensure that events and activities are successful and that they are supported into the future			
Strategies:	***Time Frame:***	***Responsible Agencies:***	***Resource Needs:***
• Develop a list of potential volunteers	0 – 5 years	Vision Hawkeye	Minimal
• Develop a list of volunteer opportunities (one-time, short-term, long-term)	0 – 5 years	Vision Hawkeye	Minimal
• Host a quarterly meeting with representation from existing community groups to work toward common goals	Ongoing	Vision Hawkeye	Minimal
• Host an appreciation potluck for volunteers	0 – 5 years	City Council	Minimal
Goal: Hawkeye's parks and open spaces are treasured and used to their fullest capacity			
Strategies:	***Time Frame:***	***Responsible Agencies:***	***Resource Needs:***
• Organize smaller summer events in the parks (one-time ballgames, concerts, yoga/fitness)	0 – 5 years	Park & Rec Board	Minimal
• Host more youth events (ball clinics, sports, dances)	0 – 5 years	Park & Rec Board	Minimal
• Relocate the Farmers Market to City Park and consider ways to incorporate performances in the Gazebo	0 – 5 years	Farmers Market/Vision Hawkeye	Minimal

Housing

Housing Goals and Strategies			
Goal: Existing housing is well-maintained and attractive.			
Strategies:	***Time Frame:***	***Responsible Agencies:***	***Resource Needs:***
• Ensure that residents are informed of the housing programs available to support rehabilitation and repairs by maintaining current information at City Hall	0 – 5 years	City Administration/Hawkeye Economic Development Corp	Minimal
• Organize a community clean-up, project day or Paint-a-thon to help residents with simple exterior work on homes and yards	0 – 5 years	Hawkeye Economic Development Corp/City Council	Minimal to Moderate
• Contact property owners whose properties appear "abandoned" to find out what their plans are for the property	0 – 5 years	City Council/Hawkeye Economic Development Corp	Minimal
• Develop a toolkit of options that will encourage and support owners in taking care of their properties. Options will include incentives as well as penalties to address properties in need of demolition, rehabilitation, change in ownership, etc.	0 – 5 years	City Council	Minimal
• Host an annual "bulky waste" collection	0 – 5 years	City Council/Boy Scouts	Minimal to Moderate
• Continue to seek housing rehabilitation grants as available	Ongoing	City Council	Minimal to Moderate

Goal: Housing is developed that meets the needs of new or existing households			
Strategies:	***Time Frame:***	***Responsible Agencies:***	***Resource Needs:***
• Explore the feasibility of assisted living and what options would be best for Hawkeye residents and investors (new facility, remodeling an existing building, providing assisted living services in home…)	0 – 5 years	Hawkeye Economic Development Corp	Minimal to Moderate
• Reinvigorate the private investment group to review the feasibility of building a spec home	0 – 5 years	Hawkeye Businessmen's Association	Minimal
• Market the available housing opportunities to nearby communities that lack enough housing for their workforce	0 – 5 years	City Media Team	Minimal
• Develop a housing inventory to guide city investment decisions and targeted programs	0 – 5 years	City Council	Minimal
• Identify existing lots with potential for housing development, visit with property owners regarding long-term plans for those areas	0 – 5 years	City Council	Minimal
• Coordinate a meet-n-greet question/answer session for retirees (a whole community open house)	0 – 5 years	Vision Hawkeye	Minimal

Economic Development

Economic Development Goals and Strategies			
Goal: The community is ready to accommodate business growth			
Strategies:	***Time Frame:***	***Responsible Agencies:***	***Resource Needs:***
• Work with city council and county officials to enforce codes (improve community appearance)	Ongoing	City Council	Minimal
• Fundraise for new Christmas ornaments to renew the image of "Norman Rockwell" scene	0 – 5 years	Vision Hawkeye	Minimal
• Consider ways to cost share with building owners to improve the condition of buildings	0 – 5 years	City Council/Hawkeye Economic Development Corp.	Minimal to Moderate
• Contact (reach out) to building owners to discuss property improvements	0 – 5 years	City Council	Minimal
• Develop an inventory of downtown buildings to determine the likelihood of empty lots vs. renovation	0 – 5 years	City Council/Hawkeye Economic Development Corp.	Minimal
• Consider ways to develop office space in available buildings	0 – 5 years	Hawkeye Economic Development Corp.	Minimal
• Reach out to local home-based entrepreneurs to determine their needs with the goal of developing more business storefronts	0 – 5 years	Hawkeye Economic Development Corp.	Minimal
• Create a list of "benefits of being in Hawkeye" for entrepreneurs	0 – 5 years	City Media Team	Minimal
• Consider ways to develop Gouldsburg-related businesses (outfitters, canoe rentals, fishing, recreational trails, ATV, hunting…)	0 – 5 years	Vision Hawkeye	Minimal to Moderate
• Promote existing wind energy and communication infrastructure (fiber optics) to potential businesses	Ongoing	City Media Team	Minimal
• Develop a plan to attract/contact "green technologies" that fit with existing portfolio	0 – 5 years	Hawkeye Economic Development Corp/Fayette County ED Commission	Minimal to Moderate
• Develop a "Design Review" process for new buildings in downtown and possible elsewhere within the community	0 – 5 years	City Council	Minimal to Moderate

Goal: Hawkeye enjoys high quality businesses and workers that support the community's needs			
Strategies:	***Time Frame:***	***Responsible Agencies:***	***Resource Needs:***
• Promote local businesses through Hawkeye media outlets	0 – 5 years	City Media Team	Minimal
• Approach existing businesses about carrying a line of hardware items	0 – 5 years	Hawkeye Economic Development Corp.	Minimal
• Reach out to trade schools/community colleges/UIU for potential plumbing and heating, hardware, culinary entrepreneurs	Ongoing	Hawkeye Economic Development Corp.	Minimal to Moderate
• Contact CrawDaddies in Waverly about recreational/outfitter business	0 – 5 years	Vision Hawkeye	Minimal
• Encourage local purchases (use the Post Office, do a Christmas punch card promotion that goes into a drawing)	0 – 5 years	Hawkeye Businessmen's Association/City Media Team	Minimal
• Develop [a plan/incentives/promotion…] to bring home-based businesses to Main Street	0 – 5 years	Hawkeye Economic Development Corp/City Council	Minimal
• Provide business succession planning resources to local business owners who may be thinking of retiring	0 - 5 years	Vision Hawkeye/Fayette County ED Commission	Minimal
• Develop a list of the benefits of doing business in Hawkeye to "bring in" nearby businesses	0 – 5 years	City Media Team	Minimal
• Market small "hometown" businesses	Ongoing	City Media Team	Minimal
• Market Hawkeye's available sites	Ongoing	City Media Team/Hawkeye Economic Development Corp/Fayette County ED Comm.	Minimal
• Send city leaders and stakeholders on visits to other small communities to see what is working there	0 – 5 years	Vision Hawkeye/City Council	Minimal
• Consider a City Manager who could enforce codes/ordinances	0 – 5 years	City Council	Moderate
• Develop a funding source of some type for businesses (revolving loan fund, grant cost share…)	0 – 5 years	Hawkeye Economic Development Corp/City Council	Minimal to Moderate

Goal: Hawkeye's high quality of life is the basis and result of economic development			
Strategies:	***Time Frame:***	***Responsible Agencies:***	***Resource Needs:***
• Contact culinary entrepreneurs about fine dining in Hawkeye	0 – 5 years	Hawkeye Economic Development Corp	Minimal
• Develop a walking trail from Hawkeye to Gouldsburg	Over 5 years	Hawkeye Conservation Club/City Council/Fayette County Conservation	Significant
• Plan (map, sketch) out an ATV trail, review with property owners, take to DNR	Over 5 years	Vision Hawkeye	Moderate
• Approach ag businesses for community involvement (more than just asking for money)	Ongoing	Hawkeye Businessmen's Association	Minimal

Transportation

Transportation Goals and Strategies			
Goal: Vehicle, bicycle and pedestrian traffic exist without conflict and offer access throughout Hawkeye			
Strategies:	***Time Frame:***	***Responsible Agencies:***	***Resource Needs:***
• Consider some painted bike lanes	0 – 5 years	City Council	Minimal
• Review posted speed limits in town	0 – 5 years	City Council	Minimal
• Form a task force to research options for slowing traffic on Wilbur Street	0 – 5 years	City Council	Minimal
• Look into the cost of flashing speed limit signs	0 – 5 years	Hawkeye Economic Development Corp	Minimal to Moderate
• When Wilbur Street is resurfaced, consider making it wider to add room for pedestrians	Over 5 years	City Council	Significant
• Enforce shoveling rules	Ongoing	City Council	Minimal
• Set up a neighbors-helping-neighbors system to get shoveling taken care of for elderly or others who may need help	0 – 5 years	Hawkeye Businessmen's Association	Minimal
• Work toward better directional signage on Hwy 18	0 – 5 years	Hawkeye Businessmen's Association	Minimal to Moderate
• Develop a city incentive program/cost share for sidewalk repairs	0 – 5 years	City Council/Hawkeye Businessmen's Association/Hawkeye Economic Development Corp.	Moderate
• Improve existing marked crosswalks	0 – 5 years	City Council	Minimal to Moderate
• Work to resurface gravel roads in town	Over 5 years	City Council	Significant

Goal: Pedestrians and bicyclists in Hawkeye are safe while walking and biking in Hawkeye			
Strategies:	***Time Frame:***	***Responsible Agencies:***	***Resource Needs:***
• Enforce sidewalk ordinances (equitably)	0 – 5 years	City Council	Minimal
• Host a bike rodeo	0 – 5 years	City Council/Park & Rec Board	Minimal
• Make sure there are enough "children playing" or other traffic-slowing signs around town	0 – 5 years	City Council	Minimal to Moderate
• Conduct pedestrian safety education (reflectivity, clothing…), consider forming a group to host an educational event about safe walking at night.	0 – 5 years	City Council	Minimal
• Continue to enforce loose pet ordinance	Ongoing	City Council	Minimal
• Update ordinances to ensure that: o Residents who tear out sidewalks must be required to put them back in o Develop standards that define the acceptable conditions for sidewalks o If not already included, state that sidewalks must be maintained to those standards	0 – 5 years	City Council	Minimal
Goal: Non-drivers have transportation options			
Strategies:	***Time Frame:***	***Responsible Agencies:***	***Resource Needs:***
• Find out the town's need for public transit	0 – 5 years	City Council	Minimal
• Get information out to community members about the availability of public transit	0 – 5 years	City Council	Minimal

Community Facilities & Services

Community Facilities & Services Goals and Strategies			
Goal: The Community Center is a thriving and busy place, catering to the community's needs			
Strategies:	***Time Frame:***	***Responsible Agencies:***	***Resource Needs:***
• To ensure the long-term viability of the Hawkeye Community Club, consider developing a member succession plan	0 – 5 years	Hawkeye Community Club	Minimal
• Conduct a feasibility study to assist with future decisions about facility expansion or relocation	0 – 5 years	Hawkeye Community Club	Minimal to Moderate
Goal: The Library remains a vital link to information, reading and learning in Hawkeye			
Strategies:	***Time Frame:***	***Responsible Agencies:***	***Resource Needs:***
• Develop a long term capital improvements plan that outlines future maintenance and enhancements	0 – 5 years	City Council/Library Board	Minimal to Moderate
• As available, consider purchasing the property behind the library for an outdoor reading garden	Over 5 years	City Council/Library Board	Moderate to Significant

Goal: Hawkeye residents have ample opportunities for recreation, physical fitness and play			
Strategies:	***Time Frame:***	***Responsible Agencies:***	***Resource Needs:***
• Add electrical hookups at Hauth Park for campsites	0 – 5 years	City Council/Park & Rec Board	Moderate to Significant
• As available, consider the acquisition to the east of the park for trail and campsite expansion	Over 5 years	City Council	Moderate to Significant
• Consider adding a water play feature to Hauth Park	Over 5 years	City Council/Hawkeye Businessmen's Association/Hawkeye Economic Development Corp	Moderate to Significant
• Increase fitness opportunities for residents, specific suggestions included: o Fitness/yoga/tai chi instructor in the park o Partner with the fire department to develop a fitness room for resident use o Develop an outdoor fitness trail in the park o Incorporate fitness center into school building reuse proposals o Expand the walking trail to connect Hauth Park and the downtown	0 – 5 years and Over 5 years	City Council/Hawkeye Businessmen's Association/Hawkeye Economic Development Corp/CV Research Labs	Minimal to Significant

Public Infrastructure and Utilities

Public Infrastructure and Utilities Goals and Strategies			
Goal: The City's water, sewer and storm drainage systems are well-maintained and have the capacity to handle community growth			
Strategies:	***Time Frame:***	***Responsible Agencies:***	***Resource Needs:***
• Continue to maintain water tower or construct a new one	0 – 5 years	City Council	Significant
• Finish the water system looping to remove all deadends	0 – 5 years	City Council	Moderate
• Develop a scheduled plan for water and sewer line replacement that takes into account road replacement needs and schedules	0 – 5 years	City Council	Minimal
• Explore options to improve storm drainage, continue to clear existing drainageways	0 – 5 years	City Council	Minimal
• Expand areas of underground drainage	Over 5 years	City Council	Moderate to Significant
• Consider increasing the amount of curb and gutter throughout town	Over 5 years	City Council	Significant
• Consider bringing back the drinking fountain	0 – 5 years	City Council	Minimal
Goal: Streets and sidewalks are in good condition and provide safe connectivity throughout the community			
Strategies:	***Time Frame:***	***Responsible Agencies:***	***Resource Needs:***
• Prioritize Main, Burger and Wilbur Streets for major rehabilitations (water/sewer/street & sidewalk)	Over 5 years	City Council	Significant
• Work to pave the existing gravel streets	Over 5 years	City Council	Significant
• Install more street lights	0 – 5 years	City Council	Moderate to Significant
• Prompt homeowner sidewalk repairs by marking hazardous areas on sidewalks with paint or conducting neighborhood walk-arounds with residents to discuss areas with hazardous conditions and gaps	0 – 5 years	City Council	Minimal

Goal: Residents are served by reliable and affordable utilities			
Strategies:	***Time Frame:***	***Responsible Agencies:***	***Resource Needs:***
• As new revenue is sought, explore the option of a city-owned electric utility. Review the franchise agreement and research the financial feasibility of a city-owned utility	Over 5 years	City Council	Significant
• As new areas for development are identified, develop an engineering and funding plan to ensure that utility infrastructure can be expanded to accommodate the development	0 – 5 years	City Council	Minimal to Moderate

Natural and Agricultural Resources

Natural and Agricultural Resource Goals and Strategies			
Goal: Hawkeye's agriculture and natural resources are an integral part of the community's economy and quality of life			
Strategies:	***Time Frame:***	***Responsible Agencies:***	***Resource Needs:***
• Take advantage of Black Hills and Alliant Energy's grant opportunities for upgrades in town	0 -5 years	City Council/Hawkeye Economic Development Corp.	Minimal
• Work with the DNR to get the Turkey stocked with trout at Gouldsburg	0 – 5 years	Hawkeye Economic Development Corp.	Minimal
• Develop a pond or campsites at Hauth Park	Over 5 years	City Council	Significant
• Enhance prairie on way to Hwy 18	Over 5 years	Hawkeye Economic Development Corp/Hawkeye Conservation Club	Moderate to Significant
• Improve "dry run" drainage	0 – 5 years	City Council	Moderate
• Develop a cost-sharing program for tree planting	0 – 5 years	City Council/Park & Rec Board/Hawkeye Conservation Club	Moderate
• Contact Co-op about landscaping and sign in newly cleared area	0 – 5 years	Hawkeye Economic Development Corp.	Minimal
• Organize continuing education regarding agricultural and horticultural topics	0 – 5 years	City Council	Minimal
• Enforce city ordinances to improve existing "first impression" of Hawkeye	0 – 5 years	City Council	Minimal
• Develop city incentives for future building and beautification	0 – 5 years	City Council/Hawkeye Garden Club	Minimal to Moderate
• Consider application to become a "Tree City"	0 – 5 years	City Council	Minimal to Moderate

Hazards

Hazard Goals and Strategies			
Goal: Hawkeye is prepared to respond and lessen the impact of disasters			
Strategies:	***Time Frame:***	***Responsible Agencies:***	***Resource Needs:***
• Purchase additional generators for back-up power supplies	0 – 5 years	City Council	Moderate
• Conduct community-wide drug enforcement and education efforts	0 – 5 years	City Council	Minimal
• Improve aging infrastructure to reduce vulnerability to failures	Over 5 years	City Council	Moderate to Significant
• Implement a community awareness communication plan that informs residents about: o The location of the designated tornado shelter (basement of the fire station) o The way evacuation notifications will be communicated, and evacuation routes o Transportation options for non-drivers	0 – 5 years	City Council	Minimal
• Consider ways to relocate stored anhydrous away from residential areas	0 – 5 years	City Council	Minimal
• Form neighborhood watch committees	0 – 5 years	City Council	Minimal

Land Use

Land Use Goals and Strategies			
Goal: Hawkeye's land use plan is designed to reduce conflict among incompatible uses while supporting the community's development			
Strategies:	***Time Frame:***	***Responsible Agencies:***	***Resource Needs:***
• Invite an expert in zoning (Gary Taylor from IA State) to learn about the benefits and procedures for developing zoning to help the city determine whether zoning is appropriate for Hawkeye, and if so, how to go about it.	0 – 5 years	City Council	Minimal
• Develop a future land use plan that identifies lots for potential residential use in the longer term. Locations already identified: o The farm field east of Hauth Park, north section along Pearl Street o Land on the west side of Peter Street	0 – 5 years	City Council/Hawkeye Economic Development Corp.	Minimal
• Create targeted incentives to promote certain development in specific areas to maintain or develop desired land uses. (for example, incent commercial development downtown; residential development in infill lots; industrial development in the industrial park, etc.)	0 – 5 years	Hawkeye Economic Development Corp.	Minimal to Moderate

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Appendix A – Iowa's Smart Planning

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 and 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/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 Iowa Industrial 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 Apprenticeship Program - Iowa's Apprenticeship Program funds projects that increase the skills of workers through a combination of classroom and on-the-job training. The program provides funding support for classroom and on-the-job training for workers in high-technology jobs, or jobs utilizing the most up-to-date technologies that are available in the workplace.

IEDA Community College Business Network Training – This program provides funding assistance for community college-sponsored employee training projects in which five or more businesses participate. The businesses may be located in two or more community college districts, with at least two community colleges sponsoring the training project.

IEDA Iowa Jobs Training Program - The Iowa Jobs Training Program provides job training services to current employees of eligible businesses that are located in Iowa. Eligible businesses work with their local community college to assess training needs and provide training.

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 loans, forgivable loans, 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.

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 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, business concierge, and an annual EntreFest! business conference for entrepreneurs. MyEntre.Net also sponsors the “Dream Big, Grow Here” contest.

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 Workforce Housing Tax Credits - Developers and contractors building or rehabilitating housing in a grayfield or brownfield site, engaged in the repair or rehabilitation of dilapidated housing stock, an upper story project or developing new construction in a community with demonstrated workforce housing needs 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.