The background of the cover is a photograph of a landscape at sunset or sunrise. The sky is a gradient of orange, yellow, and blue. In the foreground, there are silhouettes of trees and a grassy field. A large, white, semi-transparent watermark of the text 'TAMA 2040' is overlaid on the sky. To the right of the main title, there is a blue water tower with the word 'TAMA' written on it in white. Below the main title, the words 'COMPREHENSIVE PLAN' are written in a smaller, white, sans-serif font.

TAMA 2040

COMPREHENSIVE PLAN

Tunazzina Binte Alam, Alex Bradshaw, Harrison Freund, Victoria Halloran, Peterson Wambuu – May 2020

Project Partners

City of Tama, Iowa

City of Tama

Alyssa Hoskey (City Clerk)

Dough Ray (Mayor)

Emily Babinant, Aaron Haughey, Kenny McAdoo, Anne Michael, Larry Thomas, Robert Tynnismaa (Council Members)

Mike Carnahan (Former Mayor)



Prairie Rivers of Iowa RC&D

Janice Gammon, Lincoln Highway Heritage Byway Coordinator

The University of Iowa



School of Urban and Regional Planning

Charles Connerly, Director and Professor

Scott Spak, Assistant Professor

Juliana Lucchesi, Alumna Mentor, Mayor of Mt. Shasta, CA



Iowa Initiative Sustainable Communities

Travis Kraus, Director

Office of Outreach
and Engagement

Office of Outreach & Engagement

Jordan Brown, Outreach and Engagement Coordinator

Michelle Sillman, Marketing and Communications Specialist

Acknowledgments

The Planning Team thanks the residents of Tama for participating in the comprehensive planning process. We also thank the people and groups listed to the left. Without everyone's insights and contributions, this plan would not have been possible.

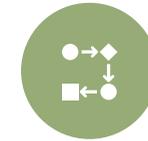
PRESENTATION OUTLINE



Community
Introduction



Vision
Statement



The Planning
Process



Plan **Contents**



Public
Engagement



Priority **Goals**



Land Use Map



Implementation
& Evaluation
Guides



Q & A

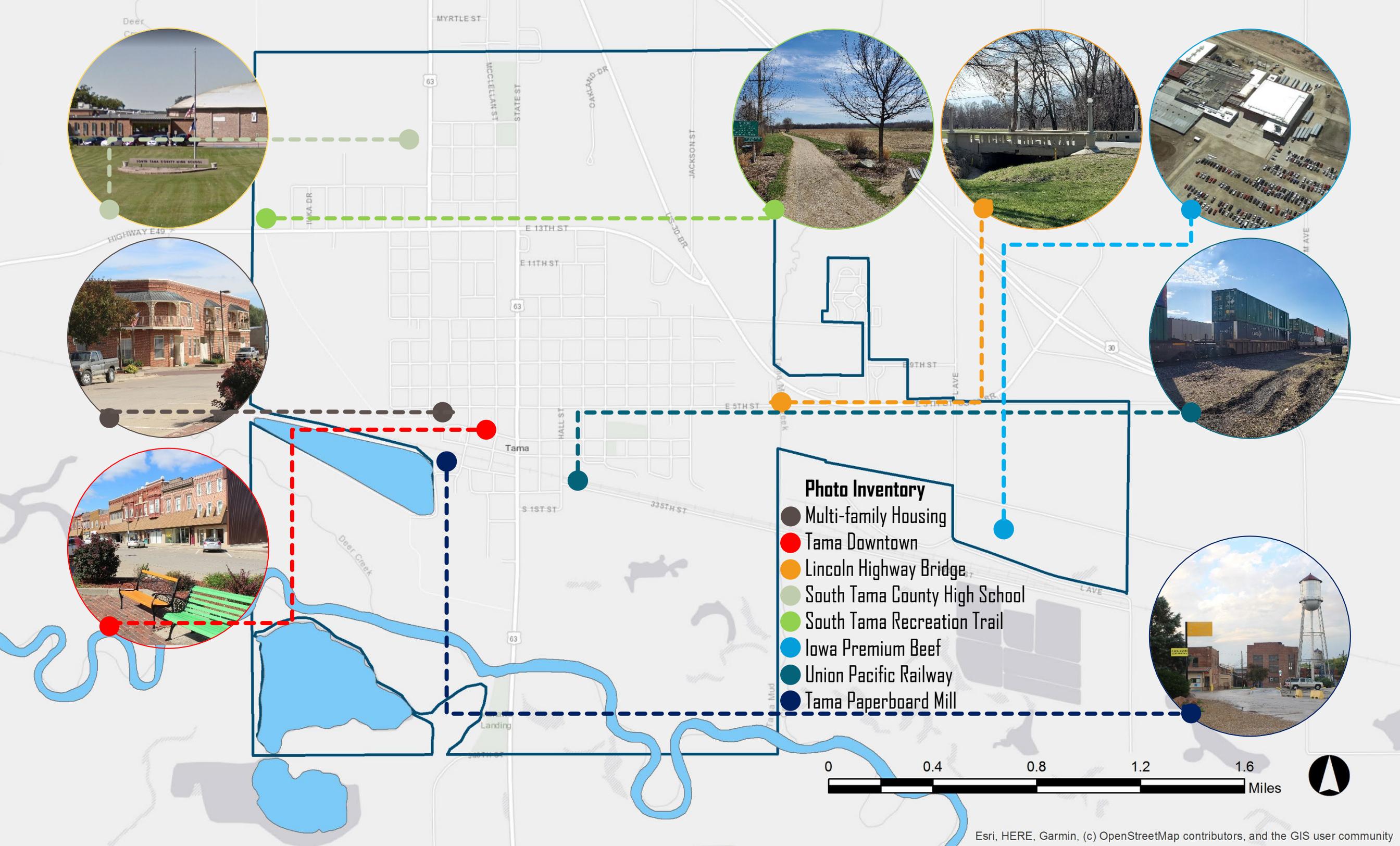
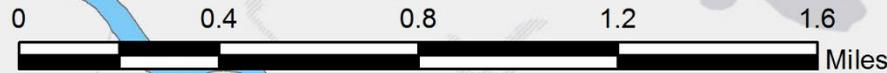


Photo Inventory

- Multi-family Housing
- Tama Downtown
- Lincoln Highway Bridge
- South Tama County High School
- South Tama Recreation Trail
- Iowa Premium Beef
- Union Pacific Railway
- Tama Paperboard Mill



COMMUNITY INTRODUCTION: TAMA, IA



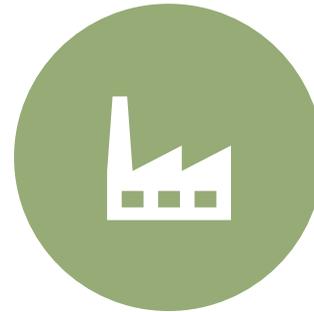
LOCATION:

CENTRAL IOWA



HISTORY:

RAILROAD TOWN



INDUSTRY:

MEAT PACKING PLANT
& PAPERBOARD MILL



DEMOGRAPHICS:

INCREASINGLY
DIVERSE POPULATION

- **1971:** Meat-Packing Plant Built
- **1980:** Farm Crisis & Recession
- **2004:** Iowa Premium Closed
- **2008:** Iowa Flood & Great Recession
- **2014:** Iowa Premium Renovated & Re-opened
- **2019:** National Beef acquired Iowa Premium



POPULATION FORECAST SUBJECT TO CHANGE

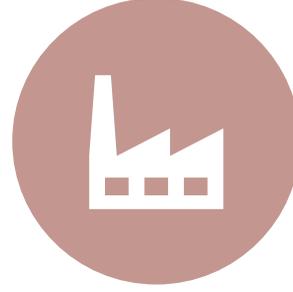
COMMUNITY STRENGTHS & CHALLENGES



Diverse
Population



School System



Industry



Parks &
Recreation



Rich History



Decreasing
Population



Affordable
Housing



Collaboration



Disinvestment
in Downtown



Employee
Shortage

COMMUNITY OPPORTUNITIES



Safe
Transportation



Collaboration
& Partnerships



Economic
Growth



More Housing
Options



Civic
Engagement

THE PLANNING PROCESS



Plan Information

What is City Planning?

- Assessing the past and present to formulate goals for a desired future.
- Offering the community reasonable opportunity to share their insights, perspectives, ideas, and hopes for the future.

What is a Comprehensive Plan?

- Defines what the community aspires to be in the future.
- Assesses a community's current conditions and offers suggestions and recommendations across different topics.



How Will The Plan Be Used?

- As a guide for the city to shape its future.



VISION STATEMENT

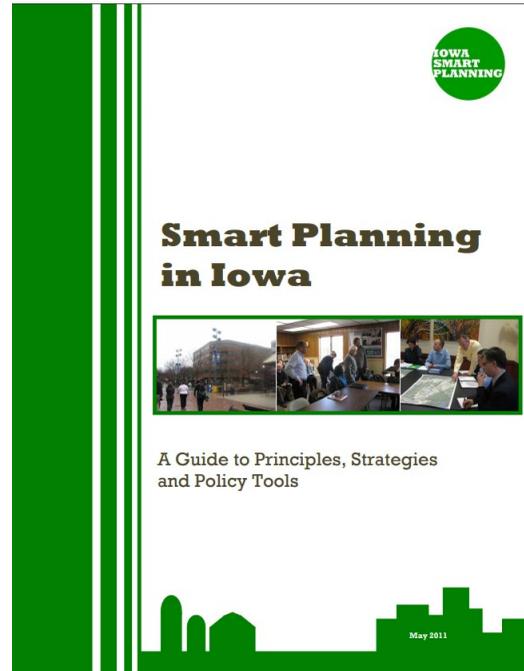
The Tama 2040 Comprehensive Plan outlines a **guiding vision** informed by **public opinion** and **fact-based evidence** that will aid Tama in achieving **an improved quality of life** for its residents.

With the realization of the plan's vision, Tama will:

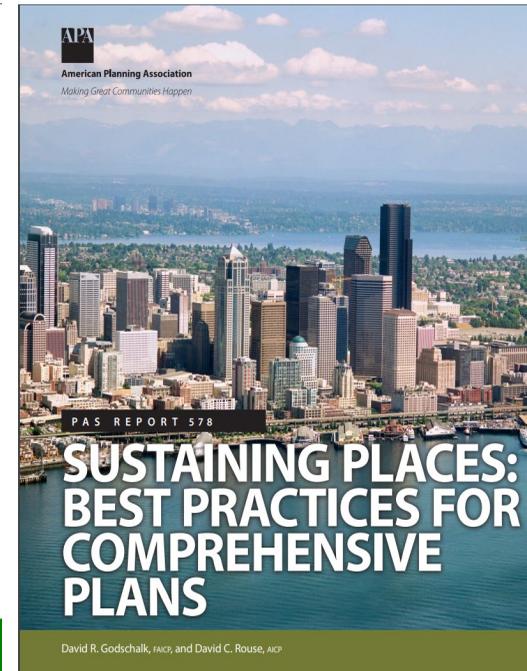
- Create a vibrant and resilient economy,
- Provide diverse housing options,
- Develop alternative transportation systems,
- Make long-term zoning decisions,
- Protect the natural environment,
- Promote a vibrant culture,
- Enhance public health,
- Cultivate positive relationships with neighboring governments.

The plan offers the steps needed to see this vision's realization.

HIGHLIGHTED GUIDELINES & PRACTICES



Smart Planning in Iowa



APA Sustaining Places

PRINCIPLE	SCORE
Liveable Built Environment	
Harmony with Nature	
Resilient Economy	
Interwoven Equity	
Healthy Community	
Responsible Regionalism	
TOTAL PRINCIPLES SCORE	

SCORING SUMMARY

PROCESSES	SCORE
Authentic Participation	
Accountable Implementation	
TOTAL PROCESSES SCORE	

ATTRIBUTES	SCORE
Content	
Characteristics	
TOTAL ATTRIBUTES SCORE	

REVIEWER PLAN SCORE	SCORE
BONUS POINTS AWARDED <i>(out of a possible 15)</i>	
FINAL PLAN SCORE	
TOTAL POINTS AVAILABLE <i>(if all Best Practices are applicable, a perfect total would be 249 points)</i>	
PLAN SCORE PERCENTAGE <i>(Reviewer Plan Score / Total Points Available)</i>	%

Level of Achievement

Designated	70%
Silver	80%
Gold	90%

APA Scoring Matrix

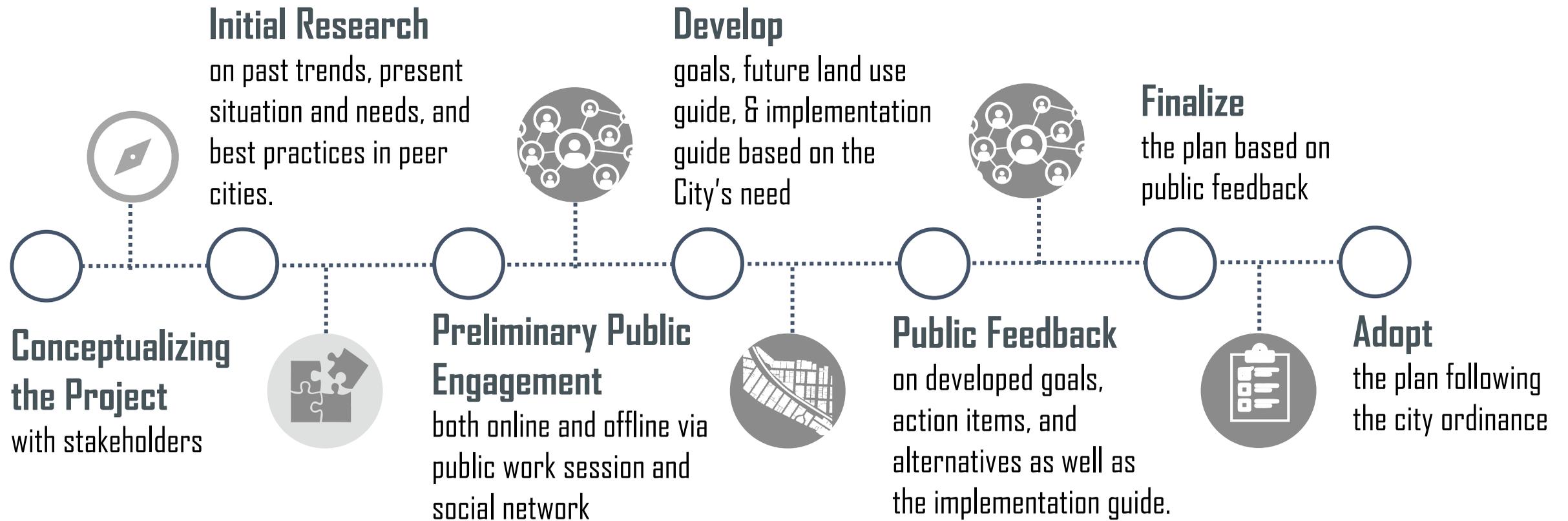


Altoona 2034 Comp Plan



Salix 2035 Comp Plan

THE PLANNING PROCESS



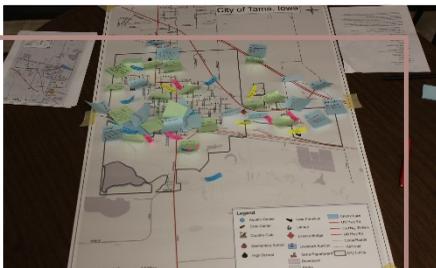
CORE TOPICS IN THE PLAN



Economic
Development



Housing



Land Use



Transportation



Infrastructure &
Capital
Improvement



Environment &
Sustainability



Culture & Quality
of Life



Public Health &
Safety



Intergovernmental
Collaboration



Implementation &
Evaluation

PUBLIC ENGAGEMENT



PUBLIC ENGAGEMENT EVENTS OVERVIEW



Tunazzina Binte... Matthew Beatty Alyssa Hoskey Alyssa Hoskey

Goal 7: Provide adequate, reliable public safety services

- Promote and support physical and healthy lifestyles for all residents
- Encourage sustainable, healthy food system within the community

Public Health

1. What is the most important action to promote public health

- Promote a healthy and active lifestyle for all residents
- Encourage sustainable, healthy food systems in the community
- Increase ADA accessibility in parks and community spaces
- Update and enforce the building code

Submit 17

PUBLIC ENGAGEMENT



PRIORITY GOALS



Goal 1: Foster a sustainable and diverse economy



Goal 2: Create affordable, diverse and quality housing



Goal 3: Accommodate alternate modes of transportation



Goal 4: Encourage zoning and land uses compatible with current uses



Goal 5: Provide adequate local infrastructure that serves existing and future development



Goal 6: expand cultural amenities and opportunities



Goal 7: Provide adequate, reliable, and efficient public safety services



Goal 8: Develop meaningful and mutually beneficial relationships with other governments

GOAL EXAMPLE 1



Goal: Revitalize downtown.



Objective: Build a robust downtown to serve the residents, employees, and visitors as a local commercial, business, and cultural center.



Policy & Action Recommendations: Create a Downtown Coalition (to make account for the captured funds from transactions) to promote growth and retention of business in downtown.



Partners & Resources: Tama-Toledo Area Chamber of Commerce; Downtown Businesses, Tama County Economic Development Commission



Indicators: Increase in number of stores and services for daily needs open in downtown; Increase in sales tax revenue.



Priority: ★★ ★



Time: 0 – 5

GOAL EXAMPLE 2



Goal: Ensure that there are more sustainable land use practices that protect the environment while creating more economic opportunities



Objective: Accommodate more sustainable land use practices that conserve the environment



Policy & Action Recommendations: Continuously review and update future land use framework to be compatible with the community's needs.



Partners & Resources: Department of Public Works; Building and Zoning Commission



Indicators: Review Future Land Use Framework every 1 year;



Priority: ★★



Time: 0 – 5

LAND USE & ZONING RECOMMENDATIONS

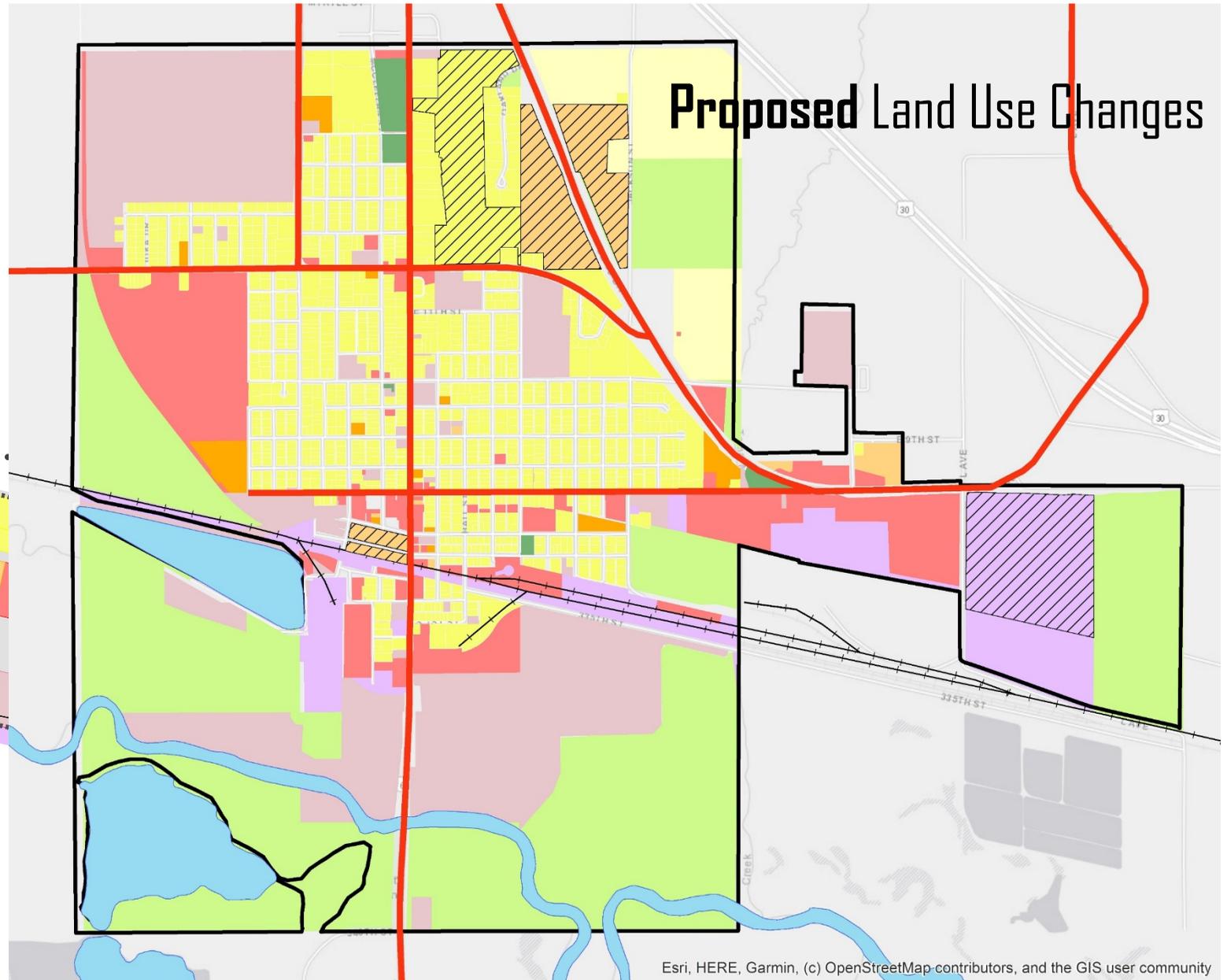
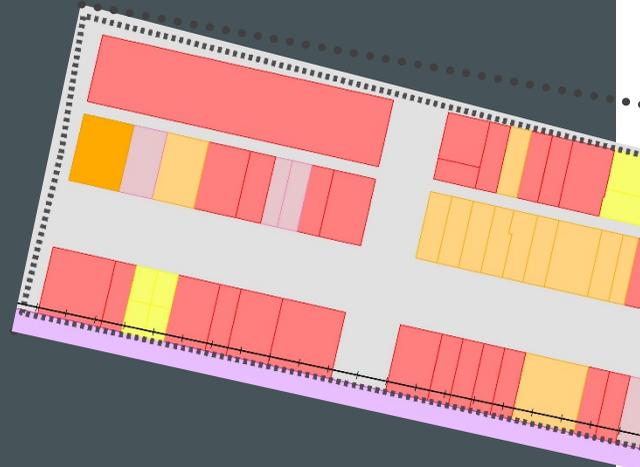
Follow the Future Land-Use Framework

- Adopt a Future Land Use Map
- Identify locations for future development
- Prioritize infill development and redevelopment
- Annexation Strategy

Amend Zoning Code to accommodate new zoning changes

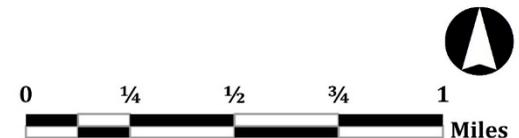
- Mixed-Use Zoning
 - Highway 30
 - Downtown

LAND USE & ZONING CHANGES



Esri, HERE, Garmin, (c) OpenStreetMap contributors, and the GIS user community

- | | | |
|-----------|--------------------------|---------------------------|
| Tama | Current Use | Industrial |
| Roads | Agricultural | Multi-Family Residential |
| Railway | Agricultural Residential | Single-Family Residential |
| Waterbody | Commercial | Mixed Uses |
| | Public | Public Parks |
| | | Proposed Land Use |



IMPLEMENTATION & EVALUATION GUIDES

CREATING A LIVING DOCUMENT



Annual Review & Status Update



5-Year Review & Evaluation



Guide for Unplanned Evaluations, Amendments, & Updates



How-To for Using Funding Sources Effectively

GOAL TABLE COMPONENTS



Goal:

Community aspiration to increase quality of life in both the short- and long-term.



Objective:

The purpose and desired outcome of stated goal.



Policy & Action Recommendations:

Actions, projects, or policies that the community will undertake to achieve the plan's goals.



Partners & Resources:

Identified stakeholders best suited to assist the City staff and City Council in implementing policy and action recommendations.



Priority:

Using public feedback, identifies the significance using range of ★ (1 star) to ★★★★★ (4 stars, most significant).



Time:

The timeframe for each policy and action. Measured in year: **0-5, 6-10, 11-20, and ongoing.**



Evaluation Indicators:

Identifiable and quantifiable ways for the community to assess progress made on policies and actions.



Status:

For City staff use during annual evaluations. Use: **completed, in-progress, not started.**

GOAL EXAMPLE: TRANSPORTATION

Goal	Objective	Policy & Action Recommendations	Partners & Resources	Priority	Time	Evaluation Indicators	Status
Adopt and Implement a Complete Streets Policy.	Invest in environment surrounding roadways to make for a more inclusive transportation network.	Create sidewalk inventory to track quality and connectivity of sidewalks and trails throughout town to eliminate incomplete sidewalk gaps.	DPW	★★★	0 – 5	<ol style="list-style-type: none"> Sidewalk inventory created and updated annually. Improve all pedestrian routes with sidewalks to be meet ADA requirements 	
		Adopt a Complete Streets Policy in City Code	IDOT RPA 6 BNZ TC	★★★★	0 – 5	Complete streets policy adopted and followed during future street work	
		Increase signage and wayfinding by following NACTO and the Sign Research Foundation best practices to attract more business to downtown Tama. <i>*Similar Policies found in Chapter 2 and 8.</i>	IDOT DPW TCEDC	★★	0 – 5	Increased traffic flow on streets in downtown	
		Beautify downtown Tama and foster a walkable urban environment by following IDOT and NACTO standards for complete streets. <i>*Similar Policies found in Chapter 2 and 9.</i>	DPW DB IEDA IDOT TCEDC	★★	Ongoing	Complete streets best practices implemented	

Final
Deliverables



**COMPLETE
COMPREHENSIVE
PLAN**



**FUTURE LAND USE
FRAMEWORK**



**IMPLEMENTATION
GUIDE**

Thank You



*Stay up to date on the City of Tama's
2040 Comprehensive Plan – like the
City of Tama's page on Facebook!*

Any Questions?



POWERPOINT APPENDIX

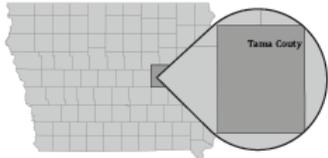


THE COMPREHENSIVE PLAN AT A GLANCE

TAMA COMPREHENSIVE PLAN 2040

INTRODUCTION

The City of Tama is a community of approximately 2,800 people that sits on the junction of Highway 63 and Highway 30 in Tama County, Iowa. It is adjacent to the City of Toledo and the Meskwaki Nation. The city had its last comprehensive plan in 1966. Having a comprehensive plan will allow the City of Tama and the community to pursue desired outcomes with a framework to achieve them.



COMMUNITY STRENGTHS & CHALLENGES

STRENGTHS					
	Increasingly diverse population	Strong School System	Rich History	Accessible Park & Recreation	Manufacturing Industry
CHALLENGES					
	Collaboration	Disinvestment in Downtown	Employee Shortage	Housing	Decreasing Youth Population

IMPLEMENTATION & EVALUATION

2040 Comprehensive Plan provides a guide for the City of Tama to implement the Plan's goals and objectives. It also outlines an ongoing evaluation process to make the plan a living document that serves and is utilized by City staff, representatives, and residents.

Who	How	When
<i>Persons and groups that are responsible for monitoring, revising, and evaluating the progress and success of the plan's goals, objectives, and action items.</i>	<i>Providing measures for the evaluation of goals, objectives, action items, and overall success.</i>	<i>Determining the appropriate and necessary times for evaluating and updating the comprehensive plan.</i>

HOW DOES THE PLAN WORK?

Goal: Community aspiration to increase quality of life in both the short- and long-term.
Objective: The purpose and desired outcome of stated goal.
Policy & Action Recommendations: Actions, projects, services, or policies that the community will undertake to achieve the Comprehensive's goals and objectives.
Partners & Resources: City departments and staff as well as appropriate stakeholders who are responsible for overseeing and implementing the policy and action items.
Indicators: Identifiable and/or quantifiable ways for staff, stakeholders, and residents to assess progress made on policies, actions, and overall goals.
Priority: Using public feedback, identifies the significance using range of ⚡ (1 star) to ⚡⚡⚡⚡ (4 stars, most significant).
Time: The recommended time frame for each policy and action to be developed and adopted in. These are measured in years and broken into four categories: 0-5, 6-10, 11-20, and ongoing.

PRIORITY GOALS

Goal 1: Foster a sustainable and diverse economy
 Embracing the downtown as a central business and cultural hub will strengthen the economy. Diversifying the economy will make Tama more resilient to shocks. Leveraging Tama's historic and cultural character can attract businesses and encouragement entrepreneurship. Working with regional partners to reduce unneeded competition is also advised.

Goal 2: Create affordable, diverse, and quality housing stock
 Housing priorities identified by the community center around affordability and quality. Tama should offer a greater mixture of housing types and assistance with neighborhood enhancements. Possible zoning changes to expand mix use and multi-family units are highlighted. Federal and state programs along with local rebates can spur neighborhood revitalization.

Goal 3: Accommodate alternative modes of transportation
 Having complete streets in Tama means accommodating all modes of transportation. In addition to supporting vehicular traffic, it is important to support walking and biking. Additional benefits of complete streets include promoting a more active lifestyle among residents as well as bringing economic development to downtown Tama.

Goal 4: Encourage zoning and land uses compatible with current uses
 The zoning map has been updated to be accurate of changes since the last version. Additionally, potential zoning changes to expand the housing stock for potential expansions. Annexations beyond city boundaries should meet criteria outlined in the plan, including a cost-benefit analysis. In-fill development in downtown can be done with careful zoning.



Goal 8: Develop meaningful and mutually beneficial relationships with other governments
 Working with The City of Toledo will enable both communities to provide more services more efficiently to taxpayers. Shared service agreements can reduce the cost of government programs. Section 28-E agreements can prepare both cities for possible consolidation if determined to be the best path forward. Tama also wishes to pursue a positive and mutually beneficial relationship with the Meskwaki Nation.

Goal 7: Provide adequate, reliable, and efficient public safety services
 COVID-19 put a new emphasis on public health. The pandemic's impact on Tama highlights the need to prepare for similar events in the future. Economic recovery following a pandemic should resemble post-natural disaster recovery. Preparation for future pandemics includes having policy actions prepared beforehand. Promoting bicycle usage and healthy eating also enhance public health.

Goal 6: Expand cultural and recreational amenities and opportunities
 The community identified the need for more recreational opportunities and events in Tama. Communities report higher levels of satisfaction with culture vitality. Expanding public art and recreational opportunities will enhance Tama's small town feel. Tama's diversity is a strength. Communal events celebrating the mosaic of people in Tama will create a sense of belonging for all.

Goal 5: Provide adequate local infrastructure that serves existing and future development
 Laying utility lines in areas identified for future residential development will make their development easier to achieve. The community identified the need to install more light fixtures in parks and on trails. Expanding and updating city lighting will enhance community aesthetics. Raising the levee to the 1% chance flood with assistance from FEMA and raising a bond will protect the community enable further mitigation efforts.

ACKNOWLEDGEMENTS

The Planning Team thanks the residents of Tama for participating in the comprehensive planning process. We also thank the following people and groups listed to the left. Without everyone's insights and contributions this plan would not have been possible.

PLAN VISION STATEMENT

Using public opinion and fact-based evidence, Tama will create a vibrant and resilient economy that provides opportunities for all, meeting the community's housing needs, develop alternative transportation systems, make long-term zoning and capital improvement decisions, protect the natural environment, promote a vibrant culture by enhancing public health, and cultivate positive relationships with its neighbors throughout the region in an ongoing process.

COMMUNITY ENGAGEMENT

STAKEHOLDER ENGAGEMENT	PUBLIC WORK SESSION
FACEBOOK MARKETING	ZOOM PUBLIC ENGAGEMENT

Prepared by: Tama Comprehensive Planning Team

Members: Tunastacia Blinte Alam, Alex Broadshaw, Harrison Freund, Victoria Halloran, & Peterson Wynn Hsu



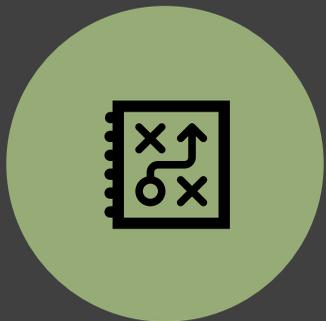
PLANNING THEORIES



Rational Planning



Participatory Planning



Scenario Planning



Quality of Life

WINTER SURVEY



WINTER SURVEY OVERVIEW & RESULTS

- Overview:
 - 13 Questions
 - Conducted via Facebook (online) and in City Hall (paper version)
 - Available from December 13, 2019 – January 31, 2020
- Results:
 - No paper responses
 - 107 complete online responses
 - Skewed:
 - Female
 - 20-45 years old

WINTER SURVEY KEY TAKEAWAYS



~55% FAVORED CONSOLIDATING TAMA AND TOLEDO



HOUSING AFFORDABILITY AND QUALITY SEEN AS THE TWO TOP HOUSING ISSUES



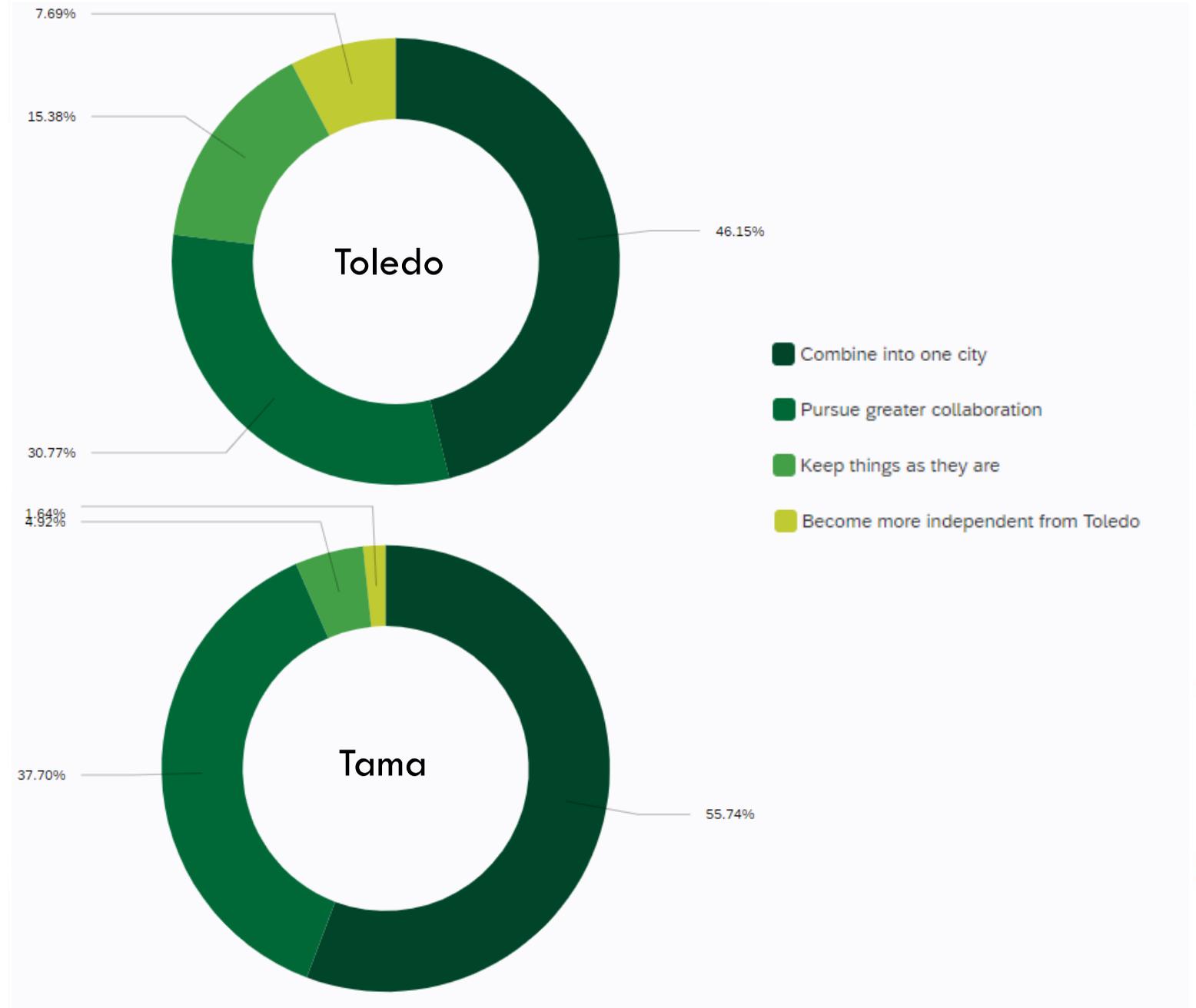
RESIDENTS WANT LIGHTING IN PARKS AND ON TRAILS



SOUTH TAMA AND RESIDENTIAL AREA NEAR LINCOLN HIGHWAY BRIDGE SEEN AS FLOOD ZONES

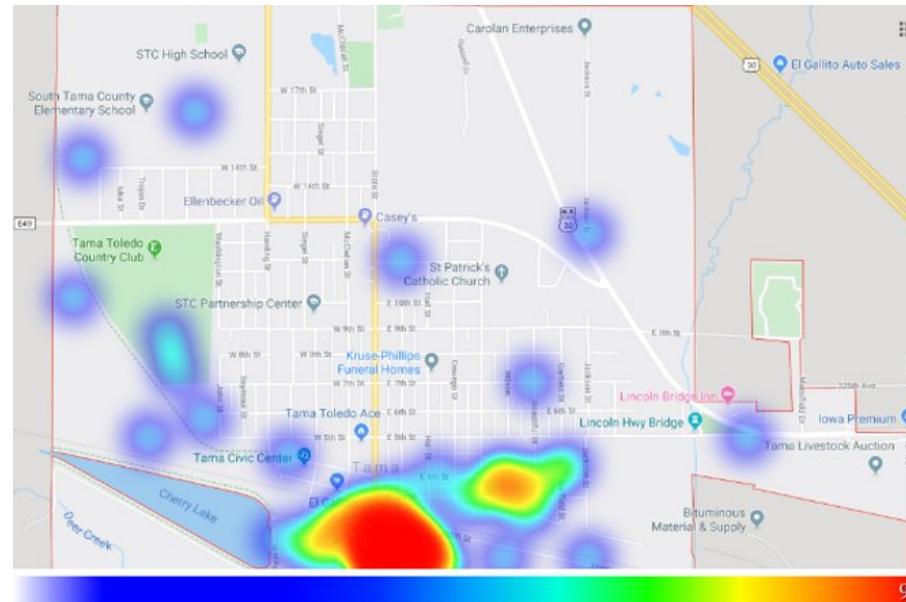
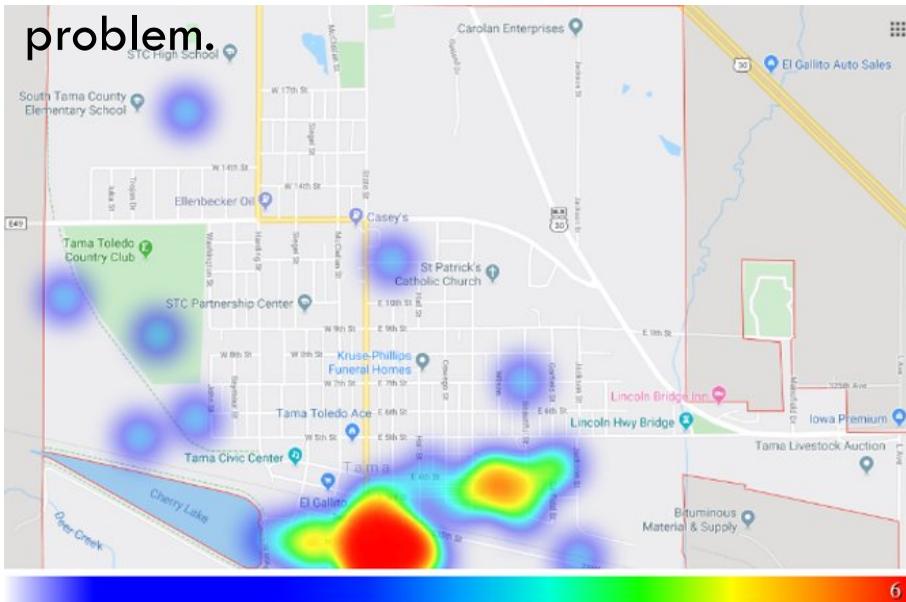


RESULTS FROM TAMA AND BEYOND TAMA WERE SIMILAR



WINTER SURVEY RESULTS (EXPANDED)

Q12: Environmental concerns on the map below, please click on areas where you know flooding is a problem.



**MORE ON
PUBLIC
ENGAGEMENT**



FALL PUBLIC ENGAGEMENT MATERIALS

Shape the Future of Tama

PUBLIC WORK SESSION

What is Important to YOU?

Date: October 23
Time: 6:00 pm - 7:30 pm
Location: City Hall
(305 Siegel St., Tama, IA)

PIZZA will be provided for all in attendance!

Oh Yes! IT'S FREE

The City of Tama is creating a long-term comprehensive plan that will provide guidelines and recommendations for economic development, housing, future land use and more.

City of Tama, Iowa
Office of Outreach and Engagement
School of Urban & Regional Planning

Dé forma al futuro

SESIÓN DE TRABAJO PÚBLICO

¿Qué le importa a usted?

Fecha: 23 Octubre
Hora: 18:00 pm-19:30
Ubicación: Ayuntamiento de Tama
(305 Siegel St., Tama, IA)

Habrà pizza para los que asisten

Oh Yes! IT'S FREE

La Ciudad de Tama está haciendo un plan integral a largo plazo que dará pautas y recomendaciones para el desarrollo económico, el alojamiento, el uso del suelo y más.

City of Tama, Iowa
Office of Outreach and Engagement
School of Urban & Regional Planning

Ciudad de residencia: Tama Toledo Otra

¿Dónde trabaja usted? _____ Una cosa que cambiaría en mi comunidad es ...

Género: _____

Edad: _____

La MEJOR cosa sobre mi comunidad en una palabra es ...

Home Town: Tama Toledo Other

Where do you work? _____ One thing I would change about my community is ...

Gender: _____

Age: _____

The BEST thing about my community in ONE word is ...

Home Town: Tama Toledo Other

Where do you work? _____ One thing I would change about my community is ...

Gender: _____

Age: _____

The BEST thing about my community in ONE word is ...

Home Town: Tama Toledo Other

Where do you work? _____ One thing I would change about my community is ...

Gender: _____

Age: _____

The BEST thing about my community in ONE word is ...

School of Urban & Regional Planning
Office of Outreach and Engagement

City of Tama 2040 Comprehensive Plan

Thank you to those who stopped by to chat with our team at the football game last night. We had a great time getting to know the community!

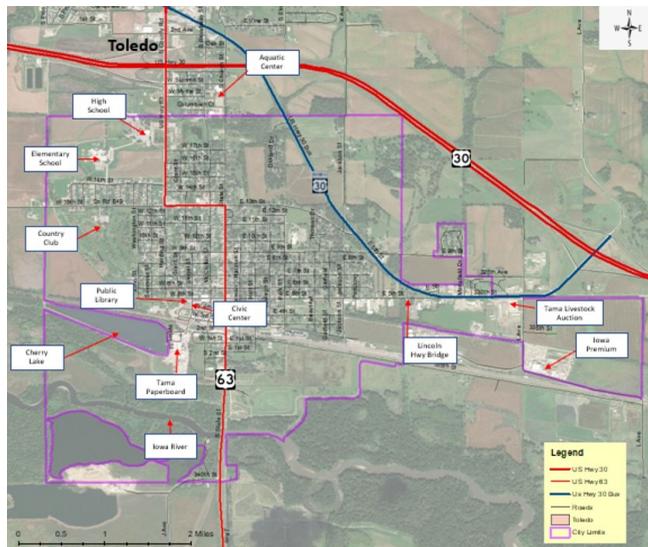
City of Tama, IA
Government Organization

Community

Page Transparency

Related Pages

City of Tama, IA
Meskwaki Tribal Museum
Magenta Events, BD



City of Tama, Iowa

Please place a dot on the map on locations of things and places in the City of Tama that:

You find enjoyable and fun **GREEN**

You feel could be improved **RED**

And places where you spend the most leisure time away from home

OTHER COLORS

City of Tama, Iowa
Office of Outreach and Engagement
School of Urban & Regional Planning

“CHIP GAME” EXAMPLES



CHIP GAME: TEAM 1

West Branch, IA



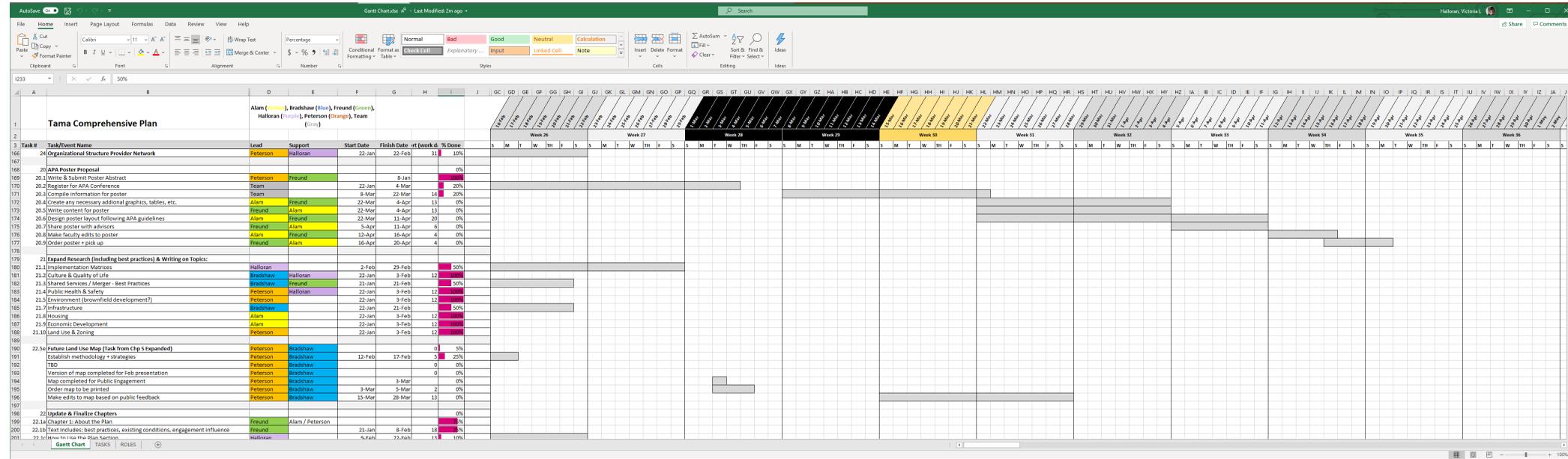
CHIP GAME: Credit - Confluence

West Branch, IA

TIME
MANAGEMENT
TOOLS

TOOLS TO KEEP ON TRACK

Gantt Chart



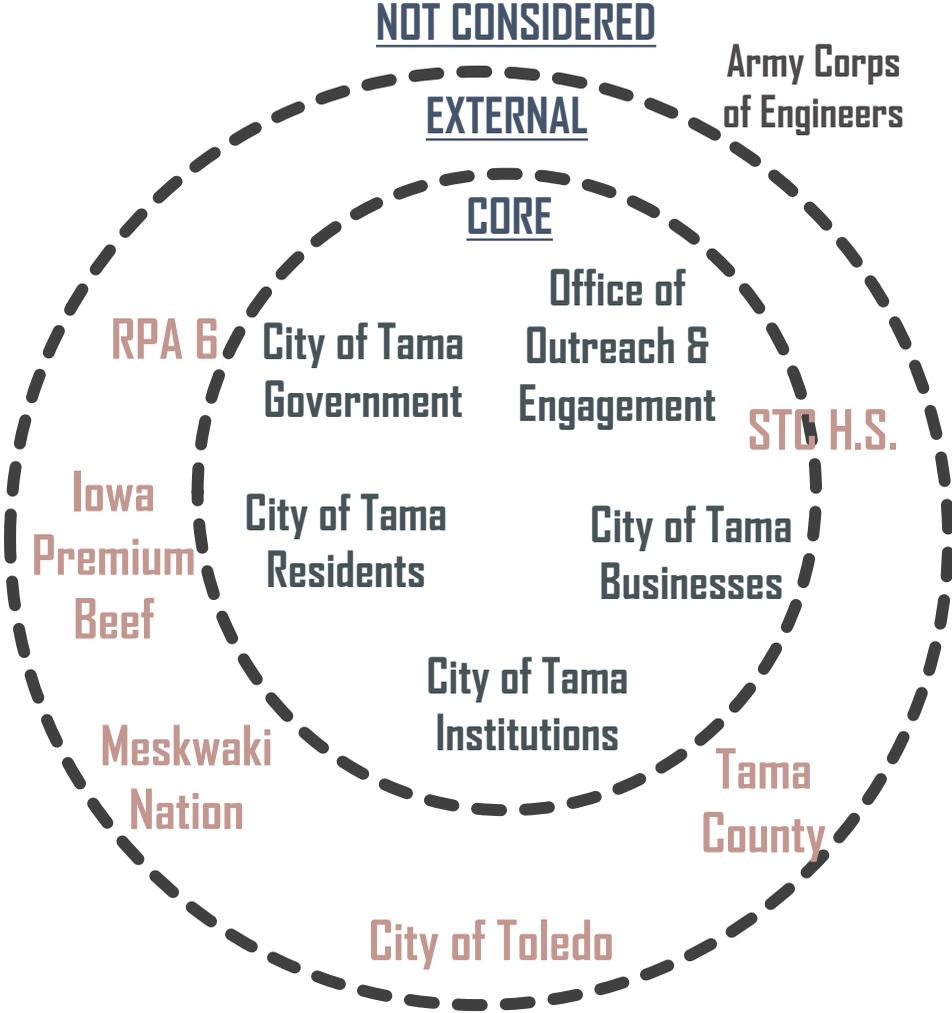
Weekly Tasks List

Week	Task	Lead	Support	Start Date	Finish Date	% Done
Week 1: Jan 15 - 25	Finalize Work Plan (TEAH)	TEAH				
Week 2: Jan 26 - Feb 1	Select date for public event (TEAH)	TEAH				
Week 3: Feb 2 - 8	Finalize date for public event (TEAH)	TEAH				
Week 4: Feb 9 - 15	Work on form of funds for public event & promotion (TEAH+VA)	TEAH				
Week 5: Feb 16 - 22	Develop activities for event (TEAH+VA)	TEAH				
Week 6: Feb 23 - 29	Develop materials for public event (VA)	VA				
Week 7: March 1 - 7	Promote Event	TEAH				
Week 8: March 8 - 14	Public Event (Tentatively March 14)	TEAH				
Week 9	(TEAM) Buffer Week: Use to catch up on any needed editing, writing, etc.	TEAH				
Week 10: March 22 - 28	Summarize public event findings (write and make presentation slides) (March 23 - TBD)	TEAH				
Week 11: March 29 - April	Report to Draft (4/6)	TEAH				
Week 12: April 5 - 11	Organize and layout information for final presentation (TBD)	TEAH				
Week 13: April 12 - 18	Report 2nd Draft (4/22)	TEAH				
Week 14: April 19 - 25	Practice for final presentation (TBD)	TEAH				
Week 15: April 26 - 31	Participate in URP Advisory Board (TBD)	TEAH				
Week 16: May 2 - 9	Final Presentation for Project Partner (TBD)	TEAH				
Week 17: May 10 - 16	Report: Final Draft (5/13)	TEAH				

ADDITIONAL RESOURCES



STAKEHOLDER ENGAGEMENT



IDENTIFYING BEST PRACTICES FOR SHARED SERVICES

IBM Center for The Business of Government

- A County Manager's Guide to Shared Services in Local Government (2013)

Princeton University: Woodrow Wilson School of Public and International Affairs

- Municipal Consolidation Case Study: An Evaluation of the Princeton, NJ Borough-Township Consolidation Transition Process (2013)

Cornell University: Department of City and Regional Planning

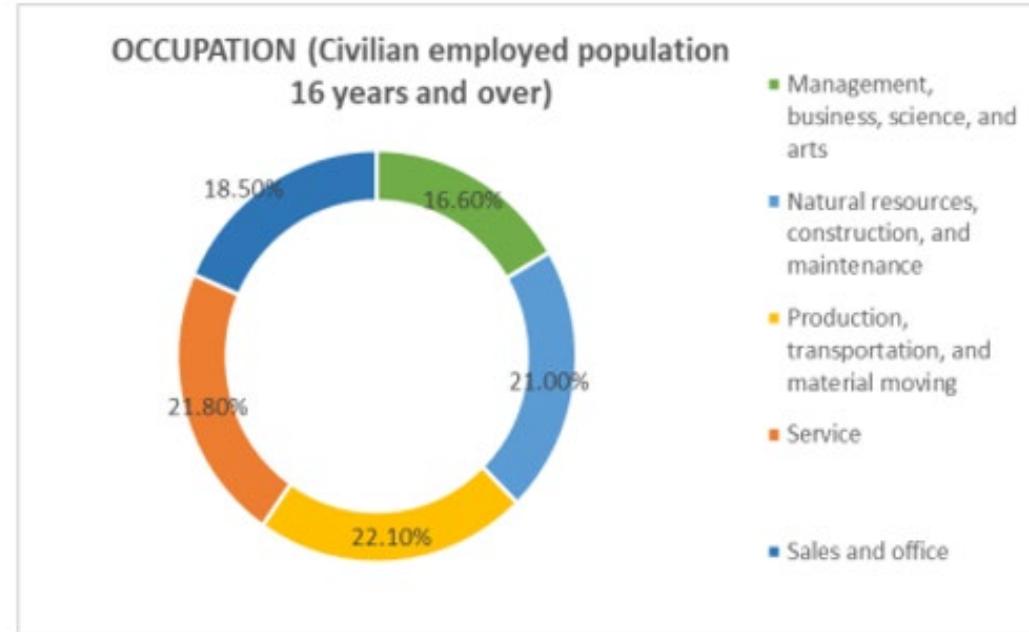
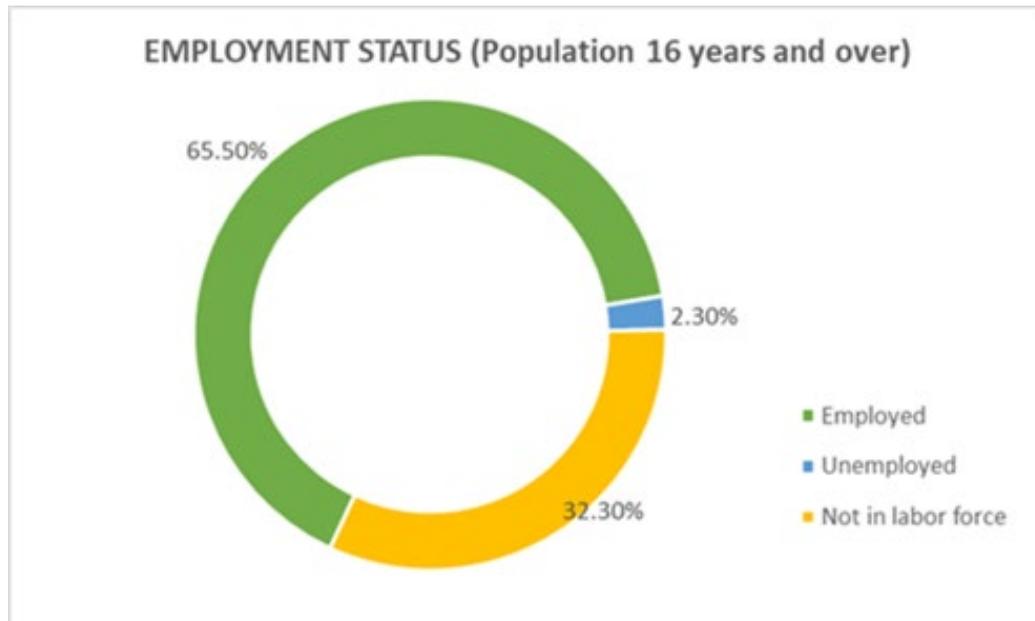
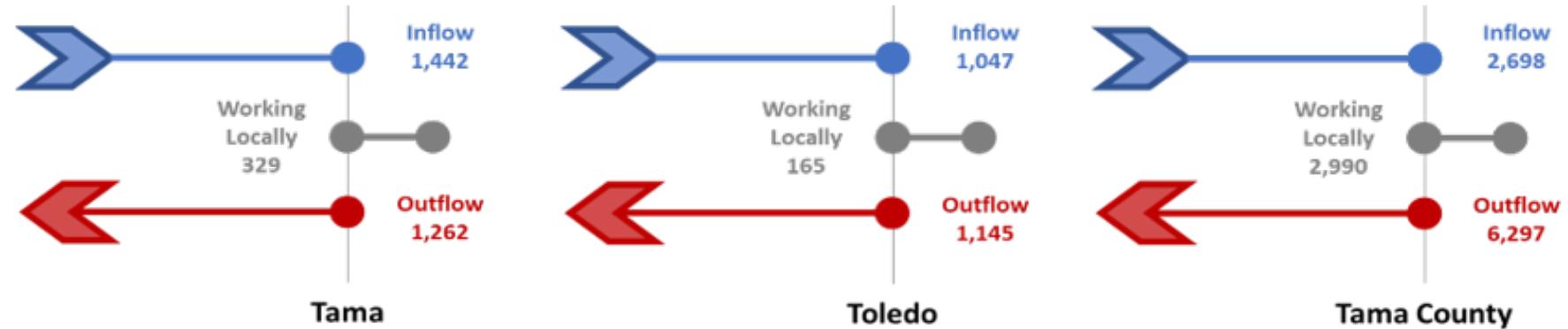
- Shared Services in New York State: A Reform That Works (2013)

LabGov.City

- Collaboration in Cities: From Sharing to 'Sharing Economy' – The New WEF Whitepaper (2018)

EMPLOYMENT & JOB OPPORTUNITIES

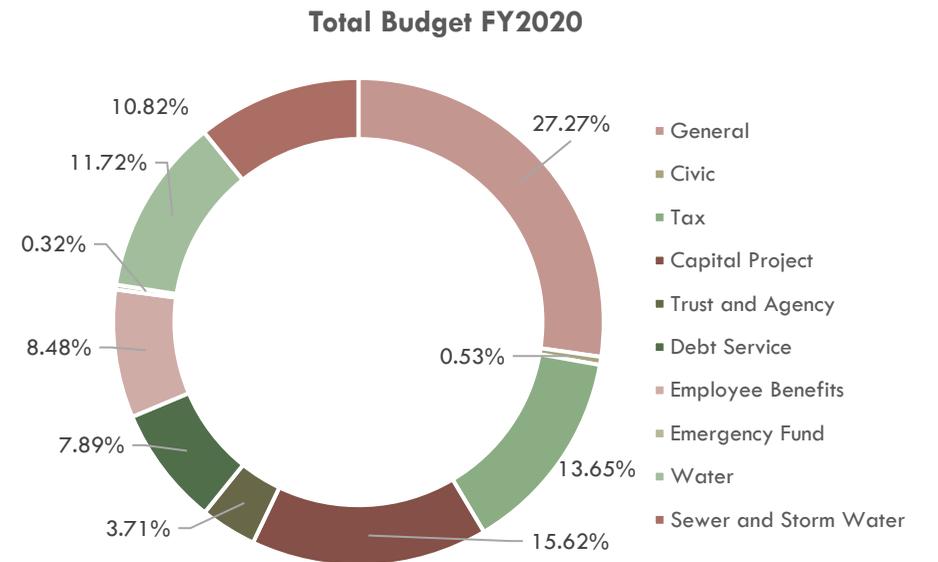
- Employers
- Worker Community Flows
- Entrepreneurial Opportunities



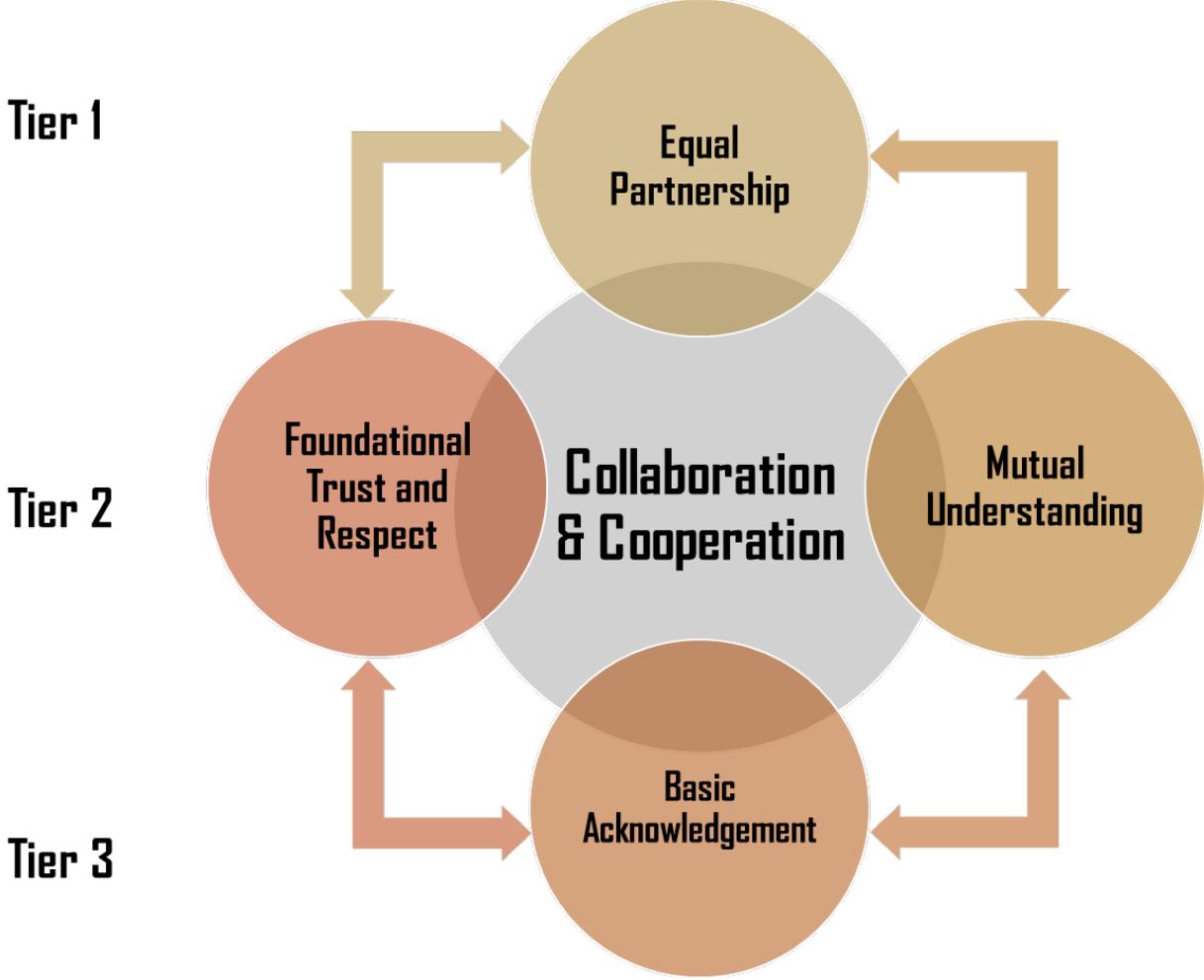
FY20 BUDGET

Function	Amount	%
Police	\$ 400,150.00	28.00%
Fire	\$ 62,400.00	4.37%
Ambulance	\$ 233,665.00	16.35%
Infrastructure	\$ 143,142.00	10.02%
Waste Management	\$ 73,021.00	5.11%
Water, Air, Mosquito Control	\$ 11,225.00	0.79%
Library	\$ 134,530.00	9.41%
Parks & Recreation	\$ 75,270.00	5.27%
Cemetery	\$ 37,220.00	2.60%
Community and Economic Development	\$ 127,000.00	8.89%
Admin	\$ 122,550.00	8.57%
Transfer Out	\$ 9,000.00	0.63%
General	\$ 1,429,173.00	
Civic Center	\$ 3,000.00	10.71%
Downtown	\$ 25,000.00	89.29%
Civic	\$ 28,000.00	
Employee Benefits	\$ 444,136.00	8.48%
Emergency Fund	\$ 16,814.00	0.32%
Road Use Tax	\$ 357,060.00	49.94%
Local Option Sales Tax	\$ 163,250.00	22.83%
TIF	\$ 12,712.00	1.78%
Tax Increment Iowa Premium	\$ 182,000.00	25.45%
Tax	\$ 715,022.00	

Function	Amount	%
Trust and Agency	\$ 194,200.00	3.71%
Debt Service	\$ 413,200.00	7.89%
Capital Project	\$ 402,000.00	49.13%
Capital Project - Community Development	\$ 39,500.00	4.83%
Capital Project - Reserve	\$ 176,775.00	21.60%
Capital Project - Bridge	\$ 200,000.00	24.44%
Capital Project	\$ 818,275.00	
Water Fund	\$ 561,900.00	91.49%
Water Revenue Bond	\$ 52,235.00	8.51%
Water	\$ 614,135.00	
Sewer Fund	\$ 446,665.00	78.76%
Sewer Replacement	\$ 20,000.00	3.53%
Sewer Rehabilitation	\$ 25,000.00	4.41%
Sewer Revenue Bond	\$ 55,440.00	9.78%
Storm Water Management	\$ 20,000.00	3.53%
Storm Water	\$ 567,105.00	
Total	\$ 5,240,060.00	



THE PRINCIPLES OF EQUAL PARTNERSHIP



MIXED USE



- A type of structure that includes multiple uses. Most often it has residential and commercial within the same building, where retail is on the ground floor and dwelling units are above. It can also include cultural, entertainment, parking, transportation, hotel, and retail uses.