

CITY of WEST LIBERTY

Comprehensive Plan Update

ADOPTED

November 15th, 2016

PREPARED by



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Comprehensive Plan Update

City of West Liberty

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West Liberty City Hall Photo: Authors

Acknowledgements

HBK would like to thank City Staff and City Council members for their guidance throughout this process. The involvement of local civic groups, non-profits, and community members and leaders made this process successful. We extend our deep gratitude to all of those that participated in the community meetings, shared their experience with us at events, and posted ideas to our website.

We would also like to thank the following for their involvement:

- Iowa State Extension and Outreach Office
- League of United Latin American Citizens (LULAC)
- Lions Club
- Muscatine County Fair
- Rotary Club
- Trees Forever
- West Liberty Chamber of Commerce
- West Liberty Community Center
- West Liberty Economic Area Development (We Lead)
- West Liberty Foods
- West Liberty Planning and Zoning Commission

And to Gloria Zamora, our heartfelt thanks for your clear commitment to your community, all of your assistance with outreach and providing Spanish translation for all aspects of this plan.

HBK Staff: Brian Boelk, Vanessa Fixmer-Oraiz, Alison Krick, Steve Long



Image from West Liberty's 2016 Latino/ Children's Festival.

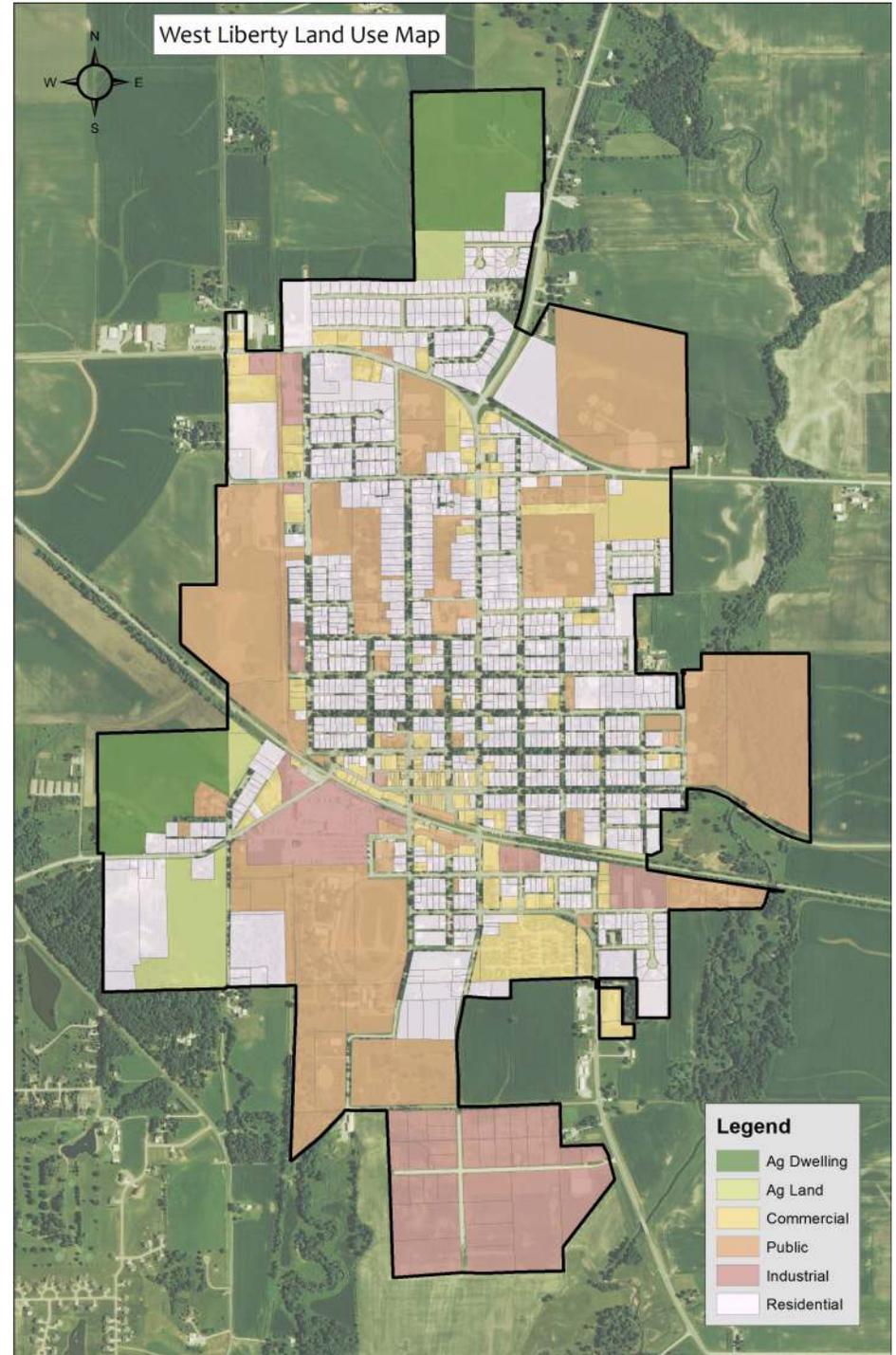
Photo: Gloria Zamora; Photo Re-imaging: Authors

Introduction

This Comprehensive Plan Update aims to address the changes that have occurred since the last Comprehensive Plan was written in 2006. This plan update has come to pass at a time when the City has seen some significant changes and is seeking to establish a long-term plan for some of their larger projects and updates.

Recent elections resulted in an all-female City Council, one of the few in Iowa, and each have brought to the table her own ideas and a fresh perspective. There are several active civic groups that contribute time and financial resources to the community, including the League of United Latin American Citizens (LULAC), the Lions Club, the Rotary Club, and the West Liberty Youth Dream Catchers. The West Liberty Schools District continues to successfully provide a bilingual curriculum at the elementary, middle, and high school levels. In the past year a new multi-family development was built and its success has spurred proposals for additional development opportunities.

The purpose of this plan is to analyze current land use patterns, infrastructure and services, and provide recommendations for the City's Capital Improvement Plan. Included in this process was an extensive public participation campaign that drew in residents, businesses, and community leaders from all sectors of the City. Additionally, an analysis of past planning efforts provides a foundational pathway for the City's transportation, recreation, housing, and City services.



During the planning process, City Council and City Staff completed a survey to craft a Mission Statement and Vision that exemplify present-day West Liberty. Based on their collective responses, the following statements were formulated:

Mission Statement

“West Liberty strives to provide a safe, clean, healthy and productive town that practices transparency and efficiency in governance.”

Vision

“We are a community that prides itself on embracing cultural diversity and investing in the future of our town. Our greatest assets lie in the success of our youth, the strength of our neighborhoods, and our commitment to honesty and open-mindedness.”

A Mission Statement and Vision must be more than just words, they must align with actions that drive City leadership to ensure health, safety, and welfare for all. One action step is the creation of this Comprehensive Plan, which seeks to assess current assets and to steer future growth in an equitable and efficient manner. HBK staff have heard from several community members and have witnessed the desire from leadership to listen and find ways to provide services and infrastructure that meet citizen’s expectations.

It is the hope of HBK staff that this document can be used as a reference for City leadership while they navigate future growth over the next ten years.



Word Cloud exhibiting City Council and City Staff’s response to the question: “What Core Values do you believe embody West Liberty today?”

Community Profile

West Liberty's community profile is comprised of updated information regarding population, income, education, housing, and employment. The data for this profile is courtesy of the 1950-2010 Censuses and the 2014 American Community Survey. In order to provide context for West Liberty's demographic information, comparisons are made between West Liberty and other areas, such as Muscatine County, Iowa, and Iowa cities that are similar to West Liberty. Qualifications for similar cities are a population of 3,000 to 8,000 and have a meat packing company within the city. Denison, Orange City, Perry, Atlantic, and Sioux Center are the cities chosen for comparison based on the stated qualifications. The table at the end of this section is a complete listing of the socio-economic data about West Liberty used for this community profile.

Population

West Liberty has historically seen fairly consistent growth as extrapolated from the 1950s Census data (Figure 1). The 2010 Census indicates that the population of West Liberty was 3,736 people, which was a 12.12% increase from the 2000 population of 3,332 people. The population of West Liberty has been consistently increasing by about 32 people per year for the last decade. Denison, Orange City and Sioux Center experienced similar increases in population from the 2000 to the 2010 censuses, ranging from 17% to 8%.

West Liberty is located in Muscatine County and is 8.7% of the county's population. Of the eleven cities within Muscatine County, West Liberty had the third highest rate of increase, at 12.12%, in the county over the last 10 years. The city of Fruitland had the highest and Blue Grass the second with 38.98% and 24.21% increases respectively.¹



Residents enjoying Kimberly Park. Photo: Authors

Population Trends

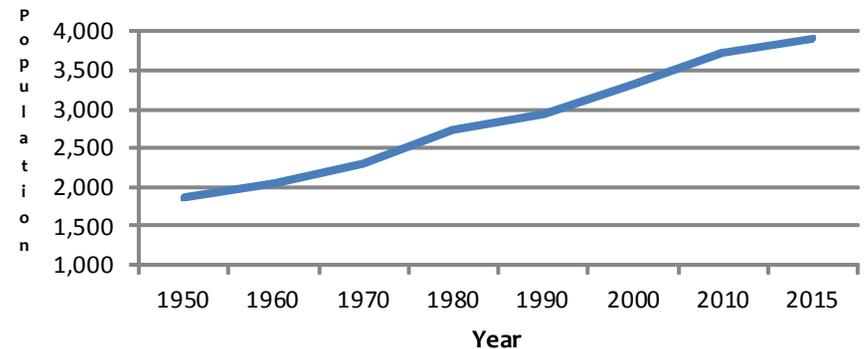


FIGURE 1 Sources: 1950, 1960, 1970, 1980, 1990, 2000, 2010 U.S. Census Bureau, Woods and Poole Projections

¹ Only 16 of Blue Grass's 1169 residents live within the boundaries of Muscatine County, the rest of the population is located in Scott County

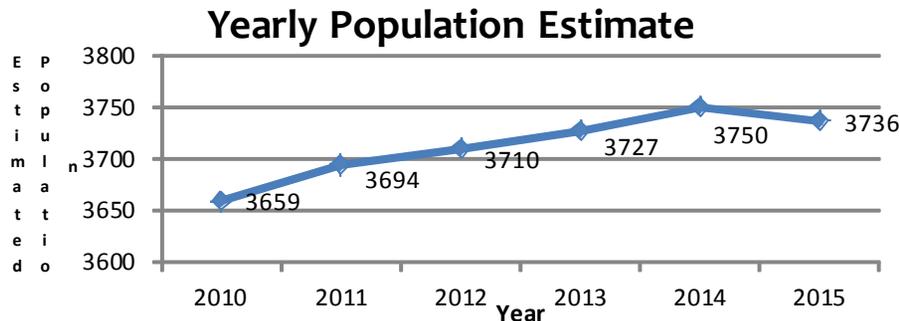


FIGURE 2 Sources: 2010-2014 American Community Survey 5-Year Estimate, 2015 Population Estimates

The City’s average yearly population increase from 2010 to 2015 is 0.43% (Figure 2). And the net percent increase from 2010 to 2015 is 2.1%. The overall increase in population on a yearly basis for West Liberty is small in comparison to Muscatine County’s 2010-2015 percent increase of 5.7%.

Race

West Liberty has a diverse population considering its size and location, although the racial make up has changed in the last decade. 71.2% of the population identified as White/Caucasian, which is a lower percentage than most lowan cities. The state of Iowa has 3,046,355 people and 91.3% of them identify as White/Caucasian and roughly 20 cities in Iowa have a White/Caucasian population that is less than 80% of their entire population.

Minority Population

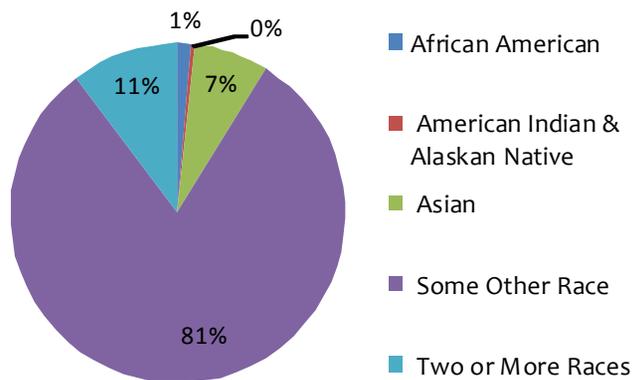


FIGURE 3 Source: 2010 Census Bureau

The minority population in West Liberty decreased from 33% in 2000 to 28.8% in the last census. West Liberty has no Native Hawaiian or other Pacific Island population and rapidly decreasing populations of American Indian, Alaskan Native and Asian races. All of these race identities follow the same trend from 1980 to 2010. They increased greatly in 1990 and remained consistent in 2000 and have since dropped. In 2000 there was 14 people who identified as American Indian and Alaskan Native and the 2010 Census revealed only 3 remain. 118 Asian-associating people resided in West Liberty in 2000 and only 78 remain in 2010. According to Esri’s Demographic and Income Profile (**Appendix A**), the minority percentages are expected to continue to increase. They also predict the Asian population reaching 128 by 2021. Figure 3 illustrates the minority population by race.

Hispanic and Latino ethnicity is considered separate from race and can include people who have identified as any of the race categories. 52.2% of the entire population of West Liberty acknowledged having some Hispanic or Latino ethnicity, which is a high number and a unique characteristic of West Liberty. It is the second highest percentage of Hispanic/ Latino population within Iowa. Conesville, Iowa, in Muscatine County, is the only city higher with 63%. About 12 cities in Iowa had a Hispanic/Latino percentage higher than 30%. The Hispanic and Latino ethnicity in West Liberty is growing as well, from 1,349 people in 2000 to 1,951 in 2010. This is a growth of 60 people per year and is double the growth of the overall population of West Liberty, which has been growing at that same rate since the 1990 Census. Figure 4 depicts the Hispanic and Latino Ethnicity population as a percentage of West Liberty.

West Liberty Hispanic/Latino Population

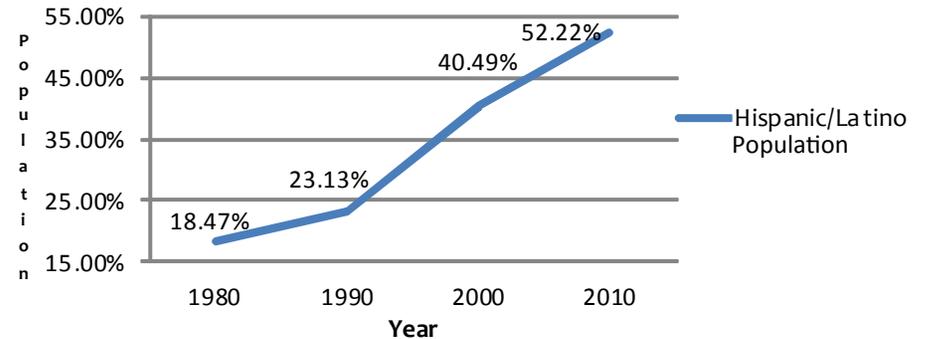


FIGURE 4 Source: 1980, 1990, 2000, 2010 U.S. Census Bureau

West Liberty Community School District

In 1998 The West Liberty Community School District (West Liberty CSD) was the first in Iowa to introduce a dual language program for English and Spanish. It began with pre-kindergarten and kindergarten and reached all grades through 12 by 2002. Since the program was not finished being implemented until 2002, it's impact would not be seen in the 2000 Census but reflected in comparison to more recent data. The program could be one of the reasons that West Liberty's Hispanic/Latino population has continued to increase despite minority decreases. This can also explain the diversity within the school district.



West Liberty Early Learning Center. Photo: Authors

In October of 2010, West Liberty CSD released information about their enrollment demographics. It showed that 52.86% of the school's population was Hispanic while the other minorities totaled to 3.9%. The dual language program has benefited the school greatly as it also showed that 24.52% percent of students learned English as a second language and 37.52% of students were a part of the dual language program.

The language percentages of the community have also changed since the dual language program was introduced. In 2000 61% of West Liberty spoke only English and now only 49.9% speak only English, according to the 2014 American Community Survey. This difference is accounted for with the increase in the Spanish speaking population which went from 35% in 2000 to 47.4% in 2014. Both Indo-European and Asian and Pacific Island languages have decreased mimicking the decrease in population of those minorities. West Liberty is unique with its growing population of Hispanic/Latino along with Spanish speaking citizens which can be attributed to the introduction of the dual language program.

Gender and Age

Over time the gender split of West Liberty has proven to be consistent. For the 1980 and 1990 censuses it was 48% male and 52% Female, and for the 2000 and 2010 censuses it was 50% for both. Although in 2000 it leaned more male by less than a percent, which is the only time West Liberty was comprised of more men than women. Figure 5 is the 2010 population of West Liberty by age and gender.



The Southern Poverty Law Center describes Culturally Sensitive Communication as a key component of Family and Community Engagement. Linguistic diversity is one element that opens doors for promoting inclusiveness and equity within schools and home life.

West Liberty Population by Gender and Age

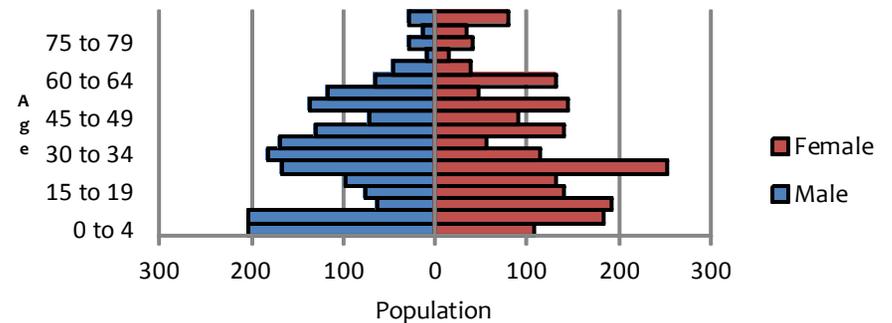


FIGURE 5 Source: 2010 U.S. Census Bureau



Picture: West Liberty High School Track. Authors

The largest age group in West Liberty is 25 to 29, followed closely by 5 to 9. The median age of West Liberty has slowly risen, starting at 31 in 1980 and increasing to 32.8 in 2010. The median age in Iowa is 38 and Muscatine County's is 38.2. Meaning a majority of the people of West Liberty are younger than half the people in the county and the state. It has the third youngest median age in Muscatine County, Blue Grass and Conesville are both 29. Therefore West Liberty is a relatively young community for its location.

Two factors that influence a population's median age are life spans and birth rates. Higher median ages typically require longer life spans and lower birth rates. While West Liberty does have long life spans, shown by the large population above 80, it has also continued to have a large population younger than 19, which has kept the median age lower. This may not be an indicator of high birth rates, but another result of the dual language program in West Liberty schools. As the second largest population age group is 5 to 9 and the third largest is under 5. These age groups are also some of the ranges that experienced over 100% increase from 2000 to 2010. As most of these children were born around or after the program was put in place, it is possible parents and guardians have chosen the West Liberty area specifically for the school district.

Trends and Projections

Previous projections show a 2010 population range of 3,450-3,576 which the actual population exceeded. This is reflected by West Liberty’s continually increasing rate of change of population.

	2000	2010	2015	2020	2025	2030	2035	2040
Muscatine County - Woods*	41,796	42,760	43,453	44,225	45,037	45,863	46,698	47,547
City of West Liberty - Woods**	3,332	3,736	3,911	3,980	4,053	4,128	4,203	4,279
City of West Liberty - Trends***	3,332	3,736	4,051	4,366	4,681	4,996	5,311	5,626

* Woods and Poole Economics, Inc. ** Rate of change in proportion to Muscatine County based on Woods and Poole Projection *** Trend Line Analysis

Peer City Comparison

Comparing West Liberty to other communities in Iowa that are similar can help determine it’s relative strengths and challenges. The criteria used in selecting comparison cities were:

1. Presence of a meat packing company within the city
2. Rural setting (population between 3,000 and 8,000).

Using the above qualifications, the Iowan cities chosen are: Denison, Orange City, Perry, Atlantic and Sioux Center.

City	Population	% Non-White	%Hispanic/ Latino	Median Age	Median Household Income	% of Families in Poverty Status
West Liberty	3,736	28.8	52.2	32.8	\$42,772	16.7
Denison	8,298	29.4	42.1	32.6	\$45,366	25.8
Orange City	6,004	6.8	7	31.1	\$62,273	7.8
Perry	7,702	20.9	35	34.2	\$45,691	14.2
Atlantic	7,112	3	2.6	44.9	\$38,902	14.1
Sioux Center	7,048	8.4	13.1	27.4	\$64,238	5.7

When compared with the selected cities West Liberty proves to have the highest Hispanic or Latino population and the second highest percentage of Non-white citizens. West Liberty has the second highest percentage of families falling within the federal poverty status. That percentage of the majority of the cities doubled since 2000. The Great Recession in 2007 can be seen as cause for the drastic change across all the cities. The poverty level of the United States increased from 9.1% to 15.3% between the 2000 and 2010 Censuses showing that the impact was nationally felt.

Employment

The current work force of West Liberty consists of 1,677 people, 884 are male and 793 are female. The largest occupational category in that captures 37% of the workforce is ‘Production, Transportation, and Material Moving’. The next two highest categories are ‘Management, Professional, and Related Occupations’ and Sales and Office Occupations’ with 21.4% and 20.4% respectively.

The top three largest industries in West Liberty account for about 75% of the population. ‘Manufacturing’ is the largest industry with 37.6% of the population and ‘Educational, Health, and Social Services’ is the second largest with 24.69% of the population. These figures make sense considering the two largest employers in West Liberty are West Liberty Foods, which is a major turkey producer, and West Liberty Community School district, which hires teachers and administrators. The other major employers include: Simpson Memorial Home, City of West Liberty, All-American Concrete, Florilli Transportation, and Liberty Communications.

Income

The per capita income of West Liberty in 2010 was \$16,502. This is a slight increase from the 2000 Census, but 31% smaller than the per capita income of Muscatine County. West Liberty experienced a 13% increase in median household income from \$37,925 to \$42,772 according to the 2010 Census. Based on the 2014 American Community Survey, the median household income has risen to \$50,601. Both the 2010 Census number and 2014 ACS estimate are less than the US Inflation calculation projection of the 2000 median household income. There are 120 people with retirement income, and it averages to \$13,223 a person.



West Liberty Foods Market. Photo: Authors

Education

The 2014 American Community Survey reported that 27.5% of the population is currently enrolled in school from nursery and preschool to college and graduate school. In West Liberty there are 2,350 people that are 25 years and older. Of that group, 446 people achieved a college degree (Associate, Bachelor, Graduate or Professional). This is also the number of people who achieved less than a 9th grade education. The largest category of educational attainment is the 738 people who achieved a high school graduation (including equivalency). Overall, 75.3% of the age bracket are high school graduates or higher, which is lower than the Muscatine County percent of 85.1%, Iowa percent of 91.3%, and US standard of 86.3%. Figure 6 depicts the percentages of people over 25 and their educational attainment by gender. Male and Female education levels follow the same pattern of percentages except for the high school graduate category. There are twice as many females that have achieved a high school degree (including equivalency) as males.

Housing

As of 2010, there are 1,316 housing units. This is an 8.5% increase from the 2000 Census information. The majority of housing units are owner occupied with 64.5%, 30.5% are renter occupied, and the remainder are vacant. Across the United States 12.5% of housing units are vacant. Within Muscatine County 9.1% of housing units are vacant. Since only 5% of West Liberty's housing units are vacant, they are around half national and county averages. A potential reason for this lower percentage is that buildings in West Liberty are well taken care of and not as readily condemned. Another factor in the number is that West Liberty is not building in excess but rather building to suit population demands.

Educational Attainment by Gender

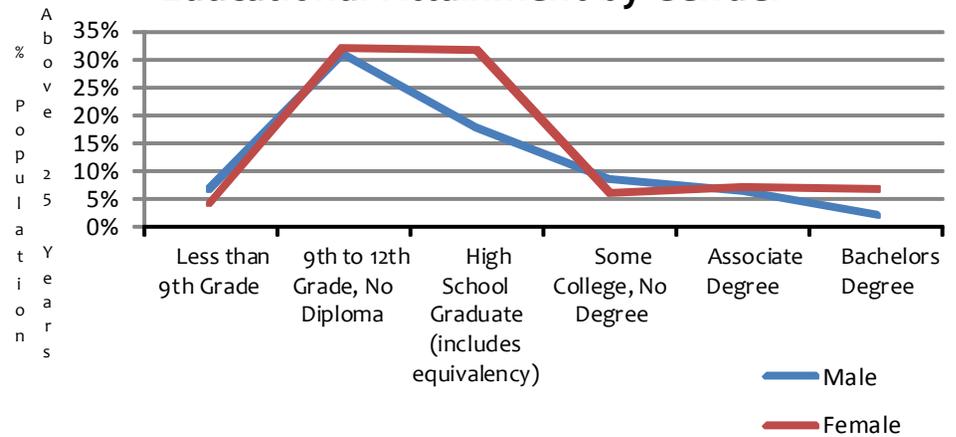


FIGURE 6 Source: 2014 American Community Survey



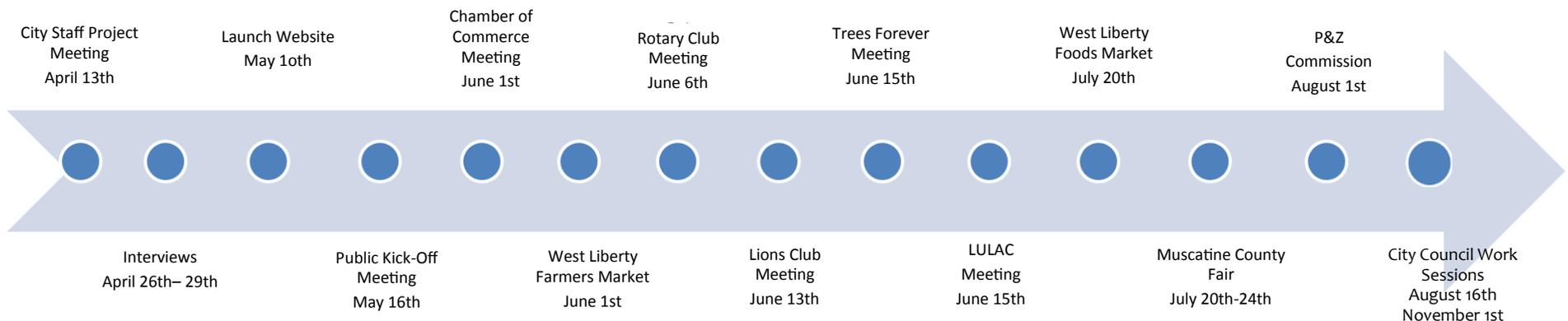
West Liberty home for sale, built in 1888. Photo: http://www.cbhrealty.com/Property/IA/52776/West_Liberty/315_E_4th_Street_104020165070

Public Participation

The creation of a Comprehensive Plan update necessitates public input from a diverse range of individuals: business owners, commercial retailers, community leaders, and local residents of all ages and abilities. In order to reach as many citizens as possible our team conducted a large kick-off meeting, facilitated focus groups, hosted interviews with local leaders, and set up displays at local events. The input we received directly informs the goals and objectives of this planning update and provided an opportunity for a diversity of residents to lend their thoughts and ideas to craft a vision for West Liberty.

Community Outreach– Inclusivity

Our community outreach strategy was crafted to be as inclusive as possible, and given that a large percentage of the community speaks Spanish, our team decided to utilize a three-prong approach to reach this population: all public documentation was translated into Spanish, a language translator was present at all large public meetings, and a language translation tool was made available on the project website. The language translation tool on the website provided translation to over 100 languages, which was intended to serve a diverse array of community members, such as the community’s Latino/a and Laotian population. We are grateful to our project partners and leaders in the community who assisted us with reaching out to this diverse community and provided translation assistance.

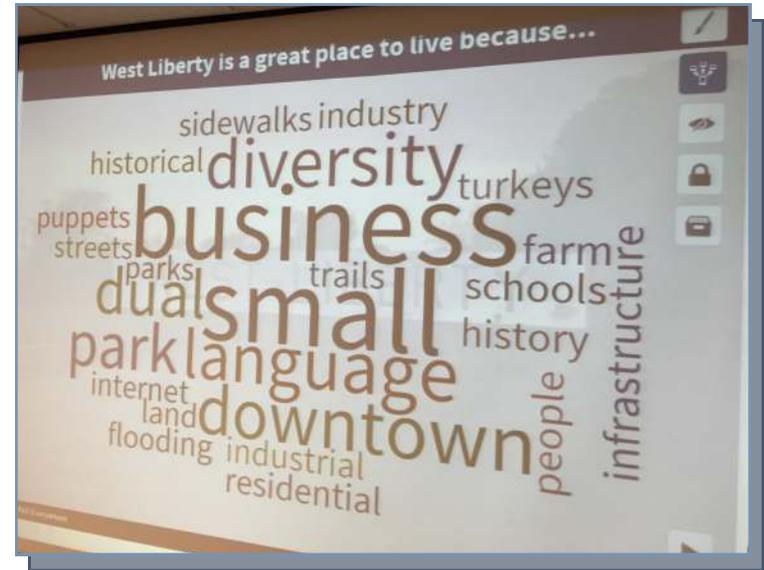


Website– wlcompplan.com

We wanted to create a place for the community to learn about this project, provide input, let the public know what events are coming up and show how folks can be involved. Our website accomplished all these goals and with the help of city staff and community leadership we experienced an incredible amount of interaction. Within two months we had over 1,000 visitors including daily traffic to our most popular page, “Great Ideas”, where people were asked to tell us their great ideas and we posted them to this page. This site was also linked to Facebook and Twitter where we posted pictures and live- tweets from our events.

Kick-off Meeting

A large public kick-off meeting was the first step in the process, which was well-attended by local residents, previous city staff and community leaders. Attendees were provided large maps at each table and then asked to write in comments and ideas on the city’s infrastructure, economy, parks system, downtown area, housing, and any additional areas of interest. Each table had different perspectives that are present in their resultant maps with suggestions ranging from “Bowling Alley needs to come back” to “Need new well and water tower.” All of this information provided important historical reference for many current projects and future ideas.



Top-Bottom: Attendees at the kick off meeting generated a word cloud by texting aspects of WL that they think makes it a great place to live during the initial presentation; Residents working together to identify areas of improvement on their maps.

Interviews

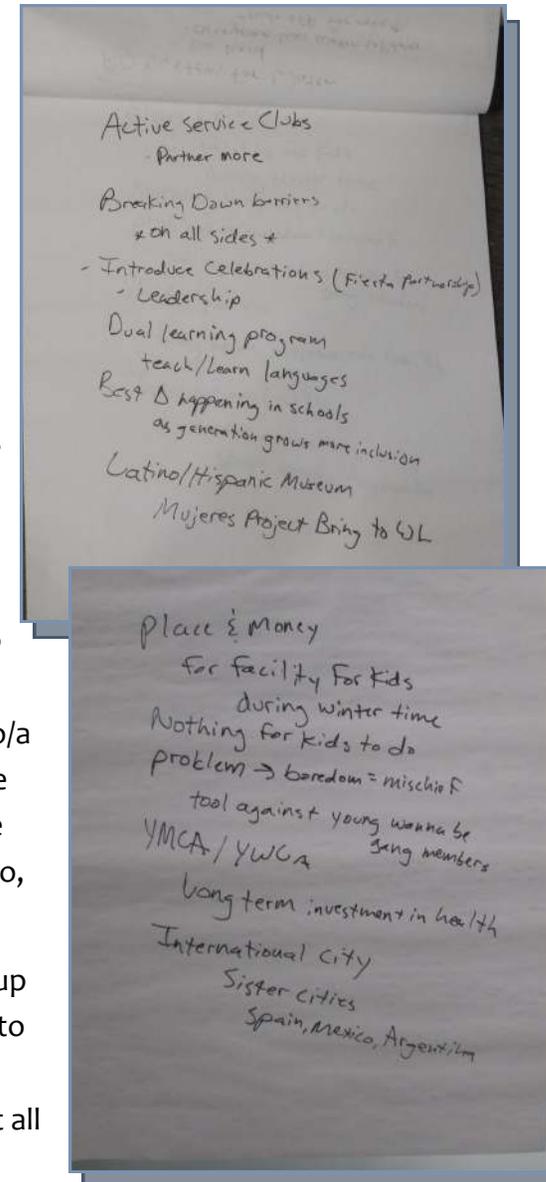
Following the momentum we garnered from the kick-off event, our team conducted several interviews with community leaders, faith leaders, city staff, and residents to gather more detailed information about West Liberty's opportunities and challenges. There were several common themes that emerged from these individuals, namely, the need for affordable housing options, a real desire to embrace and encourage cultural competency throughout the city, and a deep understanding of the economic and infrastructural challenges that West Liberty faces.

Focus Groups

Our team also held focus groups with local leadership groups, such as the Chamber of Commerce, the Rotary and Lions Clubs, the League of United Latin American Citizens, and Trees Forever. These smaller group settings enabled a more hands-on process that asked audience members to discuss specific improvements or ideas pertinent to their organization and its members.

We wanted to hear directly from Latino leadership groups in town, and thus hosted a focus group with the League of United Latino American Citizens' (LULAC) West Liberty Branch. This meeting provided us with ideas and concerns that members have regarding what it is like to live as a Latino/a in the community. Ideas discussed for making West Liberty feel more inclusive included: Introduce more Latino/a celebrations, a Latino/Hispanic museum, bring the Mujeres Latinas Project from the University of Iowa to town, and adopt an international Sister City from countries like Spain, Mexico, and Argentina.

Our Team also met with the Lions Club, the Rotary Club and the Chamber of Commerce. Each group provided input that was unique to their membership. For instance, the Lions Club members want to see an analysis of truck route options for farmers and industry utilizing larger vehicles. The Rotary Club was concerned with the involvement from the Latino community, and wanted to ensure that all community members were being represented in the plan. The Chamber of Commerce stressed historical preservation and increasing the trails system to assist with economic growth. Each group had concerns over the Industrial Park and how to best spur investment in that area.



Images of information captured on drawing boards used in focus groups.



Top to Bottom: People at the Farmers Market finding where they live on a map; Our information table at the Muscatine County Fair.

Events

The West Liberty Farmers Market features several vendors with offerings of food and beverages, as well as vegetables directly from their farm. The Farmers Market is sponsored and run by We Lead and is located downtown every Tuesday from 4-7 pm. This event appeals to a variety of residents and our staff set up a table with information about the project that included interactive boards, such as a map that had folks pin where they live. This type of interaction drew in young and old as they enjoyed finding their home and marking it on the map!

Recognizing that West Liberty has a large percentage of residents that work at the West Liberty Foods' turkey plant, we set up a booth at the Muscatine County Fair and the West Liberty Food Market to talk with folks that might not typically be able to attend meetings given their work schedule or might be reachable during a more recreational activity such as the County Fair. The West Liberty Food Market allows employees to purchase food items at a discount and is a popular shopping place for West Liberty Food employees that work second and third shift and are unable to attend regularly scheduled meetings.

The Muscatine County Fair attracts hundreds of people from around the county and offered our team an opportunity to not only engage with local residents, but those that frequent West Liberty for shopping, recreation, or in many cases visiting loved ones in elderly care facilities. We held a raffle and asked folks to fill out opinion cards to register for the prize— a \$25 gift certificate to Fred's Feed! Several people entered the contest and provided important feedback.

Public Input Data

Through each public participation event we were able to gather public input to inform the creation of this plan. As city leaders look to implement new projects, this document is an attempt to show where the public support lies. The following information breaks down each event and analyzes the overall data trend.

At the initial **Kick-Off Meeting** held in May of this year, we had over 40 people in attendance. To facilitate input from everyone, we grouped people into five or six and had them discuss and write down their experiences with several categories:

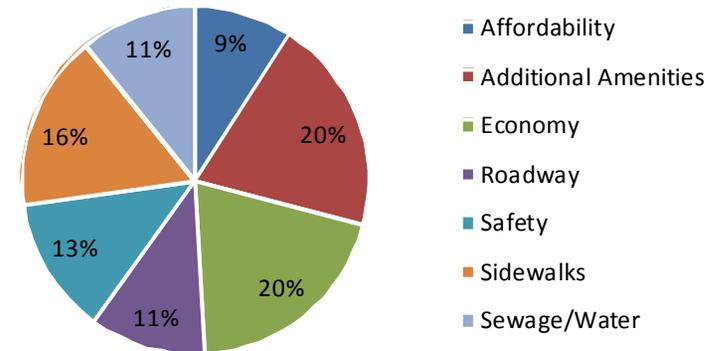
- City Infrastructure/ La Infraestructura de la Ciudad
- The Downtown Area/ La Zona Céntrica
- Economic Development and Business/ Del Desarrollo Economico y Negocios
- Housing/ Alojamiento
- Parks/ Recreation /Trails/ Los Parques/ Centros de Recreación/ Senderos para Caminar
- Any Other Items They Would Like to Discuss

The results of these comments showed that **economic development** and **additional amenities**, such as establishing a dog park, were of high concern, with a total of 40% of comments referring to such items.

Sidewalks were the next highest concern, capturing 16% of attendees comments. Several sidewalk items included repair issues of specific areas, such as Crees Street to East A Street, walkway along US 6, and completing a trail around the city. **Safety** was the next highest category, with 13% of remarks highlighting a need for more lighting in residential areas, apartment safety of older rental buildings, and safe access to Dutton Park.

Larger infrastructure items that fell under **roadway and utilities** were tied at 11% and **affordability** was ranked last at 9%.

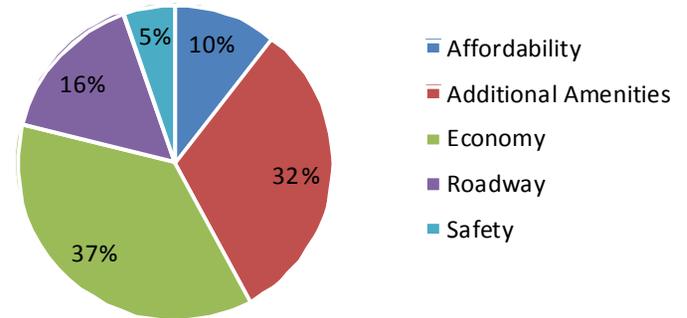
Public Kick-Off Comment Results



*A complete list of comments are located in **Appendix B**

At each **public event** we provided Comment Cards for people to fill out. We also stationed a Comment Card box at City hall for six weeks. Our staff received twenty-three comments with a wide range of topics covered. These Comment Cards followed a similar range of options as the Kick-off Meeting comment sheets, and individuals provided insight on issues they felt important to address within the city.

Public Event Comment Cards



“Nice Small Town, everyone is friendly.”

“Love the railroad station, parks and shops downtown.”

“Need more affordable housing.”

“I like the diversity and friendly nature of all businesses. Would love to see more bar & grill options and kid friendly places.”

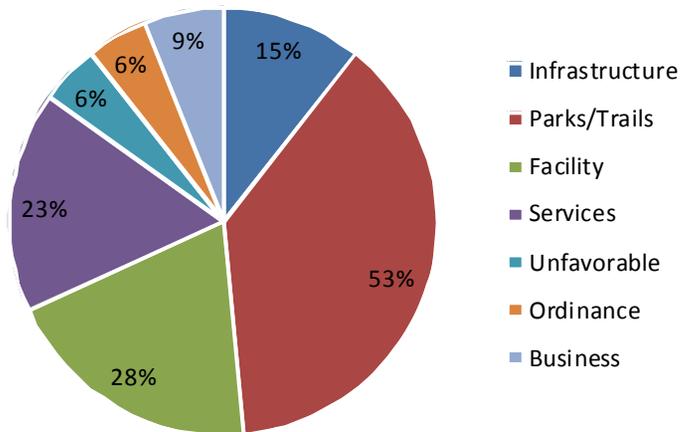
“Need new baseball fields.”

“I come from out of town for Fred’s/Flower shop and visit mother in independent living.”

*A complete list of comments are located in **Appendix B**

One of our most successful public engagement tools was the **West Liberty Comprehensive Plan website**. We received over 1,000 visits within a few short months and found that the popular pages were our Get Involved/Events and Great Ideas pages. The Great Ideas page was a space where we posted people’s ideas and concerns back to the webpage as soon as we received them. We also included images and concepts drawn from either nearby towns or in some cases across the country. Near the end of our planning process we compiled the data and found that **over 50%** of folks that responded are looking for the City to incorporate more **Parks** improvements and **Trail** infrastructure. After trails and parks, people are interested in seeing facility expansions or whole new facilities added to the City, such as a community recreation center. The next highest category was Services, in which residents wanted to have hydration stations and flush toilets in the parks as well as a curbside recycling program. *A complete list of comments are located in **Appendix B**.

Comments Posted on the Website



"An expansion to the bike trail or additional bike trails around town. And bring back the outdoor gym! Give the community free options for their health and fitness. (Raise money by hosting walks and runs or obstacle courses.)"



"How about a dog park at Wapsi? It is shaded and away from houses."



"We have a unique population to pull from. Actively looking for companies (like call centers) that are looking to start a business that need bilingual staff would be a win-win."

Plan Analysis

There have been several previous planning documents created for West Liberty since the 2006 Comprehensive Plan that provide valuable and timely insight. These plans have incorporated demographic research, on-sight visits, and public participation in various forms, such as design charrettes, online surveys, and hosting public forums. Certain aspects of these plans reflect current desires and the City has expressed an interest in moving those plans move toward implementation phases. This section provides a brief synopsis for each of these plans and programs with recommendations for moving them forward.

The following plans will be discussed:

Iowa's Living Roadways Community Visioning Program Plan (2010)

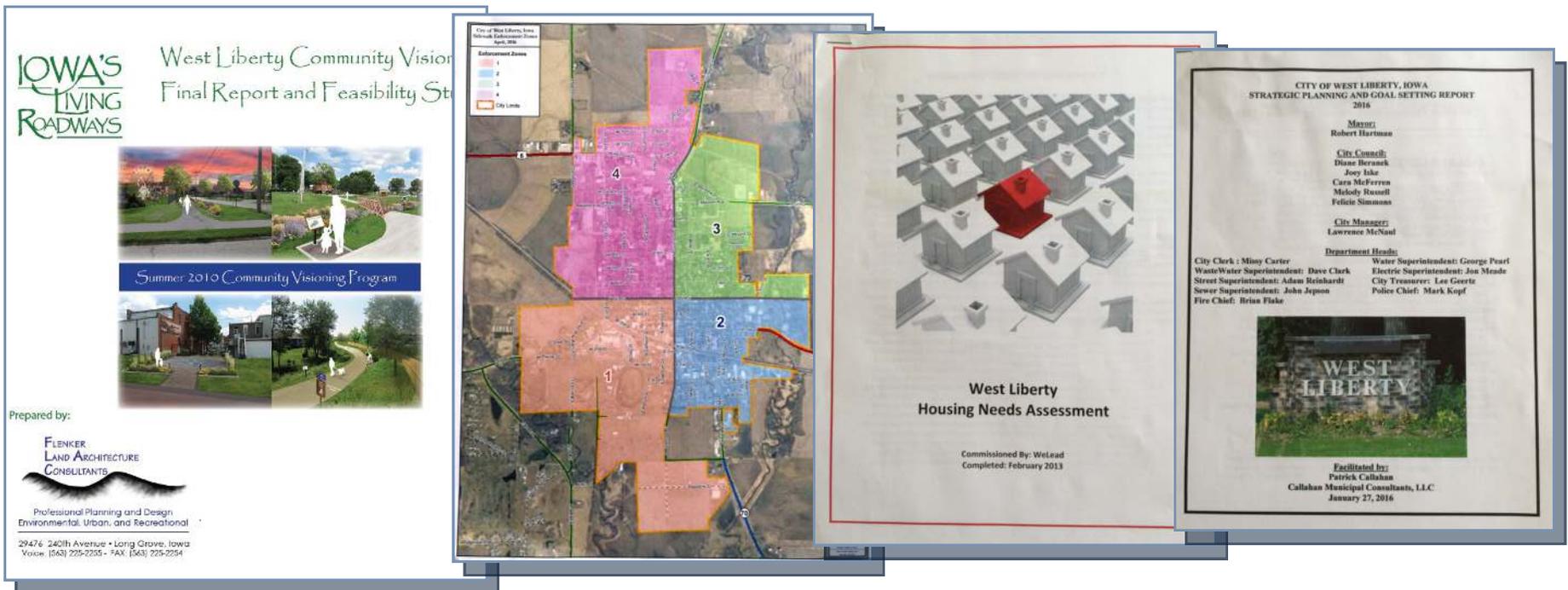
Housing Needs Assessment (2013)

Strategic Planning & Goal Setting (2016)

The following programs will be discussed:

Sidewalk Program (2016)

Potential Curbside Recycling Program (2016)



Iowa's Living Roadways Community Visioning Program Plan (2010)

In 2009, West Liberty was chosen by Iowa Living Roadways, in partnership with Trees Forever and Iowa State University Extension, to be included in their 2010 Community Visioning Program. This program brings professional resources to the community to provide planning and design expertise that includes public input meetings, design charrettes, and the creation of conceptual designs on a variety of topics. The process lasts just over a year and the end product is a final report that outlines specific areas of concern and how to address each one with a detailed cost estimate for each proposed change. What is probably most helpful are the concept designs that help visualize each project 'before' and 'after' implementation. This is a valuable resource for West Liberty as it describes in detail changes that The City is currently looking to make and includes items that have already been addressed, such as the enhancements to the Depot.

What's in the Plan

Visual Quality Analysis - On-site visits that gathered and documented views throughout the City, and public input associated with those views.

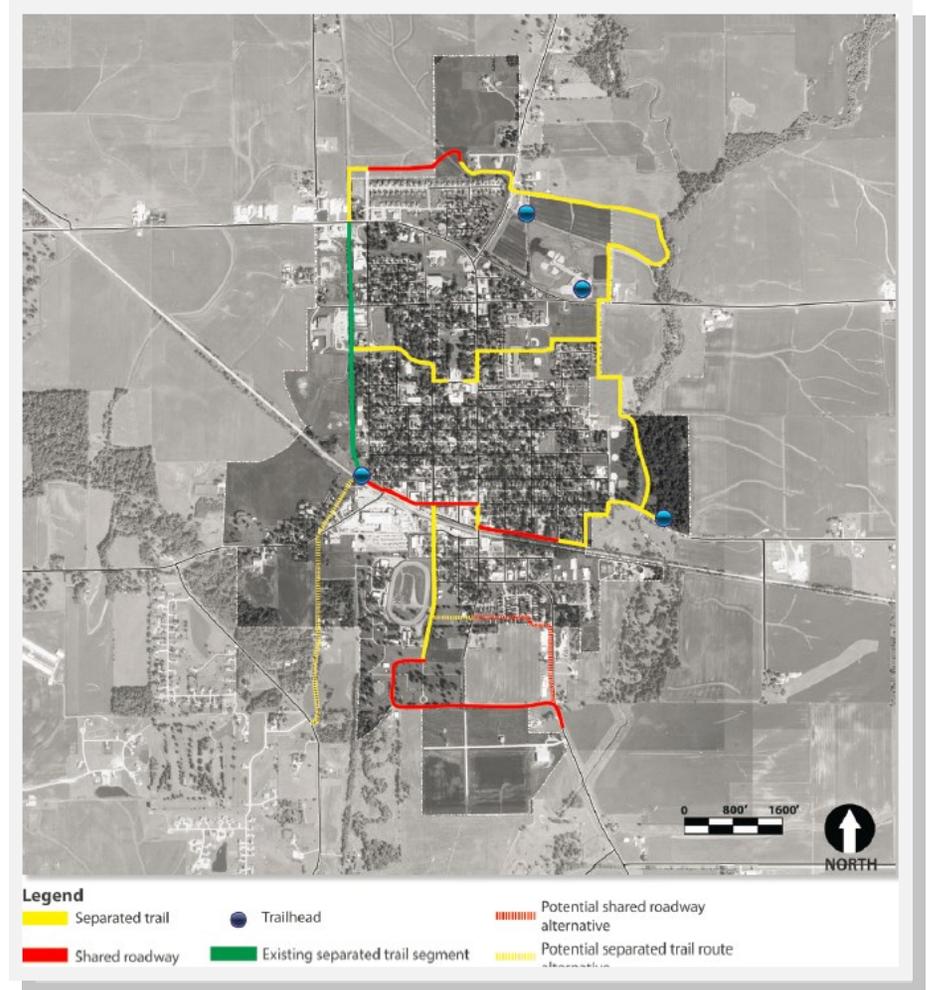
Bioregional Assessment - Includes an analysis of Parks and Recreation Spaces, mapped wetlands, land use, topography, stream corridors.

Transportation Analysis - Identifies existing transportation system issues and future improvements, such as site visibility issues, hazardous intersections, and ways to alleviate these issues.

Community Concept Plans with Associated Costs - *Transportation Enhancement Concept Plan*- Uses results of the inventory and analysis of community resources and input to set goals and determine vision for West Liberty. Created Specific Project Areas: Community entryways, Highway 6 corridor, Community trail system, Downtown alley behind Ron-de-voov Park, Depot area, Screening and directing views, Wapsi Park pedestrian bridge.

Summary of Preliminary Opinions of Probable Project Costs - The authors of the report provided a baseline cost analysis that will need to be updated to reflect current pricing structures.

Funding Opportunities & Sources, Grant Programs - There are several funding sources listed to assist with paying for these projects.



Recommendations

Overall, it is recommended that **City Staff and City Council revisit this plan** and evaluate the costs for the projects mentioned above to move them toward implementation. This plan offers design concepts as well as baseline costs that could be updated, all of which are very relevant to current conditions of West Liberty. Completing trails throughout West Liberty has remained high on the list for many citizens, and this report has valuable observations and recommendations.

Trails

Many of the issues presented in this report still exist, and the public input during this Comprehensive Plan Update supports the implementation of several of these proposed solutions. The creation of trails throughout West Liberty has remained high on the list for many citizens, and this **report contains details for the location of trailheads, potential separated trail routes, shared roadway opportunities, as well as highlighting the existing trail segment and how it can be incorporated into a larger trail network.** The proposed trail system offers both long and short routes, links to regional trails and important community areas (downtown, schools, parks, and the Depot), and incorporates the residential areas and outlying rural housing developments. This trail system is designed for safety, as can be seen in their conceptual designs for a 10' wide trail that has interpretative signage and vegetative buffers between the trail and the road (above image).

Parks

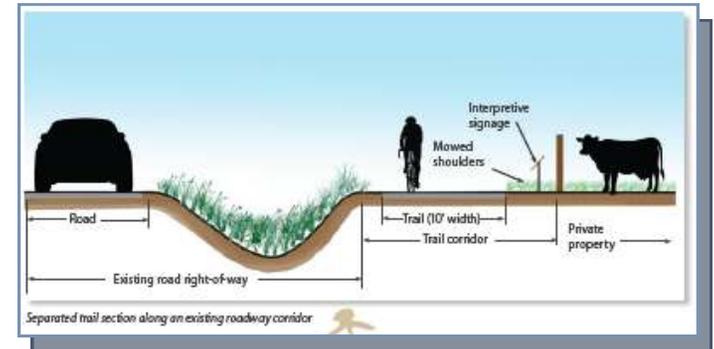
The Bioregional Parks System Analysis is also relevant to current times as much of the public input has emphasized creating better access to Dutton Park and updating Wapsi Park. It is of note that this report highlighted **Wapsi Park as the preferred park by citizens** as there are several updates that could occur to this park that would make it more appealing by users. Some suggestions have included fixing the basketball courts and connecting a loop of a proposed trail along the Wapsinonoc Creek that runs through this park. The naturalistic setting of Wapsi Park provides open green space and woodland areas for users to enjoy, while **wetland areas provide an educational opportunity for the nearby schools to observe and study animals, insects, and native flora.**

Transportation

There are several projects outlined in this report that would improve the safety of pedestrians and drivers, as well as enhance the visual appeal of the City. Particularly of note is the Highway 6 corridor recommendations that would improve access control throughout the corridor and improve visibility conditions where Highway 6th intersects with 7th Street and 3rd Street.

Key Concept Components that align with current public input and are recommended for follow-up:

- Relocation of existing utility lines to provide better access for farm equipment
- Improved accessibility of public walks
- Continuous sidewalk system
- Integration of wayfinding system



Cross-section of a potential trail concept. Page 30 of report.

West Liberty Housing Needs Assessment (2013)

Commissioned by We Lead in the spring of 2012, this report was authored by Nicholson Administrative Services, this report provides a detailed overview and analysis of housing in the City and includes factors impacting the housing need. This report was informed by two community meetings that were held to determine local impressions of the housing needs as well as a combination of US Census and local data.

What's in the Plan

Affordability - The analysis results indicate that there is a 'moderate need' for additional rental units, particularly affordable housing units. There is a break down of the costs associated with purchasing available homes on the market at the time of the report in relation to income levels of renters versus homeowners. According to the US Census, median owner income in 2011 was \$47,645. A household at the median income level would not be able to afford the average home in West Liberty. Renters are essentially priced out of homeownership given the monthly mortgage expense (almost \$200 more than the average income) and the initial 20% down payment of \$22,000. The average income for homeowners indicates that they would be able to afford a mortgage however; it's questionable whether the 20% down payment would be feasible at \$37,500.

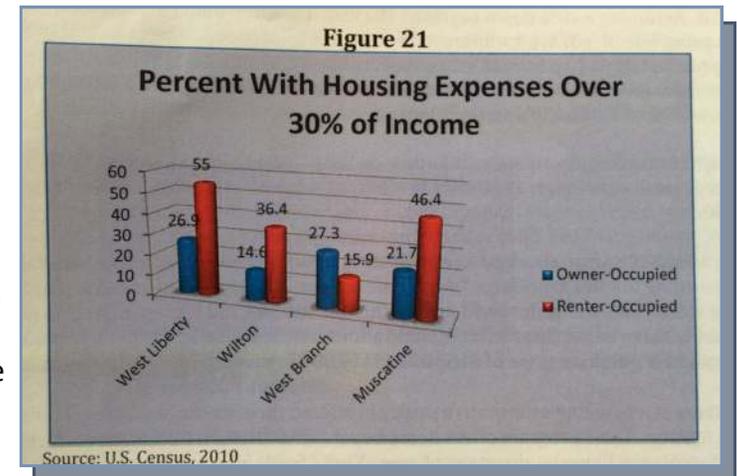
Housing Spectrum - There remains a need for quality, affordable housing for those with lower incomes. New multi-family rental units have been constructed in the City; however, those units are often out of the price range of lower wage workers. Many of the affordable rental units, and owner-occupied units are in need of repairs.

Poverty - There are disconcerting and significant statistics about poverty in this report. In particular, 154 households (13%) had income below the poverty level and of those households 95% are female single-parent households. Additionally, 23.7% of children and 4% of the elderly were living poverty.

New Construction/ Adaptive Re-Use - There was a survey of the commercial district that indicated at least 35 of the 52 possible sites for upper story development were already in use. At the time of the report, there were 22 available lots for new home construction through in-fill lots and lots developed as part of new subdivisions.

Assisted Living - There is a need for assisted living /independent living facilities given that 12% of the population according to the 2010 Census was over the age of 65.

Housing Rehabilitation - There is a significant need for an availability of housing rehabilitation funding sources, which could be targeted at rental owners. The report's windshield survey indicated that 59% of all housing units were found to be in slightly deteriorated condition, and 29% were seriously deteriorated. Since the average income for renters prices them out of homeownership, the other option is to improve their current housing conditions. Renters do not have incentives to improve their living condition; therefore, housing rehabilitation programs could be more effective if targeted to landlords.



Recommendations

Based on public input and conversations with City Staff and City Council quality, **affordable housing, whether renting or owning, has been a long standing issue in West Liberty.** There are contributing issues that are identified in this report, such as an aging housing stock, the lack of housing diversity, the homeownership bar that is essentially unattainable for many young families and low-wage workers, and the difficulty landlords and homeowners face with rehabilitation costs.

Incentivize Rehabilitation

The City can create a rehabilitation program that is similar to Iowa City's General Rehab and Improvement Program (GRIP), which provides zero-percent loans over a 20 year period for homeowners. This fund would need an initial City start-up but then should become self-sustaining as the loans are directly paid back to the program and as long as there is strong re-payment results. It can be assumed that in a city the size of West Liberty, in which people have multiple generations of families, the likelihood of repayment would be fairly high. This program should be specifically targeted to landlords and have criteria in the loan application that reflects this demographic.

New Construction

The City does have an Urban Renewal Area that is eligible for TIF funding, which is a useful tool when trying to attract new residential and commercial development. The Urban Renewal Area essentially covers the whole town and in the fall of 2015, the City added the industrial park area located to the south. Based on the water and sewer spatial analysis conducted for this Comprehensive Plan Update, the northwest region is best suited for development and City Staff have noted interest from developers for that area.

Senior Housing

We support the Housing Assessment's recommendations for additional housing resources for seniors. Nearly 12% of the population is over the age of 65 with 148 seniors living alone. The City can work with the owners of the existing senior housing facilities or look to nearby senior housing developments to locate an ideal site within City limits for building new condominiums and/or townhomes for seniors.

Overnight Accommodations

There are no hotels located within West Liberty's city limits, which is seen by many citizens as a draw back to the community. Recently a Guest House Rental became available, (Lisa's Place pictured here), located on the corner of E. Third and S. Columbus Rd. As West Liberty pursues attracting a wider variety of businesses and hosts cultural events to expand its economic base, overnight accommodations may become necessary. It is a recommendation of this plan to investigate the viability of encouraging hotel/motel businesses in order to add to a diversity of housing accommodations for out-of-guests and visitors in advanced of estimated growth. This can be done through zoning code updates that permit hotels/motels near the downtown area.



Rental Inspections

It would be beneficial to offer periodic rental inspections to ensure safe and decent housing for residents who rent in West Liberty. North Liberty provides an example ordinance that requires inspections of rental housing to occur every three years.

<http://northlibertyiowa.org/wp-content/uploads/2014/08/14-04-housing-code-ordinance-rental-inspection.pdf>

Strategic Planning and Goal Setting Report (2016)

In January of this year, City Council members and the Mayor held an informal, non-binding work session that reflected on their own goals and asked City Staff to do the same. This work session was a key stepping stone for City Council as several members were either new to their position or new to working with each other. The outcomes of the report were not set in stone and it could be argued that in this case the process of setting goals and discussing priorities with one another was the most important result of the meeting.

What's in the Plan

This work session was conducted by Patrick Callahan of Callahan Municipal Consultants, LLC and included:

- Identifying major accomplishments
- Reviewing a list of most important issues
- Reviewing and revising a list of potential initiatives, policies, and programs (indicate which are most urgent)
- Reviewing and revising the list of potential capital projects (indicate which are most urgent)
- Providing comments and suggestions regarding teamwork objectives and strategic planning process

There are sections that discuss initiatives and programs, capital improvement projects, a list of “Givens” for ongoing programs and initiatives, team building agreements, future planning suggestions, and communication of council goals and objectives to citizens. Each of these sections is the result of Department Heads outlining their priority projects or equipment that needs to be purchased or updated and/or priorities of the City Council. Several of the items listed do not include costs, therefore it is difficult to place the order of projects or purchases/updates within a Capital Improvements Plan.

Recommendations

One recommendation by Callahan Municipal Consultants has already been implemented. The list of “Givens” and the goals and objectives are now posted in Council Chambers at City Hall. This posting is a reminder to Council and City Staff of the priorities that were established for 2016-2017.

This Planning and Goal Setting Report reflects many goals and priorities for City Council and Staff, and the next step of this plan is to create a Capital Improvements Plan (CIP) that outlines the costs of each project within the budget and timeframe of the next five to ten years. This Comprehensive Plan Update has benefitted from this initial planning effort to create a CIP for the City.

INITIATIVES AND PROGRAMS – 2016

The Mayor and City Council identified the follow initiatives and programs as the most urgent or important.

A. TOP PRIORITY PROGRAMS

1. Set up plan for street repair.
2. Implement a natural gas franchise fee.
3. City Hall Expansion Study.
4. Improve financial condition and bond rating.
5. Update the Comprehensive Plan.

Sidewalk Program (2016)

City Council initiated a new sidewalk program to create a safe, pedestrian-friendly community. This program breaks the City into four “Enhancements Zones”, and each zone is subject to a rotating annual inspection. For example, in 2016 sidewalks in Zone 1, which is the southwest corner of the town, is evaluated for meeting the following criteria:

- Are vertical separations equal to three-fourths inch or more?
- Are horizontal separations equal to three-fourths inch or more?
- Are holes or depressions equal to three-fourths inch or more and at least four inches in diameter?
- Is there spalling over fifty percent of the surface of a single square of the sidewalk with one or more depressions equal to one-half inch or more?
- Is there spalling less than fifty percent of the surface of a single square of the sidewalk with one or more depressions equal to three-fourths inch or more?
- Is there a single square of sidewalk cracked in such a manner that no part thereof has a piece greater than one square foot?
- Is a sidewalk with any part thereof missing to the full depth?
- Is a change from design or construction grade equal to or greater than three-fourths inch per foot?

These criteria were created by the Public Works Director and Street Superintendent and are applied to each zone on a given year and the landowner is responsible for repairs. There is a 60 day deadline for property owners to make the repairs and then the City will re-inspect the area to make sure those repairs are sufficient. The City outlines the ways in which they are responsible for repairs, such as over width sidewalks, the presence of a water main valve, or a sewer manhole located in the sidewalk. The City is also responsible for the maintenance and repair for curb ramps across public streets.

This program directly addresses several comments made from the public and is included in this plan as a progressive step forward for creating a more walkable and safe community.

*A map of the Sidewalk Program is located in **Appendix C**



Potential Curbside Recycling Program (2016)

City Staff have been awarded funding for a curbside recycling program from the Iowa Department of Natural Resources' Solid Waste Alternatives Program (SWAP) to purchase the necessary equipment. Curbside recycling has been an ongoing concern of citizens that has also been documented during this Comprehensive Plan Update process. Currently, West Liberty has a recycling drop off program where cardboard, paper, tin/metal cans, and plastic containers are collected separately. According to City Staff, this project will serve residents residing within West Liberty's city limits, which would be a population of 3,736 with 1,251 households in addition to the 118 households in subdivisions outside of this jurisdiction that currently receive solid waste collection services from the City.

In preparation for this endeavor, the City completed a survey in February of this year regarding citizen interest in a curbside recycling system and received a total of 254 responses. The survey responses resulted in 83% indicating their interest in curbside recycling. Additionally, the City collected landfill information to understand how much solid waste could have been diverted through a recycling program.

West Liberty Recycling Facts

Landfill Study July 1– June 30, 2014

1,772.6 tons of Municipal Solid Waste (MSW)

476.83 tons could have been recycled materials (IDNR Waste Characterization Study)

200 tons is a conservative estimate

Current Drop-Off Recycling Study July 1, 2014– June 30, 2015

183 tons collected at site (10% current rate of recyclable diverted)

200 tons additionally collected through curbside recycling program (11.6% increase in diversion rate)

21.6% total diversion rate

Cost Savings Comparison

\$60/ton tipping fee to Muscatine County Landfill

\$12,000 annual cost savings

Job Retention

2 jobs retained that would have been eliminated through automation of services

\$13.50- \$15.80/ hourly wage

Requested Equipment:

Automated Recycling Truck

Storage Building (60' x 100' x 20')

Transport Trailer

65 Gallon Totes

Public Education Funding



Capital Improvement Plan

A common challenge for cities of every size is balancing the desire to provide the public amenities with the necessary infrastructure and service expenditures. For instance, our public input data shows that most citizens have fairly positive attitudes toward West Liberty and would like improvements to their quality of life, hence most comments were geared toward increasing trail infrastructure or expanding restaurant options. However, City Council has obligations to provide access and necessary updates to municipal infrastructure, such as roads and water/sewer services.

In order to align City expenditures with citizen expectations, this plan calls for the formal establishment of a Capital Improvement Plan (CIP). The Capital Improvement Plan should focus on short-term capital projects and equipment purchases, typically five-ten years. This plan will provide a clear pathway toward accomplishing goals based on a consensus of priorities. In order to facilitate this process, our staff created a survey that was sent to all City Staff and City Council members to gauge their priorities separately. Per the survey, staff were able to identify an agreed upon definition of projects that would be considered for West Liberty's Comprehensive Improvement Plan:

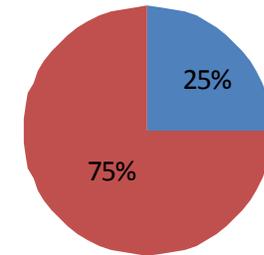
A Capital Improvement project is defined as any major non-recurring expenditure, or any expenditure for physical facilities, in excess of \$25,000.00. Examples of capital improvements include:

- Construction, reconstruction, improvement or rehabilitation of public facilities and public works; and site or other improvements such as streets and alleys, sewers, airports, drainage facilities and park and recreation facilities, etc.
- Purchase of fixed or wheeled equipment.

The top priorities for City Council and Staff are frontloaded with roadway improvement projects and upgrades to utility infrastructure. The subsequent priorities still include roadway and infrastructure projects with a slight shift toward including more amenities, such as trailways and improvements to parks. *The results of the survey and supplemental CIP examples are located in **Appendix D**.

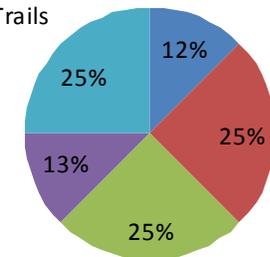
CIP First-Tier Priorities

■ Road Infrastructure ■ Utility Infrastructure



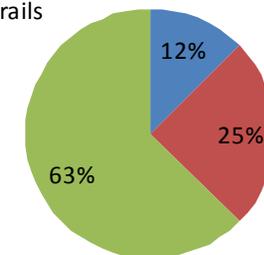
CIP Second-Tier Priorities

■ Facilities Upgrades ■ Road Infrastructure
■ Utility Infrastructure ■ Municipal Planning
■ Parks/Trails



CIP Third-Tier Priorities

■ Utility Infrastructure ■ Municipal Planning
■ Parks/Trails



Growth Analysis

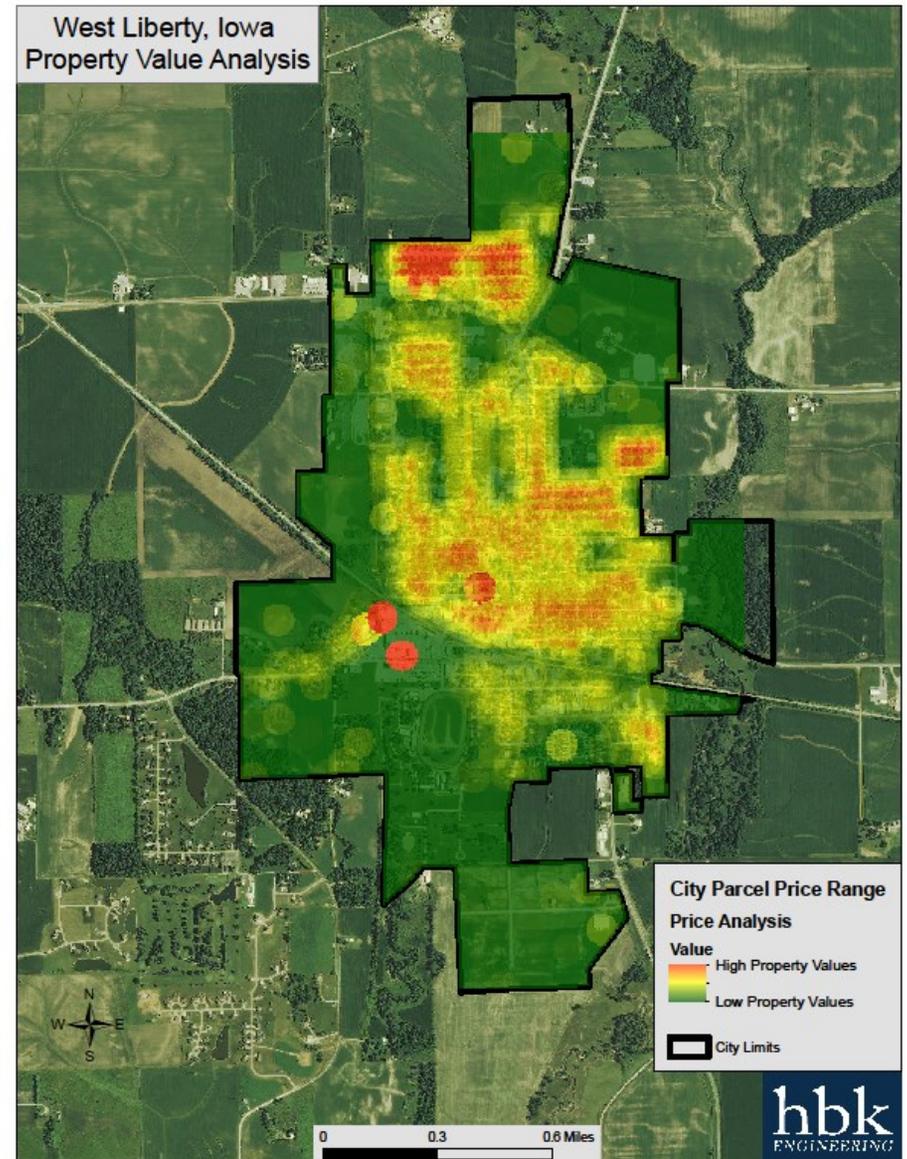
West Liberty is unique in that it has experienced fairly steady growth over the past few decades, while many towns of the same size have seen dramatic declines. One concern that has emerged throughout this planning process is where and how growth will occur. In order to facilitate this discussion, staff created a series of maps that outline the growth of the city and where potential future growth could occur.

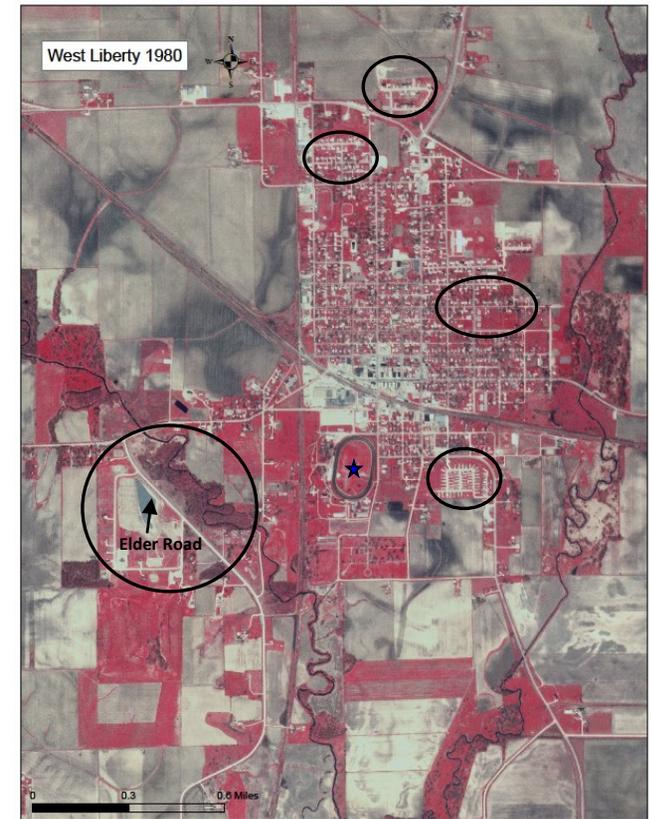
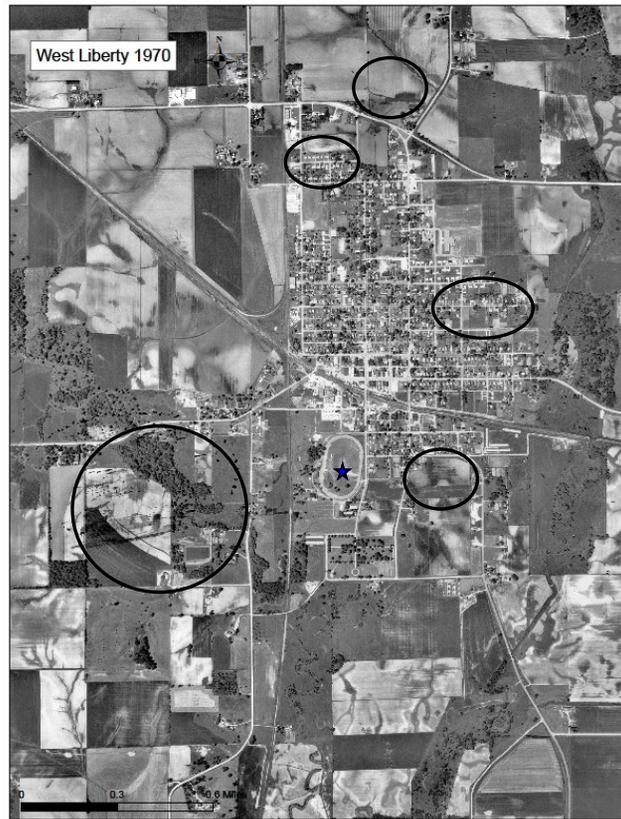
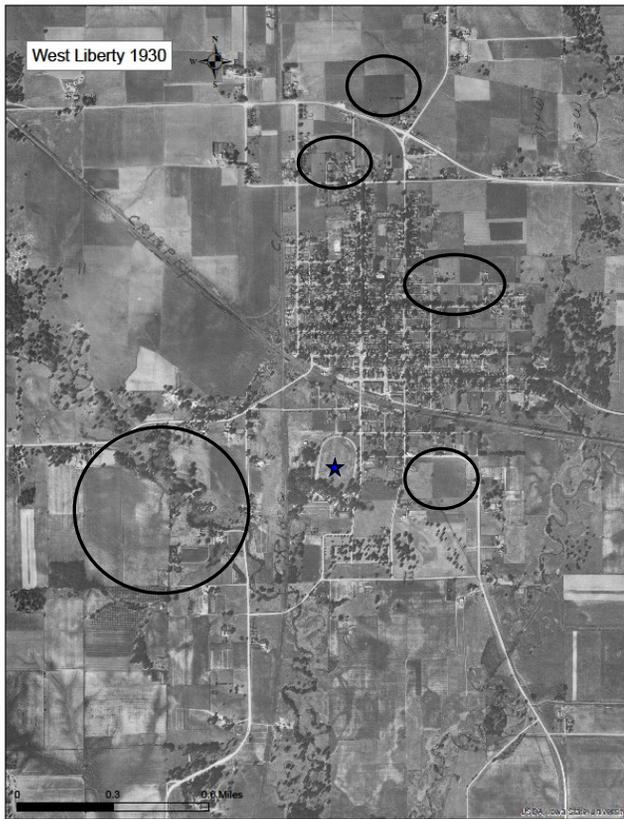
Methodologies

There are several ways to understand municipal growth, we have provided three methodologies: 1) Property Analysis; 2) Historical Images; and 3) Utility Infrastructure.

One of the first measures we looked at was an analysis of property values. As can be seen in the image to the right, the highest property values are centered on the West Liberty plant, with a downtown presence surfacing around City Hall and potentially the City Library. Additionally, a newer housing development to the north of the City indicates that higher property values are not a deterrent to individuals and families who want to live within City limits.

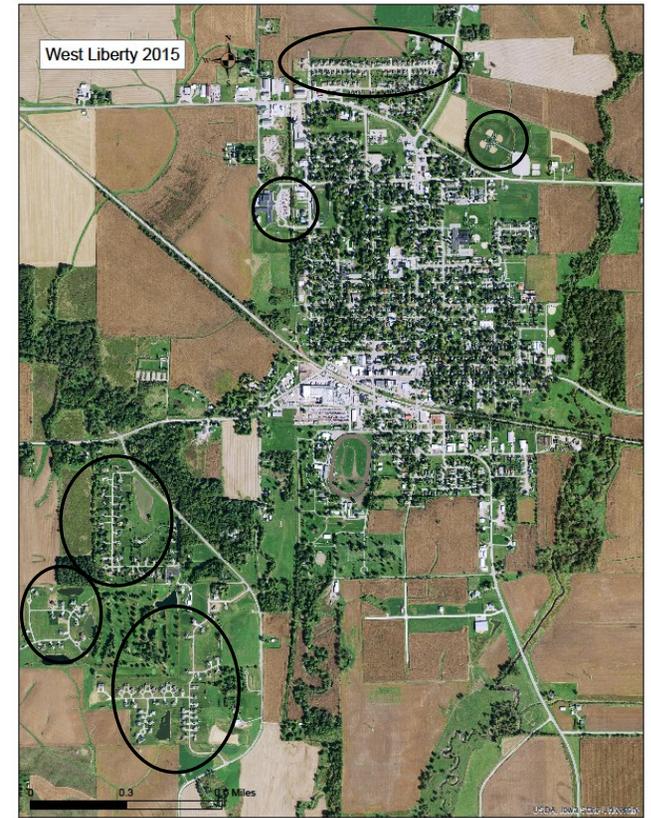
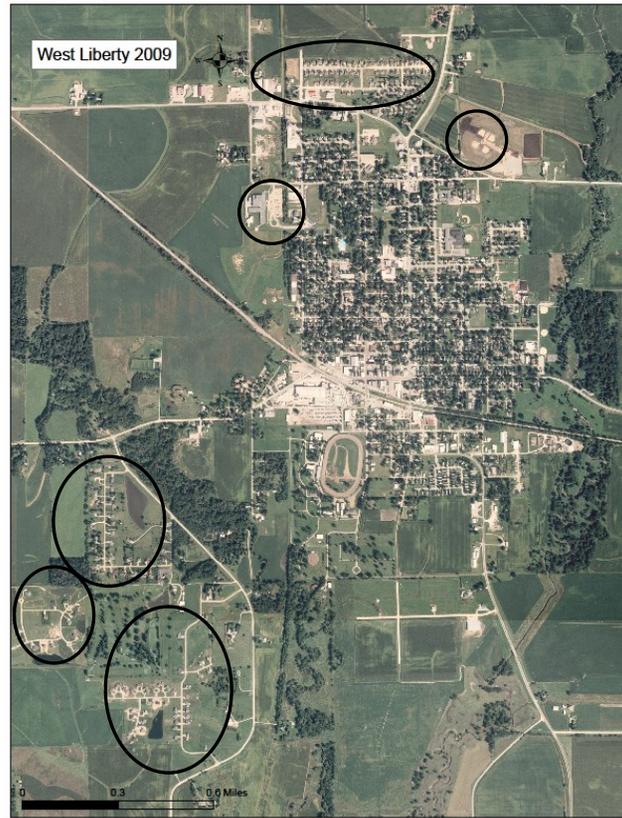
While there is a potential for attracting businesses to the southern Industrial Park, this map also highlights the significant value already present in the downtown area and the surrounding neighborhoods. This may indicate a need to reinvest in the downtown area while offering improvement incentives to homeowners and landlords to buoy their property values. This sentiment has been echoed by many participants and is already seeing interest by the City as the new Mayor's Downtown Task Force was created earlier this year. This group is tasked with addressing issues related to the downtown area, such as gaps in resources and amenities downtown, sign ordinances, and grant research.



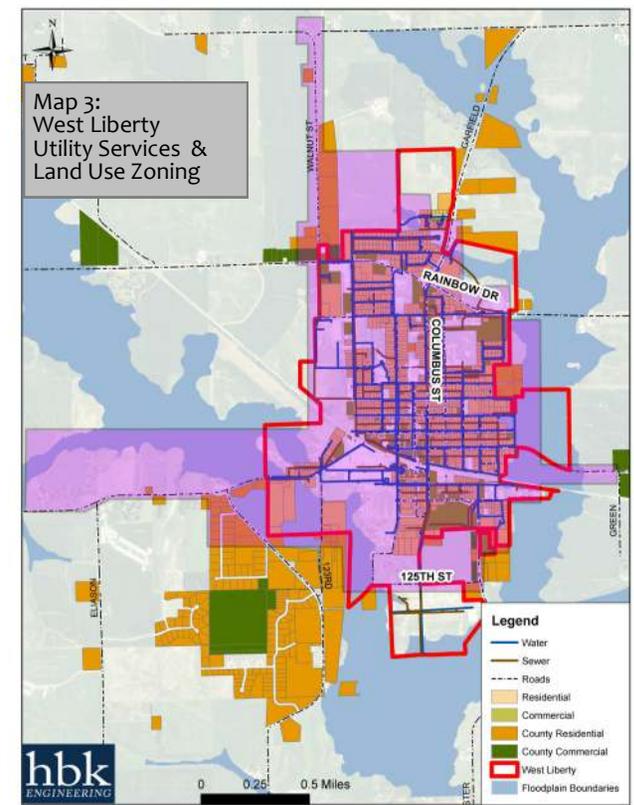
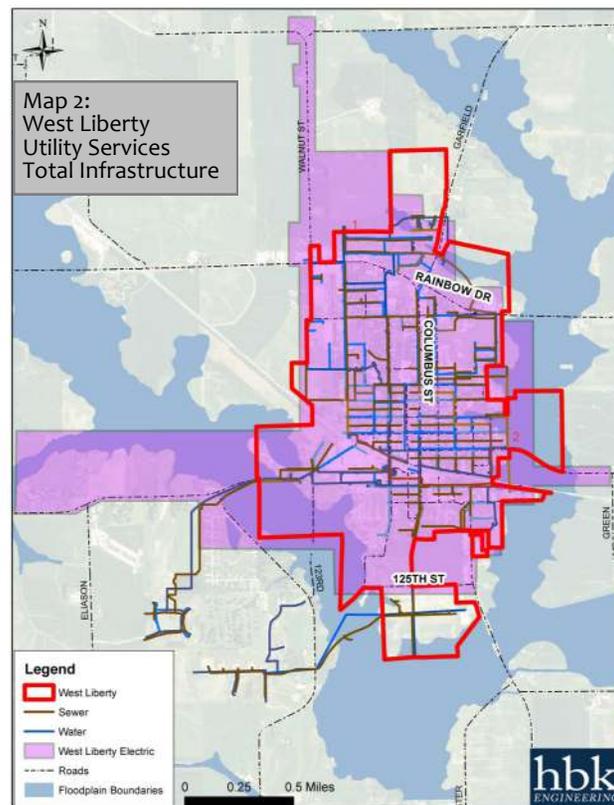


Another way of analyzing growth is to look at historical documentation to provide a visual timeline of where growth has occurred. To facilitate this, the Iowa State University Geographic Information Systems Support and Research Facility has created a website that houses historical images of Iowa’s landscape. Our staff has taken maps from the mid-1900s through 2015 and clipped the visual extent to include where current development has occurred.

These images show how the majority of development has been bound by hydrologic constraints with the Wapsinonoc Creek on the eastern border and does not extend much past N. Elm Street on the western border. These maps also highlight some of the historic anchors of the community, such as the railroad and the racetrack (blue star), both of which can be seen in the 1930’s photograph through to current time. The infrared imaging in 1980 provides a clearer image of the land development that continued to occur in the southern and northern portions of the City, as well as in fill development in the east (circled images). Additionally, the introduction of new roads can be seen throughout, for example in the 1980s the City added Elder Road (circled images).



The significant additions in the past 15 years have been the expansion of the northern housing developments and the southwestern country club area and golf course (circled images). These areas began to increase in the early 2000s and the City saw the introduction of more recreational facilities, such as the Dutton Sports Complex in 2011 and a segment of the Hoover Nature Trail that runs parallel to N. Elm Street. There have been mixed sentiments shared with our staff concerning the country club development and golf course. Currently, there are some City services that are extended to this area and residents living there are subjected to a higher fee than those who receive the same services in town. At one point the City began to examine the costs and benefits associated with providing these services in order to determine if this area should be annexed. This assessment was stalled and eventually terminated as it coincided with administrative changes. This situation will be discussed further in the next analysis, which uses the presence of utility infrastructure as a methodology to understand growth in West Liberty.



The location of the City’s infrastructure will dictate where future growth can occur in a cost-effective manner. Utilizing data from the Natural Resources Geographic Information Systems Library and utility information from Veenstra & Kim, Inc. and BHMG Engineers, Inc., the engineering firms contracted by the City to assist with infrastructure projects, our staff created maps showing the existing sewer lines, water lines and electrical service area. Included in this analysis is the floodplain layer for the Wapsinonoc Creek’s west and east branches. When looking at the floodplain, noted in blue in all maps, the city of West Liberty is clearly constrained by water inundation concerns that would impact stormwater drainage, and the cost of extending utility services either uphill or across water-prone areas.

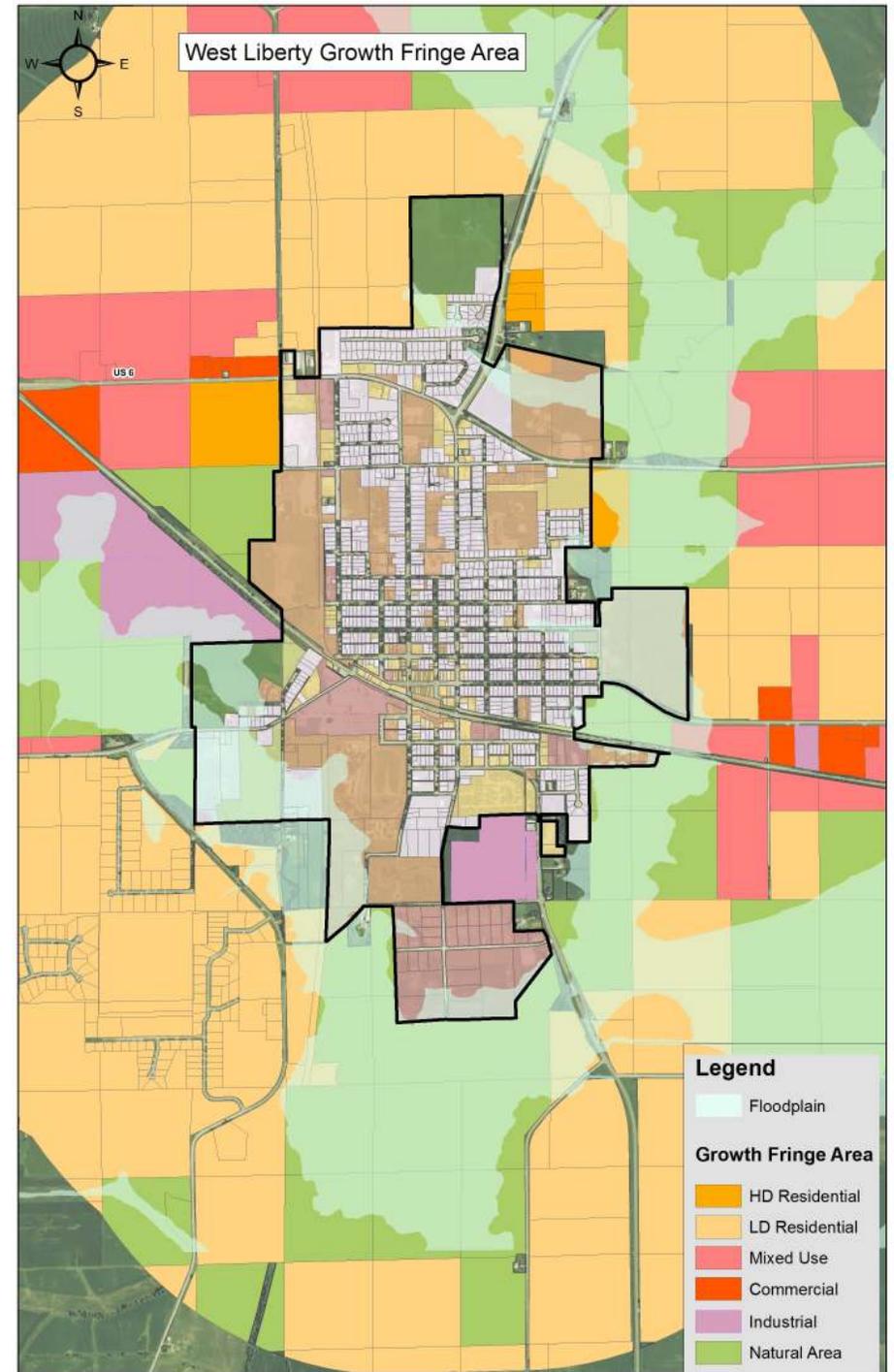
The first map shows the serviceable area within West Liberty’s city limits, including the different land uses, such as residential, commercial, etc. The second map shows how the utility infrastructure reaches across city limits to serve residents in the southwestern side of town. The third and final map shows how those water and sewer lines serve the total populace. These maps are useful when thinking about where future growth expansion should occur and where it should be deterred. The floodplain on the eastern border of the City serves as a natural barrier to land development, as costs to protect against flooding would be higher than in other areas. Additionally, land to the north, west and south have great potential if stormwater protections are set in place.

Growth Fringe Area Map

In order to provide a meaningful benchmark for growth, we used a one-mile buffer around West Liberty's city limits to establish a boundary for what we are terming a "Growth Fringe Area". While a 'Fringe Area' is a technical term that signals an agreement between a city and surrounding entities (usually counties), for the purposes of this document it serves a more visual purpose. This area is also a feasible distance for development expansion given the utility parameters and historic growth patterns. Even with this one-mile parameter, trends indicate a stronger market for growth in the northern and southwestern corners where development has occurred in recent past and land values are fairly high. There is a strong desire to attract and retain young families and a development to the north would provide more direct access to highway 6, which could serve as a commuter route to other towns and potential employment, such as Iowa City and West Branch.

The development to the southwest offers larger lots and newer housing stock, which may also be appealing to potential homeowners. As mentioned throughout this document, a re-investment in existing neighborhoods and the downtown area would be a more efficient use of resources due to the availability of state-funded programs or different investment mechanisms that can be used.

The "Natural Area" is created by the low-lying floodplain areas, which provide a cohesive green belt near the city limits. Staff also encourage the introduction of more "Mixed Use" development along transportation corridors. This will provide more development options as the city looks to encourage more commercial and supplies additional housing options. While the original Comprehensive Plan shows more industrial development in the southern area, we believe that the City would be better served preserving that for open space and encourage development in-fill near downtown and other industrial-zoned areas.



Appendix A

ESRI's Demographic Data Page 1



Demographic and Income Profile

West Liberty city, IA
Place

Summary	Census 2010	2016	2021			
Population	3,736	3,821	3,882			
Households	1,251	1,274	1,293			
Families	890	926	936			
Average Household Size	2.94	2.96	2.96			
Owner Occupied Housing Units	849	883	880			
Renter Occupied Housing Units	402	392	412			
Median Age	32.7	33.8	33.5			
Trends: 2016 - 2021 Annual Rate	Area	State	National			
Population	0.32%	0.66%	0.84%			
Households	0.30%	0.65%	0.79%			
Families	0.22%	0.57%	0.72%			
Owner HHs	-0.07%	0.62%	0.73%			
Median Household Income	3.57%	2.33%	1.86%			
Households by Income	2016		2021			
	Number	Percent	Number	Percent		
<\$15,000	157	12.3%	140	10.8%		
\$15,000 - \$24,999	99	7.8%	108	8.4%		
\$25,000 - \$34,999	122	9.6%	85	6.6%		
\$35,000 - \$49,999	206	16.2%	126	9.7%		
\$50,000 - \$74,999	262	20.5%	288	22.3%		
\$75,000 - \$99,999	224	17.6%	262	20.3%		
\$100,000 - \$149,999	175	13.7%	249	19.3%		
\$150,000 - \$199,999	6	0.5%	9	0.7%		
\$200,000+	24	1.9%	26	2.0%		
Median Household Income	\$53,547		\$63,801			
Average Household Income	\$63,027		\$71,780			
Per Capita Income	\$21,241		\$24,109			
Population by Age	Census 2010		2016		2021	
	Number	Percent	Number	Percent	Number	Percent
0 - 4	328	8.8%	297	7.8%	304	7.8%
5 - 9	329	8.8%	309	8.1%	306	7.9%
10 - 14	285	7.6%	313	8.2%	335	8.6%
15 - 19	261	7.0%	272	7.1%	303	7.8%
20 - 24	254	6.8%	245	6.4%	243	6.3%
25 - 34	531	14.2%	541	14.2%	530	13.7%
35 - 44	498	13.3%	467	12.2%	521	13.4%
45 - 54	476	12.7%	480	12.6%	439	11.3%
55 - 64	327	8.8%	411	10.8%	401	10.3%
65 - 74	180	4.8%	254	6.6%	282	7.3%
75 - 84	154	4.1%	138	3.6%	134	3.5%
85+	113	3.0%	94	2.5%	83	2.1%
Race and Ethnicity	Census 2010		2016		2021	
	Number	Percent	Number	Percent	Number	Percent
White Alone	2,659	71.2%	2,721	71.2%	2,703	69.6%
Black Alone	14	0.4%	23	0.6%	33	0.9%
American Indian Alone	3	0.1%	3	0.1%	3	0.1%
Asian Alone	78	2.1%	108	2.8%	128	3.3%
Pacific Islander Alone	0	0.0%	0	0.0%	0	0.0%
Some Other Race Alone	870	23.3%	843	22.1%	882	22.7%
Two or More Races	112	3.0%	123	3.2%	133	3.4%
Hispanic Origin (Any Race)	1,951	52.2%	1,907	49.9%	2,029	52.3%

Data Note: Income is expressed in current dollars.

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2016 and 2021.

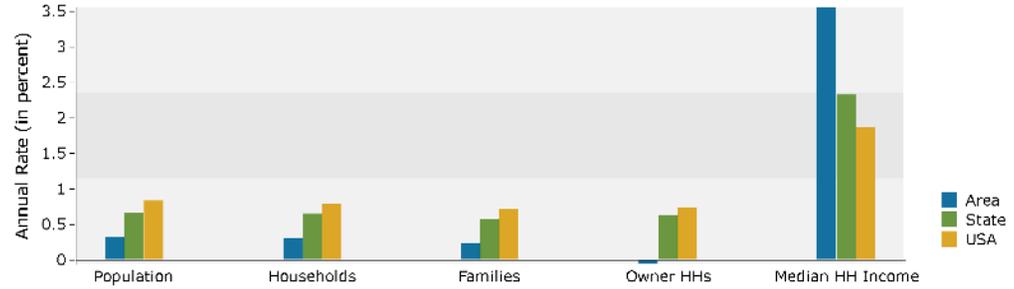
July 12, 2016



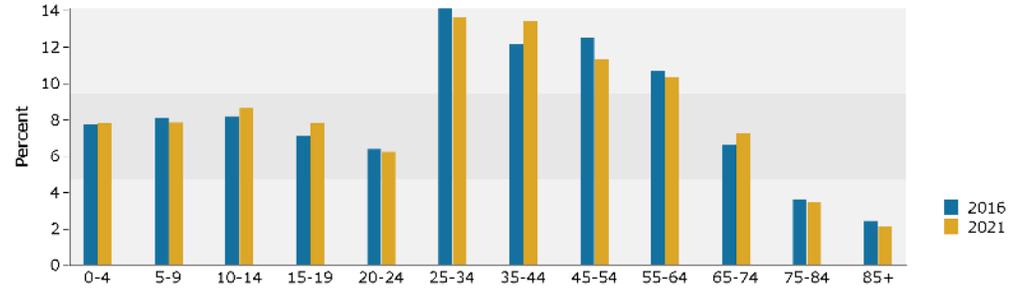
Demographic and Income Profile

West Liberty city, IA
Place

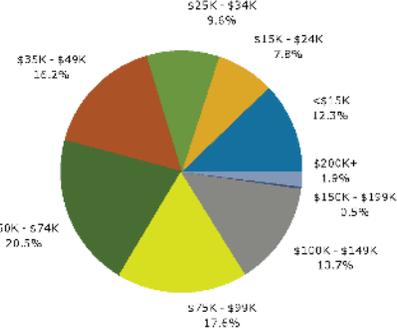
Trends 2016-2021



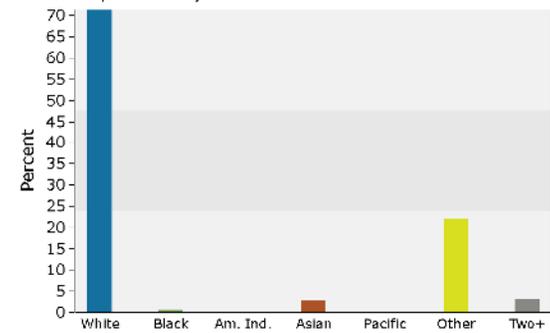
Population by Age



2016 Household Income



2016 Population by Race



2016 Percent Hispanic Origin: 49.9%

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2016 and 2021.

July 12, 2016

Appendix B

Public Input Comments

Comment	Comment
Need more affordable/lower income housing	Repair 8th St.
Extend mobile home and manufactured housing	Widen and fix Maxson St.
Create more housing west and north of the city	Truck route off 3rd St.
Lower utility bills	Streets!
create park/shelters in 125th area south of Cline's mobile Home Park	Street and road repair schedule
Ford needs to be repaired	More lighting for safety in residential areas
Sound proof wall as a mural around the Racetrack	Safety of old apts in downtown buildings
Update equipment	Firewalls-Sprinklers are not present in most of them
Add equipment at Wapsi	Some apartments are not safe (fire safety issues)
Friendship park needs major revitalization	Financial incentives needed to make apts safer downtown
Possible rec center	Create safe living spaces
Cover the pool at Kimberly Park	Safe access needed to Dutton Park
Should have a dog park	Sidewalks repair
Should have a snow sled hill	Sidewalk plan - 4 quadrants
Wapsi Park should have a basketball court	Need sidewalks for new housing and businesses
Kimberly Park should have a basketball court	Sidewalk from Crees St to East A St
Continue Downtown development	There are no sidewalks in the area of Nx40 Rd
No Walmart	Walkway along US 6 Area to Pharmacy, Trail to Ford
Revitalization	Extend trail from WB to Columbus Junction
Open more opportunities for businesses	Trail around city
Niche shops-something that appeals to internet and local buyers	Walkway from trail to Dutton Park
Innovative approach to economic development	Continue the bike trail
Grants	Sewer repair- various locations
Local Support	Prevent sewage backup from heavy rains
Paint Storefronts	Need to replace our old sewer pipes
Funding for tuck pointing, then painting	Need new well and water towers
Better natural gas link into the city	continue with water plan
Repair potholes near early learning center	finish West side loop for water

Public Event Comment Card Results

Comments
Need new baseball fields
Come from out of town to for freds/flower shop and visit mother in independent living
Enjoy closeness of people and services, would change where things are
Bridge from 16th to 17th to tie in 17th st subdivisions to reach town to the pool
Enjoy West Lib Foods & tortilla el norte, they seem very at home
Love the west lib fair and Grumek(?) Crew
Keep improving downtown buildings, got a good start. It makes a good impression on visitors. Hwy 70 needs improvement through town
Affordable housing in town
Nice small town, everyone is friendly
Like the diversity and friendly nature of all businesses. Would love to see more bar&grill options and kid friendly places
Need an alternate route for semi trucks that travel down mainstreet to get to west lib foods
I'd like to win the gift certificate
Love the railroad station, parks and shops downtown
Like the friendly people and how everyone knows everyone. Change how close things are
Rec center and indoor pool
Need new baseball fields
Love the Pool Best Place. Maybe a high dive. Exceptional Staff
Need more affordable housing
Parks are good
Pool is very nice but maybe another diving board. Great Staff
Schools need help. That is why people don't want to move here, not the City itself.

Website Public Comment Results

Comments
How about focusing on providing more basic services instead of head in the clouds fantasies. Hydration stations and flush toilets in the parks would be nice. How about curbside recycling and prompter snow removal during the winter months? Considering the rate we pay for electricity it would be nice if the power didn't go out as often as it does too.
A community recreation center would help keep kids out of trouble and get the community more active!
An expansion to the bike trail or additional bike talks around town. And bring back the outdoor gym! Give the community free options for their health and fitness. (Raise money by hosting walks and runs or obstacle courses.)
Sidewalks to Dutton....I've seen sooo many children walking on the street and it's not safe. We first need to concentrate on keeping our children safe
A dog park!
Before we worry about a cool splash pad, fancy downtown sidewalks, an ice cream shop, brewery or an other cool idea we need to have our streets and sidewalks fixed. Miller street is filled it pot holes and big dips where it intersects with the brick streets going east and west. Our north-south sidewalk has a huge raised cracked in it from a city tree roots. We need safe streets and ideals for kids to be able to walk on, ride their bikes on, etc.
How about a dog park at Wapsi? It is shaded and away from houses.
I think we should have a indoor soccer field every year people from west liberty have to drive 30-45 min just to be able to play soccer in the winter.
New blacktop at wapsi park volleyball and basketball courts, right now its currently old and damaged and would help when we all play volleyball, basketball and indoor soccer there. Thank you
Expansion of the bike trail.
Updated, handicap accessible playgrounds... More bike/walking trails
Curbside Recycling program
An expansion of the nature trail would be just great. It is well-used now. It would be even better if it went all the way North and South to hook up with other trails. Also spurs or loops around the town would be a great addition. It would increase recreational opportunities as well as provide a better showcase for the really nice things at Heritage Park near the depot.
A festival to celebrate west liberty-- similar to hoover days
It would be more exciting to go on a walk with friends outside if there were more parks in downtown. I love walking pass Ron-de-Voo park and sitting there to relax.
I also agree with the splash park, rec center and bike trial extension ideas that I saw on this page! Definitely would give more people what to do in West Liberty!
Don't do any of it, taxes getting to high already
Please add nothing
I love the dog park idea! That would be really wonderful to have. Also, fixing potholes would be good.

Website Public Comment Results Continued

Comments
A dog park would be great! Curbside recycling and a splash pad or an expansion or improvement to the city pool.
I believed west liberty would benefit, to have a rec center or a location to keep our kids busy during the winter months there is absolutely nothing to do in town, it will be great to have indoor soccer field, we pay a lot in property taxes to not be able to a least something back to the community.
A splash pad for the kids would be amazing! Or newer playground equipment at Kimberly Park.
Better parks with updated play structures, trails around town that also connect to subdivisions just outside of town!!!
4th of July Fireworks, expand the pool to be an aqua center, a playground on the other side of HWY 6 behind the Casey's and around 16th street, fall festival with a carnival and fireworks if we can't do the 4th, a pool hall/arcade/skate rink/dart/game hall where kids can go and a family can go to hang out...we need a family burger and fries place where a family can go sit down on a weekend evening and eat...when Hawkeye Pizza closed we lost that
How about spraying in the summer time to help combat the gnat population that really ruins a lot of outdoor activities.
It was a good idea to do a field of soccer synthetic grass for school and community why those are in poor condition
Definitely a splash pad as it is safer for younger kids or year round inside pool for kids to have something to do. Maybe even add swimming teams to schools. More business out towards HWY 70 in the area where the Meat Locker is located!!!!
Update street lights
Expanded trails!
CHICKENS!!!!we want chickens! EVERY community around us allows chickens. NOT ROOSTERS! Just chickens. Even progressive communities lime north liberty and Iowa City allow them. We allow 20 plus thousand turkeys to sit just a stone's throw away from our downtown and a very popular little park.
I would like the indoor/outdoor aquatic center like tipton has.
Street dance! Raise money for fireworks!
Community/Neighborhood Garden and small amphitheater for outdoor performances. Also - farmers market :) FREE RECYCLING PROGRAM; Community Potlucks twice a year; A DOG PARK; BETTER PLAYGROUNDS; FREE COMMUNITY NEWSLETTER that folks don't have to pay to receive.
I would like the community of west liberty to have a nice indoor soccer facility, it seems like there is a place for all other sports and activities but not soccer, with a large soccer community in such a small town we would really appreciate that and definitely get use out of it
We need a true recreation complex. In the complex we need to have Gyms, activity rooms, along with an indoor swimming pool and an outdoor aquatic center. Take note from Tipton. They have the right idea!!!
How about not charging residents for garbage when they don't use the city garbage at all
It would be really to build a better park with slash pad areas. It would be great for the kids to play.
Wow everything sounds great!!

Website Public Comment Results Continued

Curbside recycling would be great. chill with the apartments. affordable housing through home ownership keeps a community vibrant and reduces poverty. when someone purchases a home they are not going to just get up and leave and they become vested in the community. And the one thing I have learned along the way is, it is all about community.

Planting trees along our stately older streets as needed to keep our community beautiful. The trees are getting old and there are bare spots. I second the idea of chickens, splash pad, more trails and loops extended, kid friendly/handicap play equipment along trail and Kimberly. It would be nice to have seasonal activities like a haunted hayrack ride by the depot, a snowflake express Santa train (waterloo and boone). A community pumpkin patch. Maybe more of a ceremony for the tree lighting. A seasonal ice rink when it gets cold.

I'm having a difficult time coming up with something, my family loves WL!

A rec center like the one in North Liberty to have something to do indoors when the weather is too cold or too hot.

Something simple, like a sidewalk that crosses the tracks on the west side of Calhoun Street.

I will be unable to attend the West Liberty comprehensive plan update on Monday May 16. However, one thing that I would love to see included in the plan would be walking/biking trails around the city. Currently we have only one trail. I think this would contribute greatly to encouraging a connected and health community.

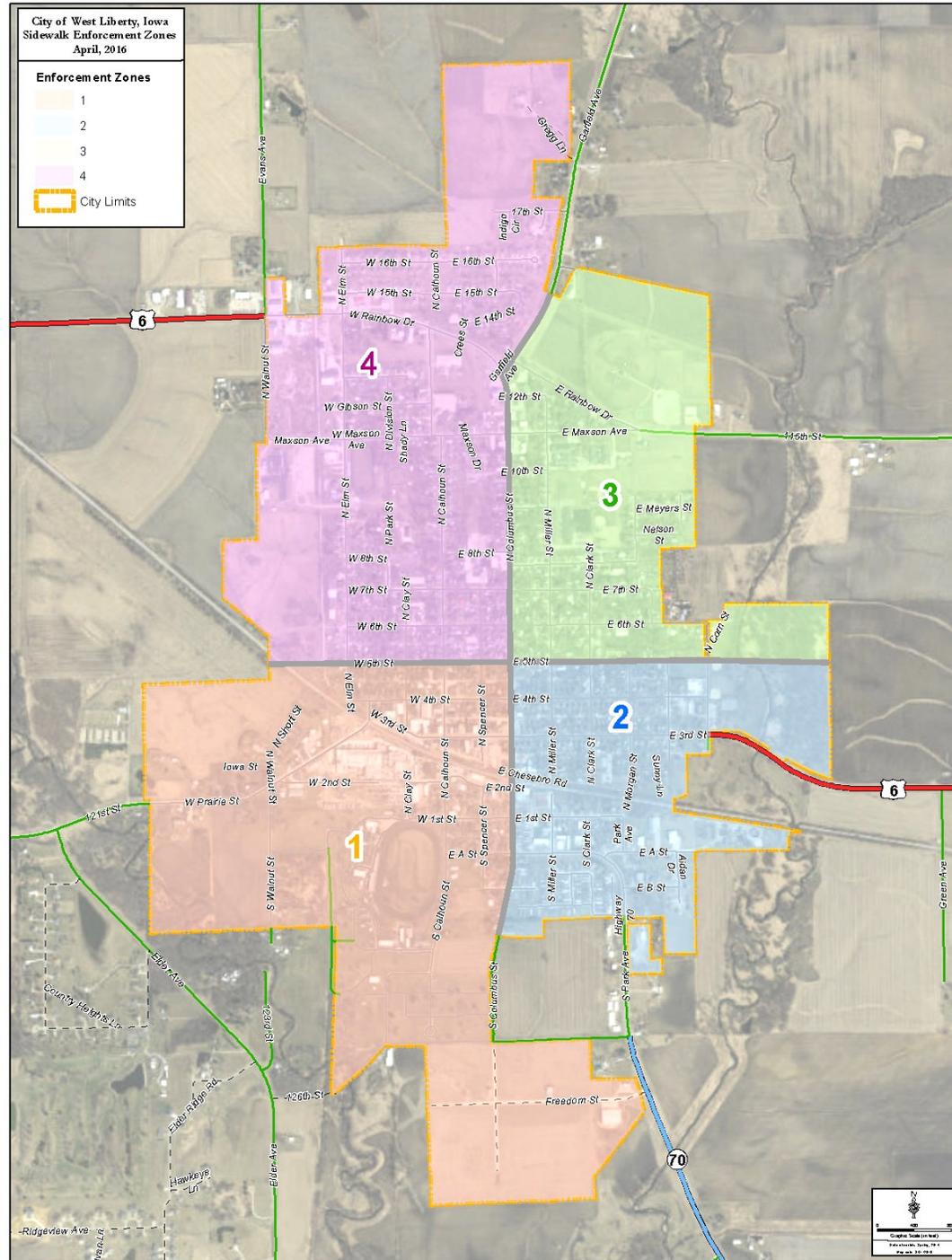
Lighting at Dutton Park for the tournaments. What a huge draw earlier this year, but unfortunately they all had to leave before night fall. Now they are looking to another town to host them.

I think it's important for a community to have a confidential place to seek guidance or resources about life crises. As well, incorporating more Social Sciences from a relationship building approach into our school curriculum will increase community and self-awareness. I am a trained facilitator for the University of Iowa in socioemotional learning and would gladly volunteer my time for workshops if I could meet with teachers and then maybe have some workshops with junior high to high school age children.

We have a unique population to pull from. actively looking for companies (like call centers) that are looking to start a business that need bilingual staff would be a win-win.

Appendix C

City Sidewalk Program Map



Appendix D

City Staff and City Council Survey Results

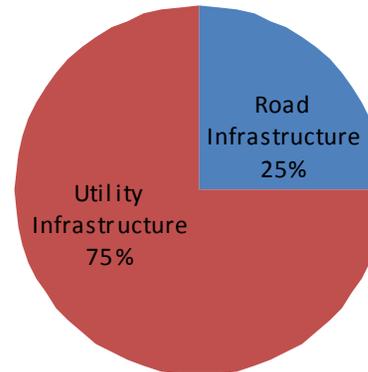
First-Tier CIP Priorities

- Maxson St. Rebuild
- Continuing Road
- New Water Well
- New Well
- Utility Infrastructure
- Utility Upgrades
- Transformer
- Transformer/Switch Gear

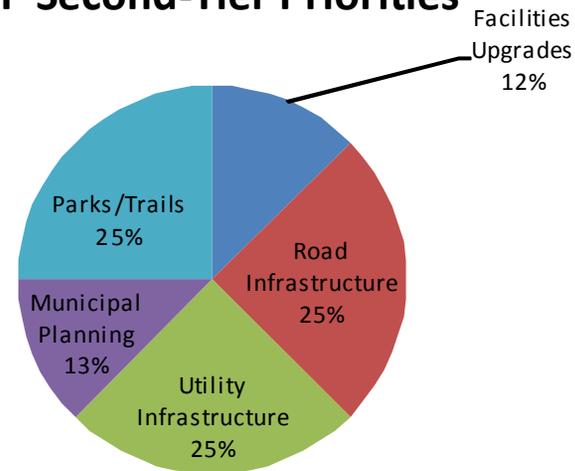
Second-Tier CIP Priorities

- New Police Station
- Street Improvements
- Maxson St.
- New Transformer at Power House
- Biodigester with West Liberty Foods
- Sub-Division Housing Development
- Trails
- Lights at Dutton

CIP First-Tier Priorities



CIP Second-Tier Priorities

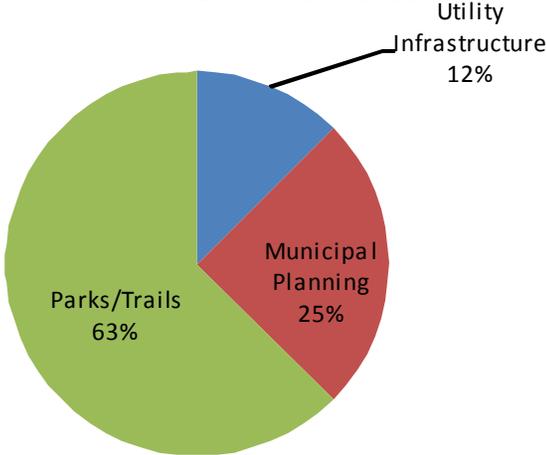


City Staff and City Council CIP Survey Results Continued

Third-Tier CIP Priorities

- Water Treatment Plant
- Expansion of City Limits
- Equipment Replacement
- Finish West Side Loop
- Lights and Safe Walking Trails to Dutton Park
- Lights at Dutton Field
- Park & Trails Plan (Lights at Dutton)
- Walking Trail

CIP Third-Tier Priorities





City of Muscatine, Iowa—2014 Capital Improvement Plan

Project Prioritization

The costs of all desired capital improvement projects are likely to exceed the resources available to the City over the next five years. For this reason a scoring mechanism has been developed as a tool to assist in the prioritization of proposed capital improvement projects. These prioritization scores helped guide the creation of this capital improvement plan (CIP) and are a tool that will assist in making decision regarding adjusting the CIP in the future due either increases or decreases in the amount of funds available for capital improvements. All projects were scored on nine equally weighted questions regarding the benefit of, need for, and costs of each project. These scores were then totaled to form the overall prioritization score.

Following are the nine questions that were answered for each proposed project and point value assigned to each answer. The guiding principle for these questions is that highest prioritization is given to projects that can be demonstrated to be necessary to preserve:

- The fiscal well being of the City
- Existing levels of
 - Public safety
 - Health
 - General welfare
 - Quality of life
- Existing jobs
- Existing City assets in working order
- Current level of City services

These nine questions also place a high priority on projects that can be demonstrated to:

- Be necessary to fulfill a State or Federal mandate or to comply with State or Federal regulations
- Implement one or more goals of the Comprehensive Plan, which was developed with extensive public input
- Directly benefit all or a very high percentage of those living in Muscatine

Future Costs

What impact would completion of this project have on future operating budgets taking into account operational and maintenance costs or savings that can be directly attributed to the project?

Increase the operating budget by:

- More than \$25,000.....0 Points
- Between \$10,000 and \$24,999.....2 Points
- Less than \$10,000.....4 Points

No or minimal impact to the operating budget

- No or minimal impact to the operating budget.....6 Points

Decrease the operating budget by:

- Less than \$10,000.....8 Points
- Between \$10,000 and \$24,999.....10 Points
- More than \$25,000.....12 Points



City of Muscatine, Iowa—2014 Capital Improvement Plan

Project Prioritization

Existing Assets/Services vs. New Assets/Services

How does the proposed project relate to existing City assets/services?

- Necessary to maintain an existing City asset or service in working order or at the current levels..... 12 Points
- Replacement of an obsolete asset.....8 Points
- Will enhance an existing City asset/service.....4 Points
- Is a new non-replacement asset/service.....0 Points

Comprehensive Plan

Is the project contained within the comprehensive plan or does it assist in implementing one or more goals of the comprehensive plan?

Project is listed in the comprehensive plan

- Project is listed in the comprehensive plan.....12 Points

Project is not listed in the comprehensive plan

- Assists in implementing more than one goal of the comp. plan.....8 Points
- Assists in implementing one goal of the comp. plan.....4 Points
- Does not assist implementing any goals of the comp. plan.....0 Points

Scope of the Projects Benefits

How many people can this project be demonstrated to directly benefit?

- All of Muscatine.....12 Points
- 75% of the population.....10 Points
- 50% of the population.....8 Points
- 25% of the population.....6 Points
- 10% of the population.....4 Points
- 5% of the population.....2 Points
- Less than 5% of the population.....0 Points

Leveraged Funding Source(s)

How well does this project leverage outside funding sources such as federal and state funds, grants, private contributions, etc.?

- 100% outside funding.....12 Points
- 75% to 99% outside funding.....8 Points
- 50% to 74% outside funding.....6 Points
- 25% to 49% outside funding.....4 Points
- 1% to 24% outside funding.....2 Points
- No outside funding.....0 Points



City of Muscatine, Iowa—2014 Capital Improvement Plan

Project Prioritization

Mandates

Is completion of this project required to fulfill a State or Federal mandate/regulations?

- Yes.....12 Points
- No.....0 Points

Public Safety, Health, and General Welfare

How does the project impact public safety, health, and general welfare?

- Is necessary to maintain current levels of public safety, health, and general welfare 12 Points
- Is a major enhancement to public safety, health, and general welfare 8 Points
- Is a minor enhancement to public safety, health, and general welfare 4 Points
- No demonstrable effect on public safety, health, and general welfare0 Points

Quality of Life

How does the project impact quality of life in Muscatine?

- Is necessary to maintain current levels of quality of life12 Points
- Is a major enhancement to quality of life.....8 Points
- Is a minor enhancement to quality of life.....4 Points
- No demonstrable effect on quality of life.....0 Points

Economic Development

How does the project impact economic development in Muscatine?

- Can be demonstrated to preserve jobs in Muscatine.....12 Points
- Can be demonstrated to create jobs in Muscatine.....8 Points
- Does not directly preserve or create jobs, but does contribute to a positive economic development climate.....4 Points
- No demonstrable impact on economic development.....0 Points

The following pages are an excerpt from the City of Mount Vernon, Washington’s 2016 Capital Improvements Plan. This example was given to City Council to use as a template for drafting their own CIP document.

CITY OF MOUNT VERNON

**CAPITAL IMPROVEMENTS PLAN
PROJECTS FINISHED OR CANCELED IN 2016**

DEPARTMENT/CIP #	DESCRIPTION	STATUS	AMOUNT
Fire			
			\$0
Information Services			
IS-14-02	LITTLE MOUNTAIN FIRE EXPANSION	Finished	\$45,000
IS-15-01	SAN STORAGE FOR VIRTUAL SERVERS	Finished	\$32,000
IS-15-02	IDS-SECURITY BREACH DETECTION EQUIPMENT	Finished	\$27,000
			\$104,000
Library			
			\$0
Parks			
			\$0
Police			
			\$0
Surface Water			
			\$0
Transportation			
T-15-01	LED STREET LIGHT INSTALLATION PROJECT	Finished	\$544,000
			\$544,000
Wastewater Utility			
S-07-01	COMPREHENSIVE PLAN UPDATE	Finished	\$250,000
S-10-03	ASPHALT SEAL COATING AND REPAIR	Finished	\$50,000
S-12-01	DIGESTER MIXING	Finished	\$50,000
S-13-02	BIOFILTER BED MEDIA REPLACEMENT	Finished	\$150,000
			\$500,000
Total Finished Projects			\$1,148,000

**CAPTIAL IMPROVEMENTS PLAN 2017-2022
NEW PROJECT PROPOSALS**

DEPARTMENT/CIP #	DESCRIPTION	COST ESTIMATE
FIRE		
F-17-01	Thermal Imaging Cameras	\$30,000
F-17-02	Station 2 Addition	\$350,000
F-17-03	Fire Hydrant Replacement	\$1,200,000
F-17-04	SCBA Replacement	\$465,000
	Total	\$2,045,000
General Facilities		
G-17-01	Lincoln Theatre & Kincaid Holdings Upgrade	\$250,000
	Total	\$250,000
Information Services		
IS-17-01	West Side Mount Vernon Fiber Extension	\$65,000
IS-17-02	Camera Surveillance Expansion	\$10,000
	Total	\$75,000
Parks		
P-17-01	Hillcrest Tennis Courts Replacement	\$50,000
	Total	\$50,000
Surface Water		
D-17-01	W. Mount Vernon Stormwater Pump Station	\$60,000
D-17-02	Kulshan Creek Culvert Replacement	\$250,000
	Total	\$310,000
Transportation		
T-17-01	College Way & Riverside Drive Signal Upgrade	\$1,230,000
T-17-02	Skagit River Pedestrian Bridge	\$5,000,000
	Total	\$6,230,000
TOTAL NEW PROJECTS		\$8,960,000

**CAPITAL IMPROVEMENTS PLAN 2017 - 2022
TOP TWO PRIORITY PROJECTS FOR
EACH DEPARTMENT OR FUND**

DEPARTMENT/CIP #	DESCRIPTION	STATUS	FUNDING	AMOUNT
Fire				
F-02-01	Construction of Facilities-Replace Fire Station No. 1	Unfunded	GO Bonds	\$6,000,000
F-00-02	Station 3 Addition	Unfunded	GO Bonds	\$250,000
			Total	\$6,250,000
General Facilities				
G-08-01	Downtown Flood Control System	Funded	Various Sources	\$7,798,000
G-08-03	Downtown Multi-Level Parking Facility	Unfunded	LIFT LTGO Bonds	\$16,300,000
			Total	\$24,098,000
Information Services				
IS-17-01	West Side Mount Vernon Fiber Extension	Unfunded	Distressed County Grat & Other	\$65,000
IS-17-02	Camera Surveillance Expansion	Unfunded	REET Funds	\$10,000
			Total	\$75,000
Library				
L-94-07	Library Facility	Unfunded	GO Bonds	\$12,000,000
L-09-01	Upgrade/Migration to New Integrated LIB OP System (ILS)	Unfunded	To be determined	\$50,000
			Total	\$12,050,000
Parks				
P-02-04	Little Mountain Trailhead and Mountain Bike Skills Center	Unfunded	Impact Fees & Other Sources	\$850,000
P-13-01	Lions Park Restroom Renovation	Funded	Various Sources	\$165,000
			Total	\$1,015,000
Police				
PD-03-01	Multi-Purpose Vehicle Replacement	Funded	To be determined	\$60,000
PD-07-01	Traffic Safety/Criminal Investigation Camera System	Unfunded	To be determined	\$25,000
			Total	\$85,000
Surface Water				
D-12-01	Storm System Restoration Program	Funded	Surfacewater Utility	\$500,000
D-16-01	Kulshan Pump Station Debris Removal System	Unfunded	Surfacewater Utility	\$100,000
			Total	\$600,000
Transportation				
T-00-02	Local Street Improvements-REET II Funds	Funded	REET Funds	\$3,000,000
T-06-10	College Way SR 538 at I-5 Lane Capacity Improvements	Funded	Various Sources	\$6,233,000
			Total	\$9,233,000
Wastewater Utility				
S-11-02	Biosolids Screw Press Purchase	Funded	Sewer Reserve Fund	\$500,000
S-07-04	Sewer Restoration Program	Funded	Sewer Capital Reserve	\$1,800,000
			Total	\$2,300,000
Total Top Two Priority Projects				\$55,706,000

Note: See attached pictures of applicable top two projects.