

SALIX 20 35 Comprehensive Plan



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Executive Summary

Dear Residents,

We, the Salix Comprehensive Planning Team (SCPT), are pleased to introduce the City of Salix's 2035 Comprehensive Plan to the residents of Salix and our project partners. This plan is the culmination of a ten-month-long planning process that engaged the community in a conversation to help identify community values and priorities, create a vision of the future of Salix, and establish a set of goals, objectives, and recommendations intended to achieve the vision and protect the assets of our community. The plan evolved out of previous studies and planning efforts and the dedication of elected and appointed officials, committee members, staff, and all who have worked together to ensure that Salix continues to provide a high quality of life for its residents, business owners, and others.

Throughout the planning process, we heard from the public about the importance of protecting natural resources and the community's characteristics that draw people to live and work in this wonderful community. This plan highlights those resources and presents the evaluation framework that will guide decision-making in the future. And while this plan makes tremendous progress in establishing Salix's policy and future direction, it calls for additional work to create the organizational and governing tools for implementing city policies and achieving the community vision.

This plan represents a true team effort. Everyone's contribution was valuable and we are thankful to all who participated in the planning process for donating their time and energy. We would especially like to acknowledge the partners, collaborators, consultants, and agencies for their generosity and expertise in making this project possible. We are also thankful to the many individuals who have shared their thoughts and values with the city.

This plan will be an important milestone in maintaining Salix's natural resources and rural character. If implemented, it will achieve the community's vision for Salix.

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Chapter 1: Introduction

- 1.1 City of Salix Description
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City of Salix Description



The City of Salix is located in Northwestern Iowa in the Southeast portion of Woodbury County. Approximately 12 miles north of Salix is Sioux City, Iowa and one of its suburbs, Sergeant Bluff. Sloan is 6 miles to the south; directly west of Salix is an unincorporated community, Browns Lake; east of Salix is farmland (Figure 1). These surrounding communities have a stake in the comprehensive plan as Salix has important connections to each of these jurisdictions. Salix is a small, rural community that has not seen a significant population increase or decrease in more than a century. Due to its close proximity to the Sioux City's Metropolitan Area and the increase of industrial activity in the region, there is a potential for growth pressure, which Salix has never experienced before.

Interstate-29 runs between the two east-west parts of Salix. East of Interstate-29, hereon referred to as "East Salix," is the city's original location. It contains the vast majority of housing, businesses, and public spaces in Salix. The area to the west of Interstate-29, hereon referred to as "West Salix," consists of newly annexed land used for agricultural purposes (Figure 2). The City of Salix is located on 1.53 square miles of alluvial plain, formed by sediments deposited from the river over time, causing very flat topography. This land character has resulted in a high water table, resting only four feet below the surface, which could affect future development.

Salix residents cherish the city's rural, small town character. The close-knit community, slow-paced lifestyle, and surrounding agricultural land comprise the city's small town feel. The potential for growth pressure from the city's northern neighbors could jeopardize Salix's rural character. In that context, this Plan will allow for development conducted in a timely, orderly, and predictable manner that allows for the preservation of natural and agricultural land, prevents land use disputes, provides appropriate housing and economic development opportunities, preserves the city's rural character, and furthers the vision of the community.

Salix's current paid employees are the mayor, one clerk, and one maintenance worker. The city has a five-member council and a planning and zoning commission, which make ordinance changes and land use decisions. Salix staff have been proactive in writing grants and bonding money to complete projects; road improvements and a new water tower are recent examples of city staff and community efforts. This energetic, proactive approach to improving the city will help staff complete projects identified in this comprehensive plan.

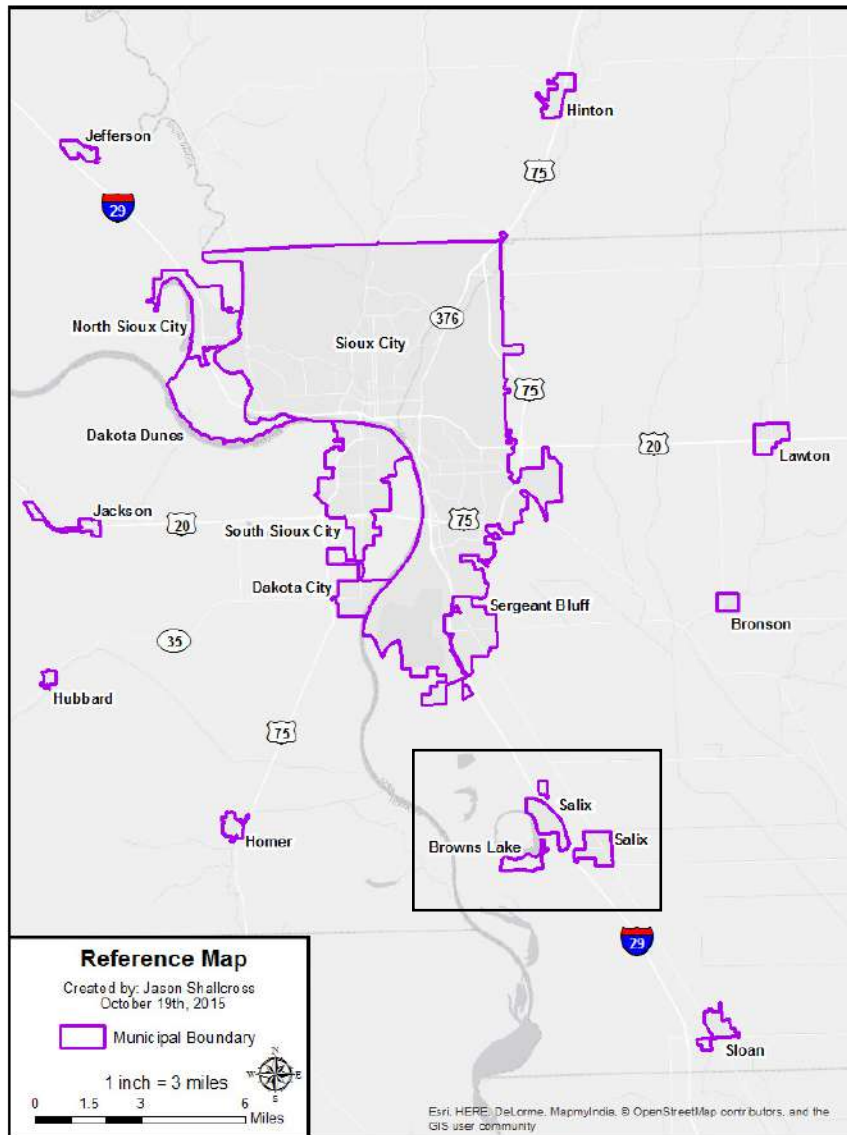


Figure 1: Regional Map

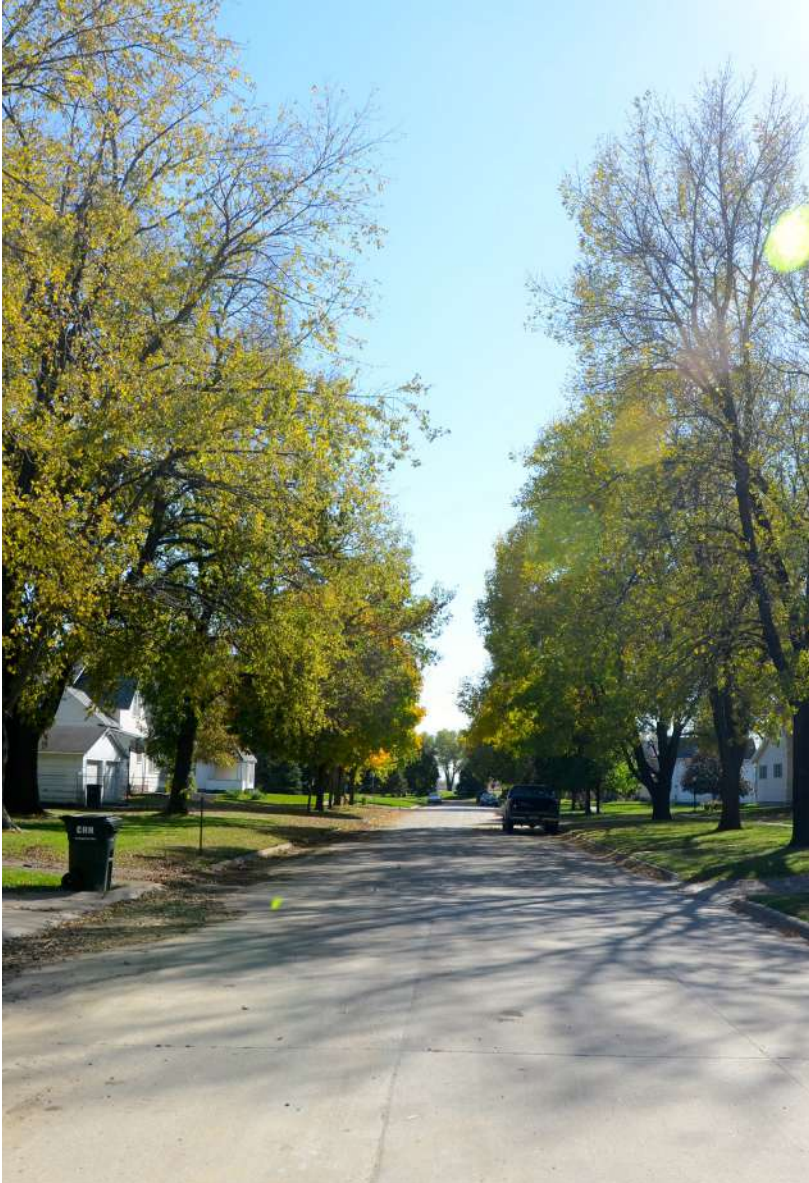
Figure 1 displays the location of Salix on a regional scale.



Figure 2: City of Salix Municipal Boundaries

Figure 2 shows the municipal boundaries of both Salix and Browns Lake. Throughout this comprehensive plan the Salix Comprehensive Planning Team references East, West, and North Salix, which are labeled on this map.

Small Town Characteristics



“In communities facing growth pressures, there is often a struggle to maintain farmland or natural landscapes, small-town traditions, and rural character while still benefiting from development.”

- Nadejda Mishkovsky

The quote by Nadejda Mishkovsky, author of “Putting Smart Growth to Work in Rural Communities,” explains the struggles that small towns face when under development pressure. It is important to understand the opportunities and challenges of living in a small, rural community when creating a plan that reflects the ideals and values of a rural community. The rural-urban fringe draws people in, where urban landscapes sprawl into the natural landscape and larger metropolitan areas grow closer to rural communities. This is because affordable homes, large lot sizes, privacy, and the close proximity to open space and other natural areas are prevalent in this area (Ryan, 2004). Residents of these rural communities gain all the benefits of a “small town” while retaining accessibility to goods due to being in close proximity to a city.

During the planning process, The Salix Comprehensive Planning Team (SCPT) asked Salix residents what being from a small town in Iowa means to them. These residents provided answers such as:

“Being close to family, knowing your neighbors, bike rides, peace and quiet, banding together to help others.”

“Taking care of each other from the very young to the very old. Small town people are there for each other!”

“You know everyone, we all watch out for each other”

The Salix Comprehensive Planning Team recognized the importance of strengthening these characteristics for Salix’s future development.

Comprehensive Plan Purpose



The Salix 2035 Comprehensive Plan will help the City of Salix guide short-term, intermediate, and long-term growth, development, and preservation. This Plan focuses on:

- Increasing the amount, types, and use of local amenities
- Increasing accessibility to downtown Salix
- Mitigating hazard issues in the community
- Diversifying the housing stock
- Promoting businesses that satisfy local demand
- Identifying areas appropriate for development and preservation for the next 20 years
- Making land use and zoning recommendations
- Preserving agricultural and rural open lands
- Providing detailed methods to implement the recommendations made in this plan
- Establishing the ties between recommendations and the goals of this plan
- Providing a method to evaluate the progress of each recommendation

This Plan uses three references for its recommendations. The first of these is the Iowa Smart Planning Act. The State of Iowa adopted the Iowa Smart Planning Act in 2010; it is located in Iowa State Code Chapter 18B: Land Use – Smart Planning. This act requires local governments and state agencies to consider a set of 10 Smart Planning Principles when making planning, zoning, and development considerations. These principles are as follows:

1. Collaboration
2. Efficiency, Transparency, and Consistency
3. Clean, Renewable, and Efficient Energy
4. Occupational Diversity
5. Revitalization
6. Housing Diversity
7. Community Character
8. Natural Resources and Agricultural Protection
9. Sustainable Design
10. Transportation Diversity

Appendix 2 contains detailed descriptions of how each of these elements are incorporated into the Salix 2035 Comprehensive Plan.



The second document is “Putting Smart Growth to Work in Rural Communities”, a collaborative production of the Smart Growth Network and the International City/County Management Association. This publication identifies three goals for smart growth in rural communities:

1. To support the rural landscape by creating an economic climate that enhances the viability of working lands to conserve natural lands;
2. To help existing places thrive by taking care of assets and investments such as downtowns, main streets, existing infrastructure, and places that the community values; and
3. To create great new places by building vibrant, enduring neighborhoods and communities that people, especially young people, do not want to leave.

The Envision 2050 Plan is the third reference. Woodbury County Rural Economic Development, the plan’s producers, intended for it to serve as a guide for policy decisions and a vision for the future of Woodbury County. The plan is made up of a land use plan, a capital investment program, and collaborative regional economic development and marketing activities. Much of Envision 2050 consists of a project “wish list.” Salix government officials gave input on the future of Salix in this plan. Envision 2050 should influence future development decisions. However, the city should prioritize the views of Salix residents over their own, even if they contradict Envision 2050.

Comprehensive plans create visions for communities, establish goals and objectives that guide future growth, and help local officials make land use decisions. Municipal officials, Woodbury County Rural Economic Development, the Siouxland Interstate Metropolitan Planning Council, and the public influenced the formulation of this plan. This plan ensures future policies and regulations bolster the community’s vision and serves as an effective guide for shaping Salix’s future.

Sustainability



The Iowa Initiative for Sustainable Communities (IISC), a partner in this planning process, hopes to address Iowa's economic, environmental, and socio-cultural challenges in ways that build a more sustainable future for the state. This task, accomplished through partnerships between the University of Iowa and Iowa communities, utilizes students to complete projects that promote sustainability across the state. IISC's partnership puts a further importance on sustainability achievement by virtue of this plan's recommendations. The Iowa Initiative for Sustainable Communities defines sustainable communities as "those in which current generations are able to meet their social, economic, and environmental needs without compromising the ability of future generations to do so as well." The IISC definition is similar to the Brundtland definition of sustainable development, which is "development which meets the needs of the present without compromising the ability of future generations to meet their own needs." The Salix Comprehensive Planning Team has incorporated this sustainability philosophy so that the comprehensive plan provides the best possible future for generations to come. Encouraging development that focuses on strengthening the local economy, equity, and the environment will achieve this future.

Application to the Salix 2035 Comprehensive Plan

The Salix Comprehensive Planning Team used the current conditions of Salix to make informed recommendations for Salix's future. These recommendations meet the team's definition of sustainability as previously described. The Salix Comprehensive Planning Team provides policy recommendations that improve the lives of current Salix residents while taking the perceived needs of future generations into consideration. This approach to sustainability requires difficult choices, making it crucial for community members to recognize how the decisions they make today are going to affect Salix's future.

Sustainability in a Rural Community

During a public meeting in November 2015, community residents identified the strengths and weaknesses of being from a small, rural community. Generally, the Salix community is most proud of the city's social and environmental characteristics. The perceived weaknesses were economic in nature. All three of these areas (economic, social, and environmental) need to balance to create sustainable policy and project recommendations for Salix's future. A sustainable Salix will flourish under any development pressure, be it low, medium, or high, and act as a model of sustainability for other communities in Woodbury County and beyond.

Plan Utilization



The Salix 2035 Comprehensive Plan is the product of a partnership between the Iowa Initiative for Sustainable Communities, The University of Iowa School of Urban and Regional Planning, Woodbury County Rural Economic Development, and The Siouxland Interstate Metropolitan Planning Council (SIMPCO). The process of completing this comprehensive plan included data collection, community outreach, stakeholder consultation, and professional analysis. It forged a community vision that will act as the foundation for future decision-making.

Existing Condition Analysis

The Salix 2035 Comprehensive Plan outlines the existing conditions of Salix. This analysis evaluates the city's current land use, transportation, community facilities, utility infrastructure, housing stock, economic structure, environmental features, public safety, and hazard protection measures. The existing condition analysis documents public input received from Salix community residents on the strengths, weaknesses, opportunities, and threats to the city. The analysis explores the community's vision of Salix both now and in the future.

Foundation for Decision Making

The Salix 2035 Comprehensive Plan acts as a foundation for political leaders and developers as they make decisions for the future of Salix. Recommendations in this plan reflect the input from the community, previous plans' visions for the region, and the planning expertise of our team. The ultimate goal is to enhance the city's character and quality of life. This plan will inform policy decisions, capital improvements, infrastructure investments, and development proposals. This plan will ensure that decisions made by city leaders reflect the community's vision and achieve the goals and objectives outlined by this Plan.

Project Proposals and Funding Sources

The recommendations of this plan are in the form of a Project Menu that provides the "recipe" for how each proposal should be implemented. The proposals are comprised of a priority scale, project period, objectives the projects achieve, steps to completing projects, and funding sources. These "recipes" address policy change recommendations, infrastructure investments, environmental conservation, and the evolution of Salix's character. This plan compliments the current government structure by giving city staff the implementation steps needed to complete each project.

Public Involvement



In order to guide the planning process in a direction that reflects community desires, the Salix 2035 Planning Team made a conscious effort to involve the public throughout the planning process. These efforts identified current issues and opportunities in Salix, and they prioritized our goals and objectives.

Community Leader Information Session

The Salix Comprehensive Planning Team held a meeting on October 14, 2015 with the Mayor, City Council, and Planning and Zoning Commission members to inform them and gain their support and input on local issues. The planning team introduced each member and familiarized the group with the purpose of this project. A questionnaire had been prepared for the community leaders to gain initial input for the planning process. The questions posed covered utilities, public meeting concerns, and public safety in Salix. Community leaders were able to ask any questions relevant to the project after the Planning Team covered its agenda items.

Data Collection

Background material on topics such as past growth, city budget history, land use, natural resources, community events, and the local economy was collected. The analysis of this information served as the starting point for the



Salix 2035 Comprehensive Plan. This information helped the Salix Comprehensive Planning Team become familiar with the community and interact more effectively with community leaders, decision makers, and the public during the planning process.

Visioning Workshop

The Salix Comprehensive Planning team held a visioning workshop on November 5, 2015. Approximately 72 people attended the meeting. These 72 people came primarily from Salix and Browns Lake, but people also came from Sloan, Sergeant Bluff, and rural Woodbury County. The workshop introduced the Salix Comprehensive Planning Team and stated the need of a comprehensive plan for Salix. The meeting was comprised of two small group activities. The first activity obtained the public's opinion on both current and future visions of Salix. The second activity, a strengths, weaknesses, opportunities, and threats (SWOT) analysis, gave further community context to the planning team. Detailed results from these two activities are located in Appendix 3 of this plan.

A public meeting with 72 participants would be a success for a city of any size. However, for Salix, a community with a population of about 350 people, it was outstanding. The last City Council election garnered 39 votes. The first public meeting ensured that members of the community were heavily involved in forming the city's vision for the Salix 2035 Comprehensive Plan.



Community Survey

Immediately following the visioning workshop on November 5, the Salix Comprehensive Planning Team distributed a public survey on economic development, utility service satisfaction, annexation, natural resources, and housing information to all 72 meeting attendees. Approximately 75% completed it. An additional 12 residents filled out the survey in the weeks after the public meeting. Approximately 66 people filled out the survey in total. The questions were primarily satisfaction and preferential in nature. Detailed results from the community survey are located in Appendix 3.

Input on Alternatives

The planning team held a second public meeting on February 18, 2016, which approximately 32 people attended. The goal for the meeting was to gain public input on potential projects and recommendations. The Salix Comprehensive Planning Team presented the results of the first public meeting, updated the community on timeline of the planning process, and presented four levels of improvement for each of the project areas of which community members could vote on. Detailed results from the activities of this meeting are located in Appendix 3.



Social Media and Other Feedback

Facebook

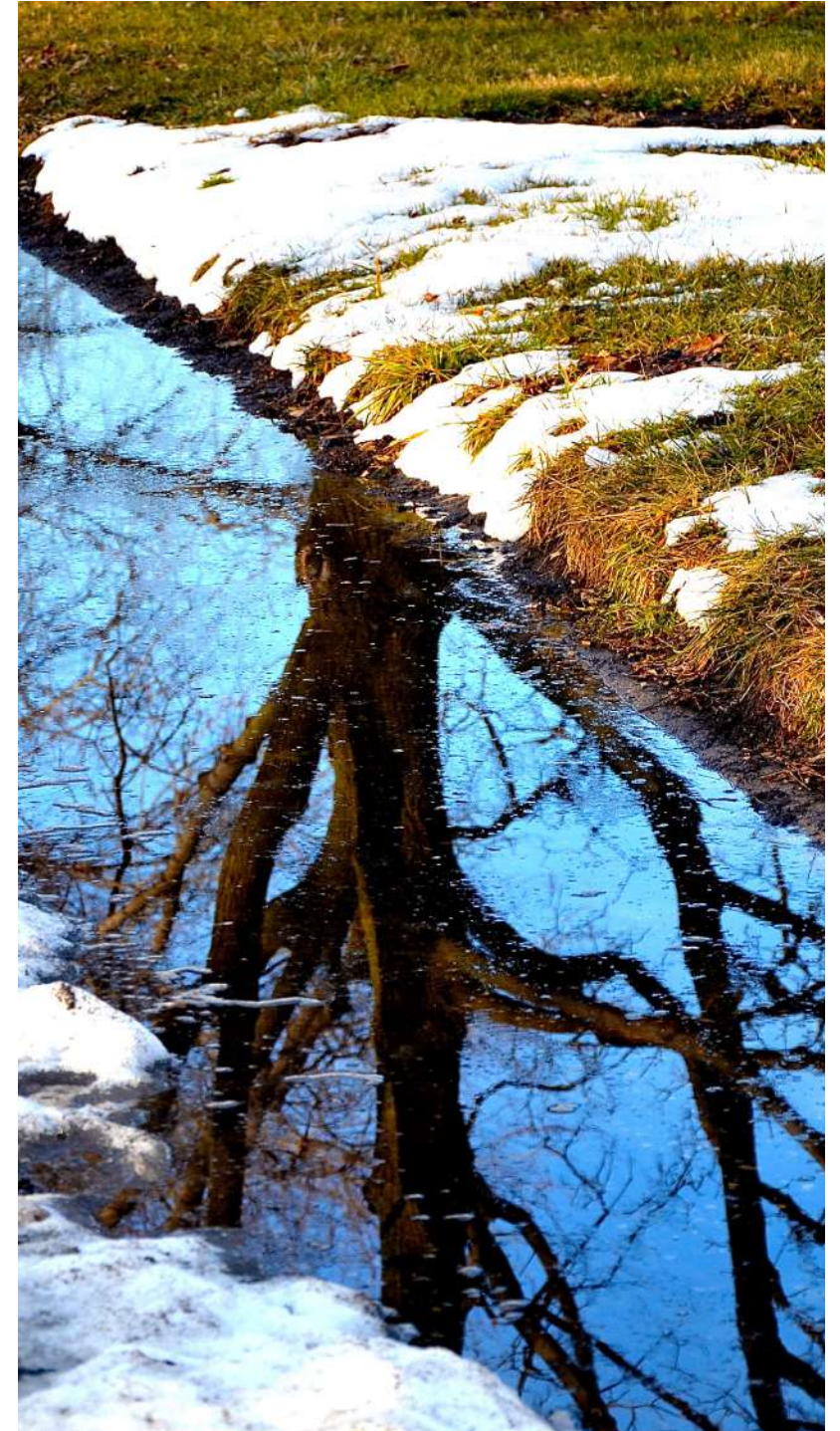
The Salix Comprehensive Planning Team encouraged community members at both public meetings to follow the comprehensive plan’s Facebook page, “Salix 2035 Comprehensive Plan”. The page provided information on meeting dates, times, and locations throughout the planning process. The Facebook page allowed the team to stay connected to interested parties and the public. The page acted as both an outlet and inlet of information sharing. The planning team provided information to citizens on the page and actively sought feedback from community members on several topics. One topic that was covered was what being a part of a small, rural community means to them.

Email List

Public meeting attendees were encouraged to provide their email address when signing in. The SCPT sent regular updates to community members throughout the planning process, and the team utilized this resource to inform residents who are not on Facebook about upcoming activities. The SCPT took these measures to ensure that as many members of the public were involved, and stayed involved, throughout the planning process as possible.

Chapter 2: Salix in 2015

- 2.1 Introduction
- 2.2 Demographics
- 2.3 Land Use
- 2.4 Annexation
- 2.5 Transportation
- 2.6 Revenues & Expenditures
- 2.7 Utilities
- 2.8 Housing
- 2.9 Economic Development
- 2.10 Natural Resources
- 2.11 Public Safety
- 2.12 Hazard Mitigation
- 2.13 Intergovernmental Collaboration



Introduction

The Salix Comprehensive Planning Team needed a clear understanding of Salix's current context in order to make informed recommendations. This section contains a current condition analysis of demographics, land use, annexation, transportation, revenues and expenditures, utilities, housing, economic development, natural resources, public safety, hazard mitigation, and intergovernmental collaboration. This section also identifies community assets, areas of improvement, and discusses the importance of each component.

The information in this section establishes the current city context and is the basis of the community vision, goals, objectives, and recommendations. It paints a picture of Salix, past and present, for the reader. City staff will use this section of the plan to evaluate community progress in the future. It is the hope of the Salix Comprehensive Planning Team that the community enhances its strengths and opportunities, and that the community mitigates its weaknesses and threats.



Demographics

Population
356



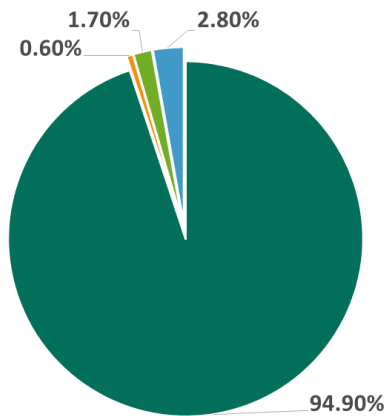
Population

According to 2010 U.S. Census data, Salix's population was 363. The 2014 American Community Survey (ACS) estimates that the population is 356. Of the current population, approximately 48% are male and 52% are female. As Figure 3 shows, approximately 95% of the population is white.

The median age of Salix's population was 38.3 years in 2010. As Figure 4 shows, a quarter of Salix's population is under 18 years of age. Approximately one-third of the population is under the age of 25. Nearly 12% of the city's population is 65 years or older. Even though the median age of Salix's population is relatively young, less than 40 years old, one fourth of the population is over 55 years, and more than 10% of the population is over 65 years old. This reinforces the belief that Salix is an aging community.

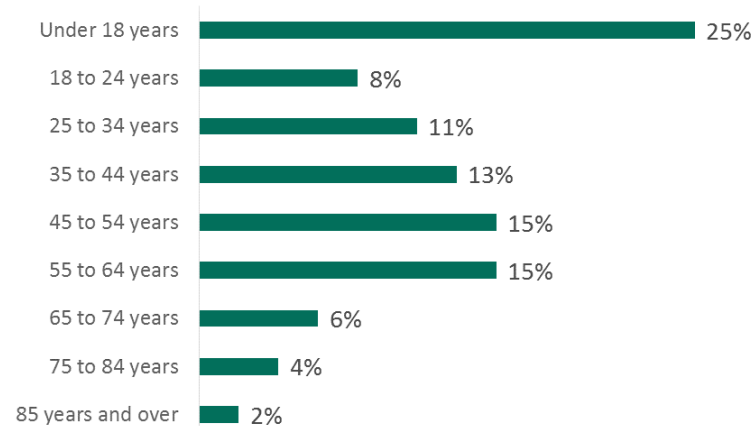
Salix and Woodbury County have a similar age distribution. Approximately 26.6% of Woodbury County's population is under the age of 18. Almost 38% of the county population is under the age of 25, which is 5 percentage points more than Salix. Salix's population has a lower percentage of young people than Woodbury County.

Figure 3: Racial Composition of Salix



■ White ■ American Indian and Alaska Native ■ Asian ■ Multi-Racial
Source: U.S. Census Bureau, 2010

Figure 4: Age Composition of Salix



Source: U.S. Census Bureau, 2010

Table 1: Occupations of Salix Residents

OCCUPATION	Salix, Iowa		
	Estimate	Percent	Margin of Error
Civilian employed population 16 years and over	196		+/-39
Management, business, science, and arts occupations	73	37.24%	+/-28
Management, business, and financial occupations:	16		+/-13
Computer, engineering, and science occupations:	10		+/-8
Education, legal, community service, arts, and media occupations:	25		+/-14
Healthcare practitioner and technical occupations:	22		+/-15
Service occupations	39	19.90%	+/-18
Healthcare support occupations	12		+/-10
Protective service occupations:	5		+/-5
Food preparation and serving related occupations	5		+/-5
Building and grounds cleaning and maintenance occupations	5		+/-7
Personal care and service occupations	12		+/-8
Sales and office occupations	45	22.96%	+/-19
Sales and related occupations	17		+/-10
Office and administrative support occupations	28		+/-14
Natural resources, construction, and maintenance occupations	28	14.29%	+/-12
Farming, fishing, and forestry occupations	6		+/-7
Construction and extraction occupations	10		+/-6
Installation, maintenance, and repair occupations	12		+/-8
Production, transportation, and material moving occupations	11	5.61%	+/-7
Production occupations	5		+/-6
Transportation occupations	3		+/-4
Material moving occupations	3		+/-4

Place	Workers	Share
Sioux City, IA	64	49%
North Sioux City, SD	7	5%
Le Mars, IA	5	4%
Oto, IA	5	4%
Sergeant Bluff, IA	4	3%
Whiting, IA	3	2%
Emerson, NE	3	2%
South Sioux City, NE	3	2%
Moville, IA	2	2%
Sloan, IA	2	2%
All other locations	32	25%
All Places (Cities, CDPs, etc.)	130	100%

**Table 2:
Employment
Locations of
Salix Residents**

Source: On the map, U.S. Census Bureau, 2014

Source: U.S. Census Bureau, 2010-2014 American Community Survey 5-Year Estimates

Employment

According to 2010-2014 American Community Survey 5-year estimates (2014 ACS), Salix’s labor force population is comprised of 203 civilians and 96.6% of them are employed. Salix’s unemployment rate of 3.4% is lower than the county’s unemployment rate of 5.6%. There are approximately 196 employed residents, and private companies employ 165 of them. Four residents are self-employed. Approximately 27 residents work for a government organization. According to 2014 ACS data, 93.7% of Salix residents work outside of their place of residency. Detailed occupation information, displayed in Table 1, indicates that more than 80% of employed residents work in management, business, science, art, service, sales, and office occupations. Most city residents work outside of Salix because only a few businesses are located in the city. Only 6% of employed residents work from home.

Table 2 shows that Sioux City employed a large proportion of Salix residents in 2014. This makes sense considering the city’s size, and is likely still the same today.

Table 3: Income Levels for Salix, Woodbury County, Sioux City (MSA), and the State of Iowa

Income and Benefits	Salix			Sioux City (MSA)		Woodbury County		State of Iowa	
	Estimate	Margin of Error	Percent	Estimate	Percent	Estimate	Percent	Estimate	Percent
Total households	146	+/-25		64,174		38,818		1,232,228	
Less than \$24,999	28	+/-12	19%	15,050	23%	9,998	26%	270,892	22%
\$25,000 to \$49,999	40	+/-13	27%	17,124	27%	10,790	28%	312,793	25%
\$50,000 to \$99,999	55	+/-18	38%	21,550	34%	12,565	32%	413,958	34%
\$100,000 or more	23	+/-8	16%	10,450	16%	5,465	14%	234,585	19%
Median household income	\$53,611			\$49,843		\$46,015		\$52,716	

Source: U.S. Census Bureau, 2010-2014 American Community Survey 5-Year Estimates

Income

The median household income of Salix was \$53,611 in 2014. The mean household income was \$60,575. Table 3 shows detailed income information for Salix residents. Approximately 54% of households have an income of over \$50,000, while about 46% of households have an income below \$50,000. Among households with incomes below \$50,000, approximately 19% have incomes below \$25,000. According to the 2014 ACS, 12.4% of Salix residents lived below the poverty line. Salix's poverty rate was lower than that of Woodbury County (15.5%) and the State of Iowa (12.6%) in 2014. Salix had a higher median household income and lower poverty rate than Woodbury County, the Sioux City MSA, and the State of Iowa in 2014.

Table 4: Housing Values in Salix, Woodbury County, Sioux City (MSA), and the State of Iowa

House Value	Salix			Sioux City (MSA)		Woodbury County		State of Iowa	
	Estimate	Margin of Error	Percent	Estimate	Percent	Estimate	Percent	Estimate	Percent
Owner-occupied units	114	+/-24		45,052		26,210		884,984	
Less than \$50,000	19	+/-10	17%	5,736	13%	3,810	15%	102,799	12%
\$50,000 to \$99,999	59	+/-17	52%	14,797	33%	9,715	37%	221,298	25%
\$100,000 to \$149,999	24	+/-20	21%	10,530	23%	5,966	23%	205,311	23%
\$150,000 to \$199,999	5	+/-5	4%	5,955	13%	2,857	11%	149,310	17%
\$200,000 or more	7	+/-5	6%	8,034	18%	3,862	15%	206,226	23%
Median house value (dollars)	\$81,300			\$108,200		\$98,300		\$126,300	

Source: U.S. Census Bureau, 2010-2014 American Community Survey 5-Year Estimates

Housing

Approximately 85.4% of the city's 171 housing units were occupied in 2010. Of those occupied units, about 22% were renter-occupied. About 42% of the city's houses date to 1939 or earlier according to the 2014 ACS. Nearly 61% of householders moved into his or her respective unit after 2000. Salix's median house value was \$81,300 in 2014. This was well below the \$108,200 median house value in the Sioux City Metropolitan Statistical Area (MSA), the \$98,300 median house value in Woodbury County, and the \$126,300 median house value in the state (Table 4).



Education

The 2010-2014 American Community Survey estimates that 94% of people aged 25 years and older in Salix have a high school education. Woodbury County’s average attainment for this range is 85% and the Sioux City (MSA)’s attainment for this age range is 86%. The statewide average for high school education is 91% for those aged 25 years and older. Approximately 15% of Salix’s population has a bachelor’s degree or higher. However, the county average is 22%, the Sioux City Metro average is 21%, and the state average is 26% for those aged 25 years old and above. Table 5 shows more detailed educational attainment information.

Based on the data presented throughout this section, Salix is an educated and aging community with stable population, moderate household income, low unemployment rate, and low home values.

Table 5: Education Level in Salix, Woodbury County, Sioux City (MSA), and the State of Iowa

Education Level	Salix		Sioux City (MSA)	Woodbury County	State of Iowa
	Estimate Percent	Margin of Error	Estimate Percent	Estimate Percent	Estimate Percent
Population 25 years and over	232	+/-49	108,273	64,801	2,038,942
Less than 9 th grade	1%	+/-1.2	7%	7%	4%
9 th to 12 th grade, no diploma	5%	+/-2.9	7%	8%	5%
High school graduate	37%	+/-10.6	34%	33%	33%
Some college, no degree	28%	+/-7.5	22%	22%	22%
Associate's degree	14%	+/-6.0	9%	8%	11%
Bachelor's degree	14%	+/-6.8	14%	15%	18%
Graduate or professional degree	1%	+/-1.5	7%	7%	8%

Source: U.S. Census Bureau, 2010-2014 American Community Survey 5-Year Estimates

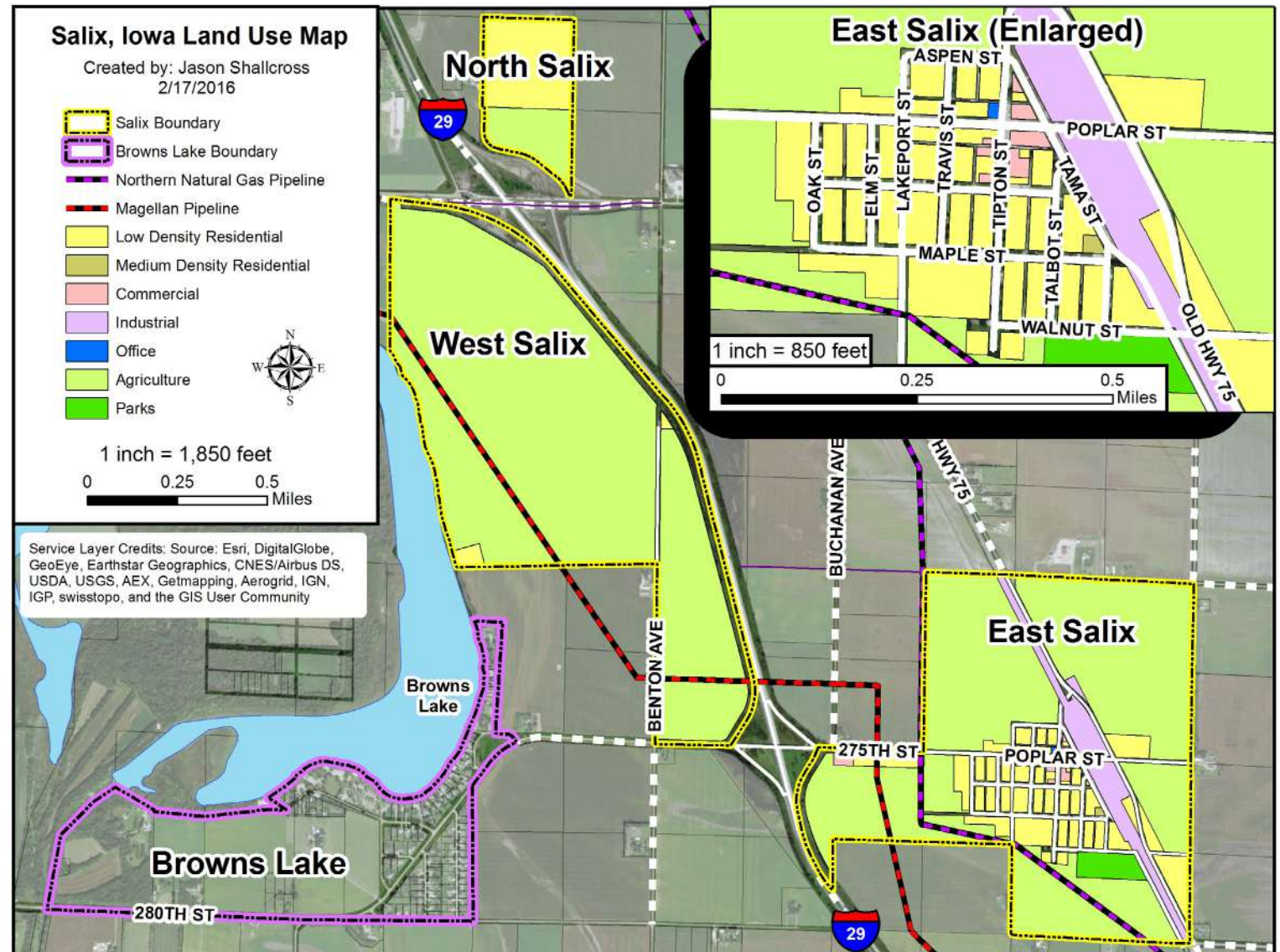
Land Use

A core element of the Comprehensive Plan is its land use policy, the long-term plan for the use of land within the current boundary, and land within the planning area boundary (refer to figure 5). Land use policy has a direct impact on the city's ability to achieve the community's aspirations. Land use policy should allow for and promote appropriate, positive change that preserves valuable and desirable elements of the community.

With change on the horizon due to possible development pressure, directing and managing future land uses in a positive way that strives for continuous improvement and implements the community's vision will be paramount for Salix's future. Moving forward, the city intends to ensure that new growth occurs in a way that is consistent with the overall vision of the community, as represented in this comprehensive plan.

Originally platted around 1868, Salix consists of single-family detached homes, several small businesses, farms and a local park. Browns Lake, farmland, and a nearby hamlet (the community of Browns Lake) all surround Salix. The vast majority (79.5 percent) of Salix is currently single-family residential, agriculture, or established open space, all of which contribute to the rural character of the community. The limited commercial uses cluster around the city's Business District. However, Sioux City and Sergeant Bluff provide a significant amount of the goods and services needed by residents.

Figure 5: Salix Current Land Use Map



Salix's current zoning map, dating to 1979, is outdated. As seen here in Figure 6, it locates industrial uses downtown. This practice has resulted in undesired industrial uses locating near businesses. The city also borrowed a nearby city's zoning code when writing their zoning code, meaning that Salix's code is not specific to the city.

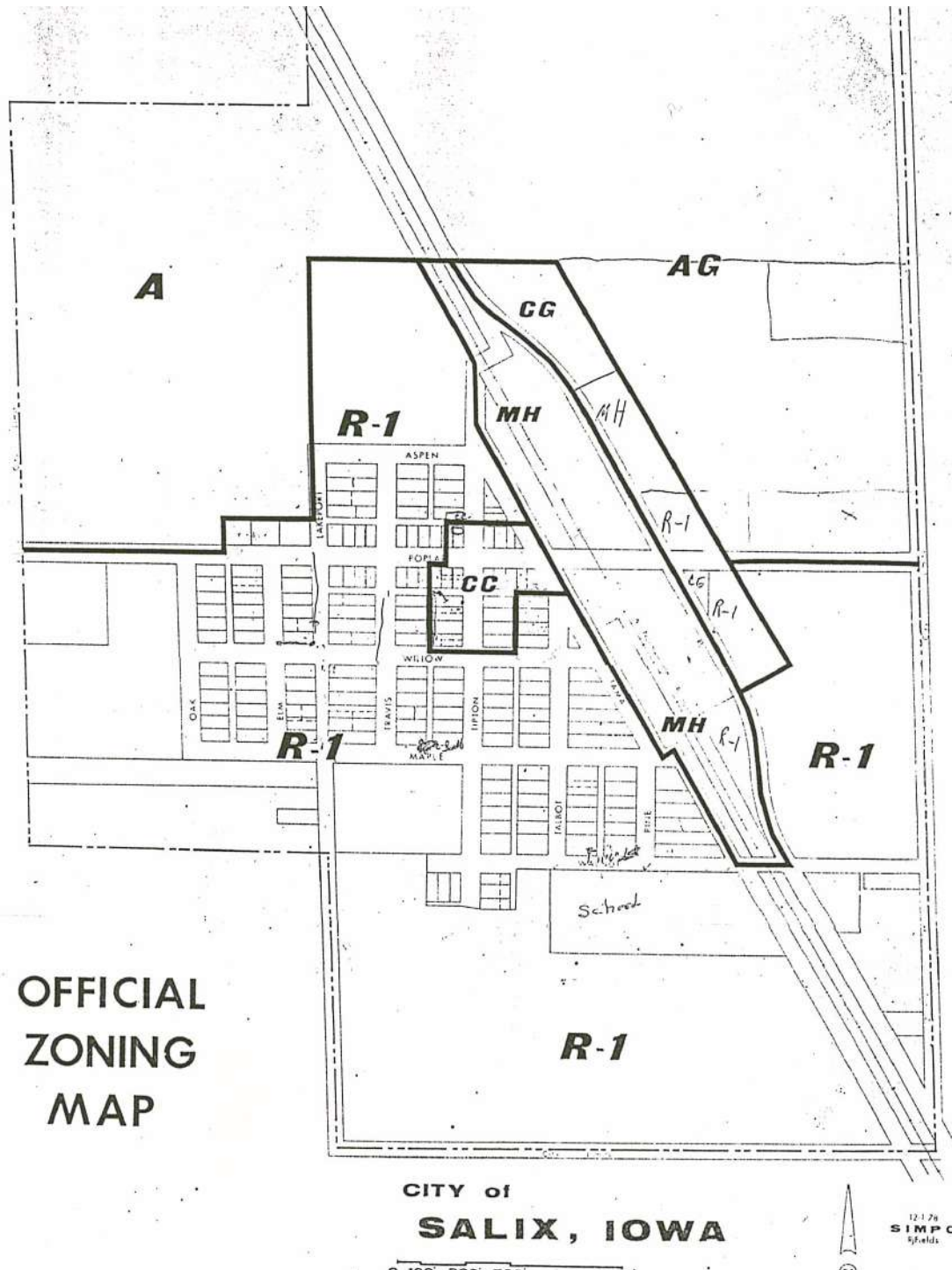


Figure 6: Current Salix Zoning Map

Annexation

The issue of annexation has been a hotly debated topic in the communities of Salix and Browns Lake for more than a decade. The long-standing belief has been that Browns Lake residents would like the city services that go along with being part of an incorporated city, but residents do not seek annexation by the city due to potential property tax increases. However, approximately 71% of survey respondents desired the annexation of Browns Lake into Salix. Of the 35 survey respondents who identified themselves as being Browns Lake residents, 63% either desired or somewhat desired annexation by Salix. Approximately 81% of Salix responded favorably to the annexation of the Browns Lake community into Salix.

These survey results show that while there is a sizable contingent of Browns Lake community members against annexation (about 30%), the majority of the population are for the annexation of the hamlet. To that end, Salix has already begun the initial planning stages of water and sewer expansion to the community. Every residence in Browns Lake currently has its own on-site water well and septic tank.

Both communities would stand to benefit from annexation. Figures 7 - 9 display property values, current tax price, and a housing quality index assessment for all parcels in both Salix and Browns Lake. The housing quality index assigns a point value to each parcel based on a combination of the parcel's current housing condition and the build year of the home. Salix will take all of these issues into consideration when contemplating annexation of Browns Lake.

Because the total assessed property value is higher in Browns Lake than Salix, Salix will more than double its tax base by annexing Browns Lake (Figure 7). Due to Salix's current debt situation, discussed in the Revenues and Expenditures section of this plan, this is a needed tax base increase. Salix will be able to use this tax base increase to levy bonds for the purpose of municipal service extension. The Browns Lake community desires municipal services, primarily water and sewer. Our public meeting results show satisfaction levels in municipal services. Salix residents were more satisfied with water and sewer service than Browns Lake residents were. The Browns Lake community, currently served by well and septic systems, has many issues with water quality and septic tank failure. These issues are putting large costs on residents when they attempt to sell their homes. These costs would no longer happen if the City of Salix annexes the Browns Lake community. In fact, the Browns Lake community would provide the increased debt limit needed to fund such a project.

The current tax price, by parcel, of Salix and Browns Lake are largely the same (Figure 8). A potential tax rate increase has long been the main obstacle to annexation support by Browns Lake residents. However, the tax price figure shows that this concern is largely overblown. A community's budget determines the tax rate for that community in a given year. Our calculations, located in Appendix 4, show that current Browns Lake residents should expect to see a minimal change in their taxes, if at all. Salix residents should expect to see a decrease in their taxes.

The housing quality index assessment (Figure 9) shows that, generally, houses in Browns Lake are of a higher quality than those in Salix. This is largely attributable to the fact that Browns Lake homes are newer than the homes in Salix. Additionally, the lots in Browns Lake are bigger, allowing for the construction of larger homes. This is why the tax base for Salix will more than double if the city annexes the Browns Lake community.

Salix would benefit from an increased tax base and would have an influx of homes with higher assessed values compared to the current housing stock; Browns Lake residents would receive the water and sewer services they are seeking. Salix would need to re-negotiate its snow removal services to include the Browns Lake community. Browns Lake currently has garbage removal services. Annexation would make these services unnecessary. Salix would re-negotiate its garbage removal contract and include the Browns Lake community.

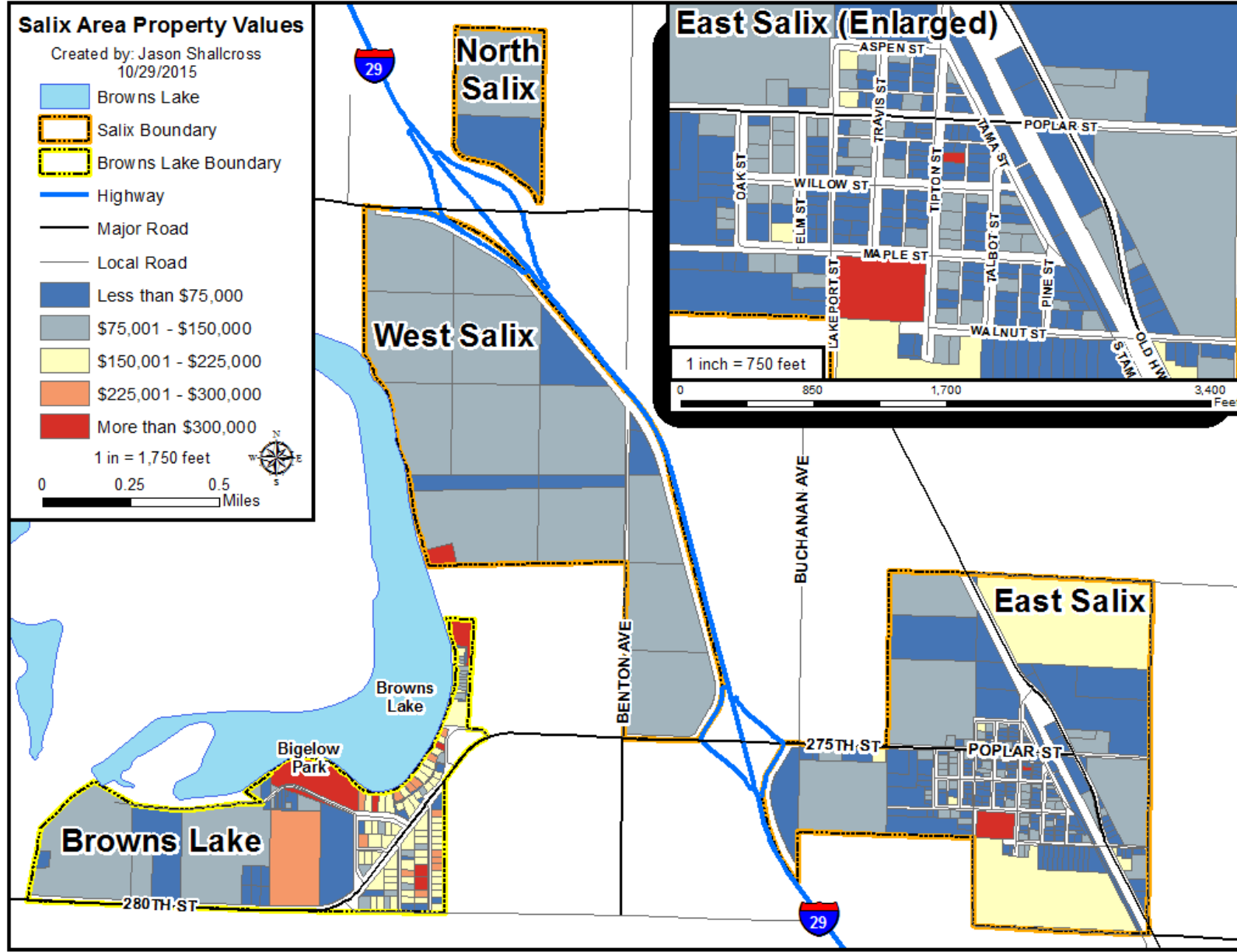


Figure 7: Property Values in Salix and Browns Lake

Pictured here are property values, by parcel, in Salix and Browns Lake. Salix properties generally have lower assessed values than properties in Browns Lake. This map illustrates how the addition of Browns Lake homes to the Salix community will greatly increase the city's tax base and bonding capacity.

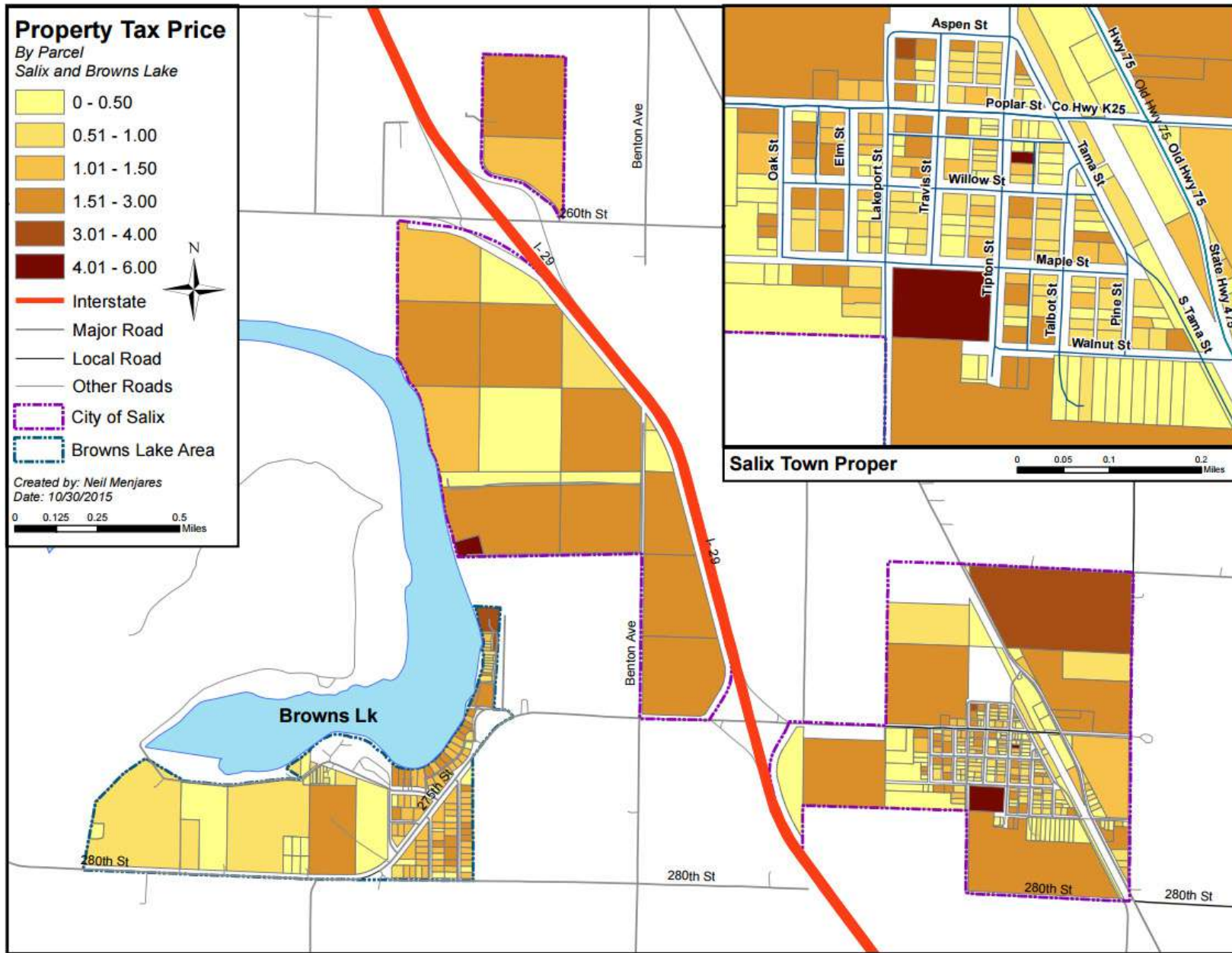


Figure 8: Property Tax Rate for Salix and Browns Lake

The property tax price is a measure that indicates how much a property owner needs to pay in property taxes for the city to raise a dollar per property. A property with a tax price of less than 1.00 indicates that the property pays less than \$1 in property tax in order for the city to raise \$1 per property; thus, the property owner will not likely oppose a property tax increase. This will help guide recommendations on how the City of Salix can increase revenues to improve its fiscal capacity.

The attached map shows the property tax prices in Salix and Browns Lake by parcel. Most residential parcels have property tax prices of 1.00 or less, while most agricultural lands have tax prices greater than 1.00. A parcel in Salix has a very high tax price; this parcel is owned by a Catholic Church, thus it is tax-exempt.

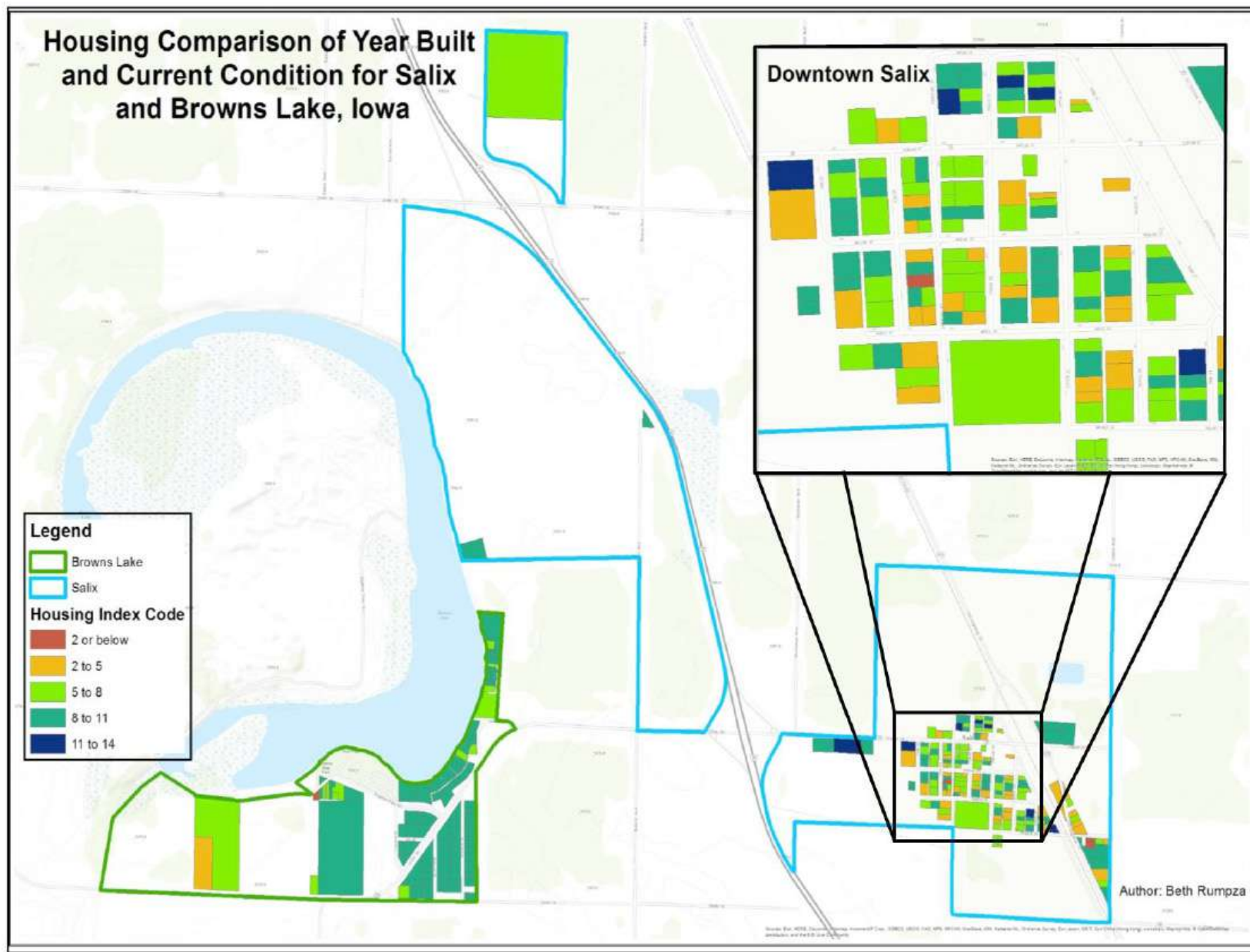


Figure 9: Housing Stock Comparison of Salix and Browns Lake

Figure 9 displays a comparison of the housing stock in Salix and Browns Lake. Each residential property in each of the communities was assigned a value from 1 to 14 depending on the year it was built and the condition of the building. Properties with higher values are considered “better” homes than those with lower values. This gives an indication of the housing stock available in the area and where homes that are not taken care of as well are located throughout the communities.

Transportation

Salix's close access to Interstate-29 is one of the city's strengths. The city's transportation system includes an interstate, railroad, highways, county roads, and city streets (see Figure 10). Several city officials have stated that there is little sidewalk continuity in the city and that there are no current plans to expand sidewalk infrastructure.

Transportation Accessibility

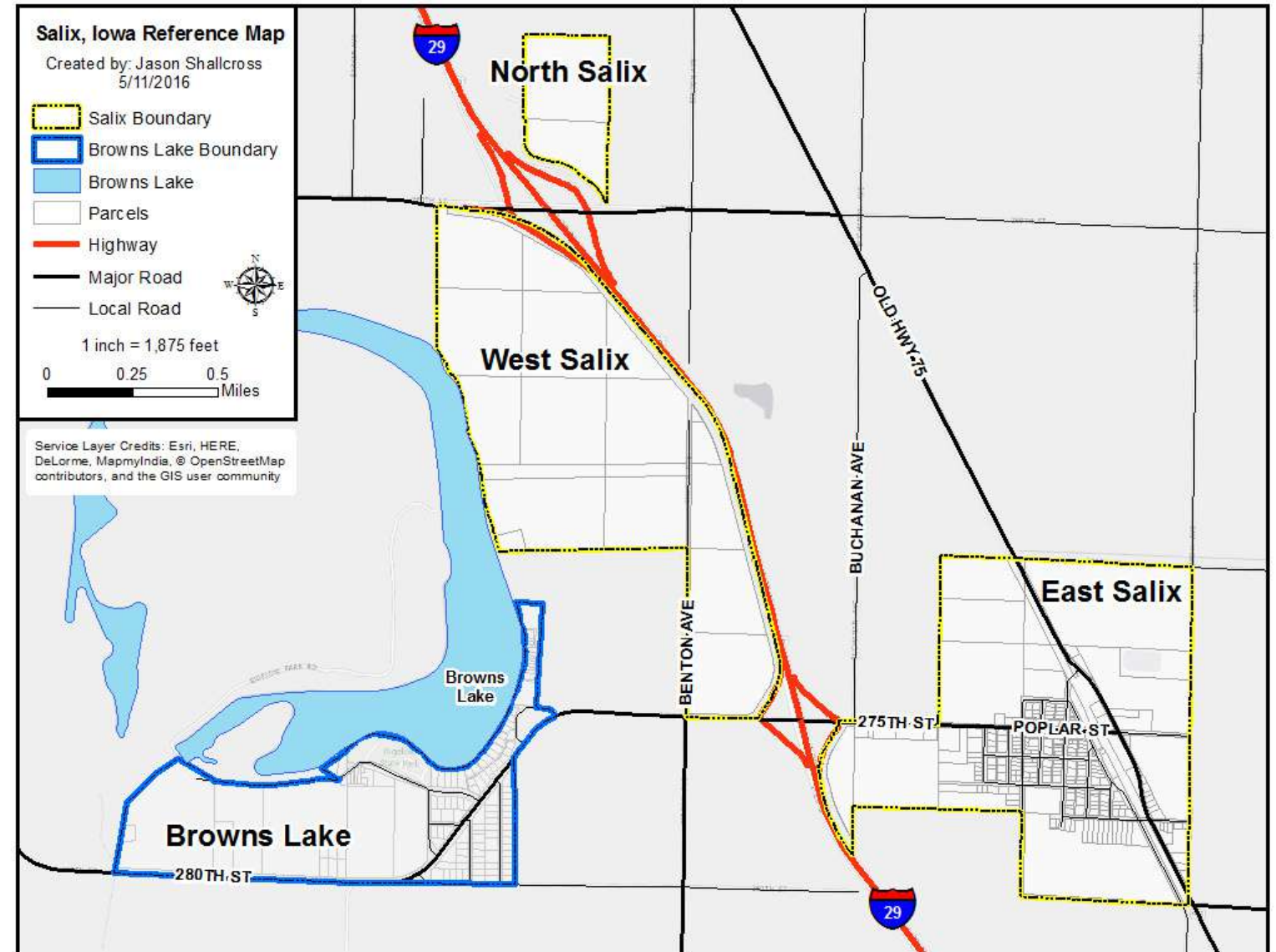
Railroad

A railroad owned by Union Pacific runs through Salix. As Figure 11 shows, the railroad is located in eastern Salix. Built in the fall of 1867, it originally went from the Missouri Valley to Sioux City. The railroad established Salix as a trade center between these two locations. However, there is no longer a station in the city. The railroad developed the region in decades past; it is in use today. Nearby industrial sites utilize the railroad for daily operations.

Highway

There are two highways located in Salix, Interstate-29 and Old Highway 75. As shown in the preceding map, Interstate-29 divides Salix into three sections. Old Highway 75 (US 75) is located nearly one mile east of Interstate-29 in the city's downtown area. On October 25, 1968, the segment of Old Highway 75 (US 75) between Sioux City and Mondamin, Iowa was renamed County Road K45. Therefore, the Old Highway 75 runs on the same road as County Road K45 in the Salix area.

Figure 10: Salix Road Map



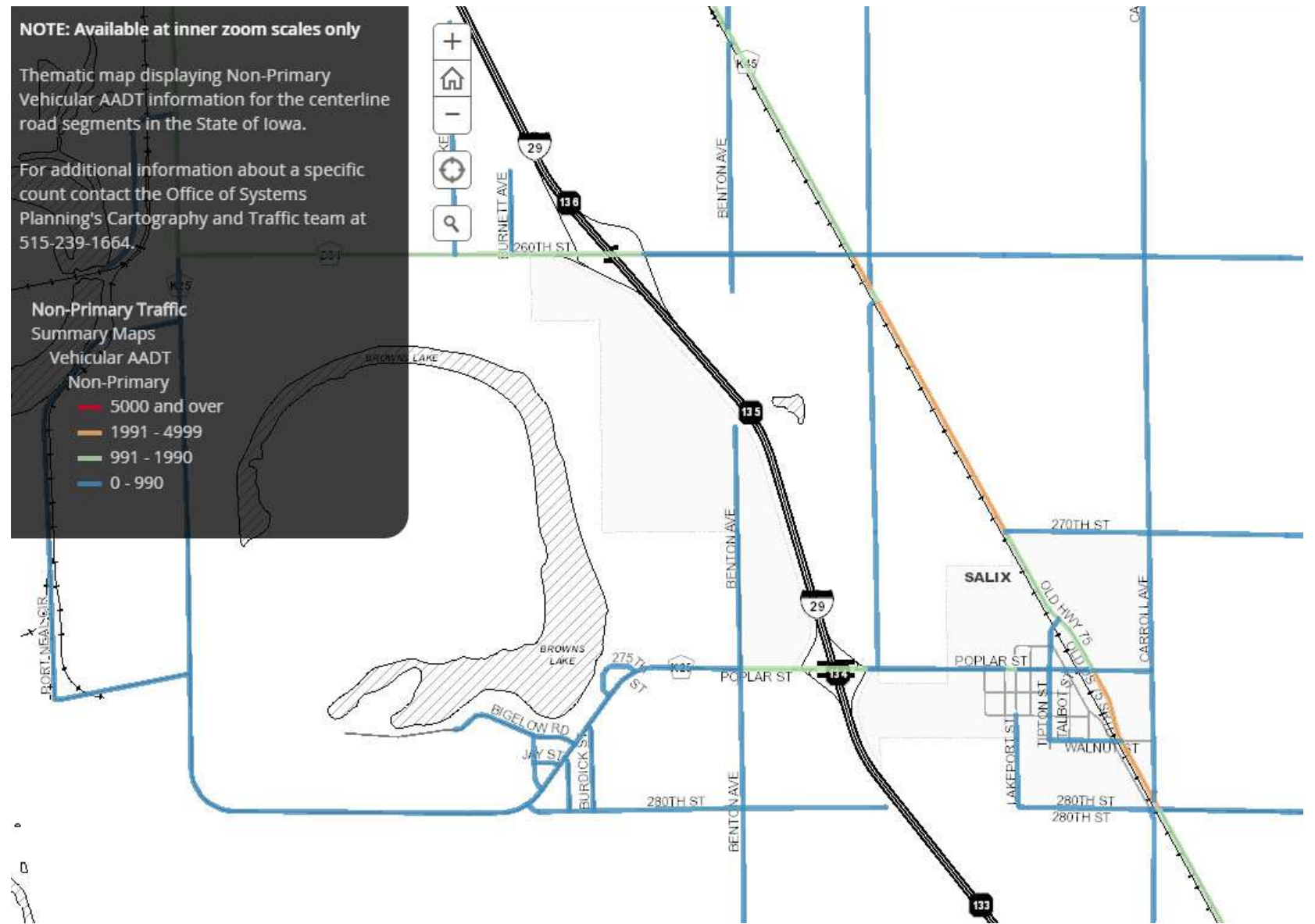
According to Average Annual Daily Traffic Values (AADTV) provided by the Iowa Department of Transportation, the annual average daily traffic on Interstate-29 near Salix is 17,300. The AADTV on Old Highway 75 near Salix is 2,000. The AADTV at the intersection of interstate-29 and 275th street in the Salix area (the Salix exit) is approximately 16,600.

The Iowa Department of Transportation (DOT) is currently constructing a bridge replacement for the I-29 Interchange, and repaving County Road K25 (Poplar Street). These projects are part of the Iowa Highway Program. The DOT will pay all costs except those allocated to the Local Public Agency (LPA) under the terms of agreement (DOT, 2015). The Salix Pavement Replacement Project is under the Five-Year Secondary Roads Construction Program, also administered by the Iowa DOT. This project extends from the I-29 and K45 (260th Street) intersection near Port Neal to I-29 and K25 (Poplar Street). These construction projects will provide higher quality roads to the City of Salix.

County Roads

The annual average daily traffic on K25 (Poplar Street) in Salix area ranged from zero to 990 in 2011. The annual average daily traffic on K45 in the Salix area ranged from 991 to 4,999 in 2011.

Figure 11: Annual Average Daily County Roads Traffic Volume (AADTV) for Roadways in Salix, 2011



Lewis & Clark Trails

The Lewis & Clark Trail, a cultural destination, was established in 1978 (Travel the Lewis and Clark Trail, 2011) as part of the National Trails System. The trail is over 4,600 miles long and traverses through several states including Indiana, Kentucky, Illinois, Missouri, Kansas, Nebraska, Iowa, South Dakota, North Dakota, Montana, Idaho, Washington and Oregon (Travel the Lewis and Clark Trail, 2011). This is a multi-use trail, accommodating various trail uses such as hiking, boating, horseback riding, and biking. Part of the Lewis & Clark Trail (LCT) runs through Salix.

Bicycling is the main use of Salix's portion of the Lewis & Clark Trail. To build a trail for modern day trail users and improve its mobilization, the Lewis and Clark Multi-use Trail Study proposed redesigning the trails. The Lewis and Clark Multi-use Trail study discussed Salix area trails, published by the Iowa Department of Transportation in 2011.

As Figure 12 shows, there are two four stages, expressed as different colored segments, located in Salix. One route links Browns Lake to Salix. This trail segment is the paved, two-lane, moderate-volume County Road K25. The Study designated this route as a shared route. A shared route would link Salix and Browns Lake, and it would upgrade the side path to connect Salix to nearby recreational resources. Another route is along K45. This route links Salix to Sloan. This road is currently a paved, two-lane, high volume county road (Transportation I. D., Lewis and Clark Multi-Use Trail Study, 2011). This route utilizes paved shoulders for bike lanes.



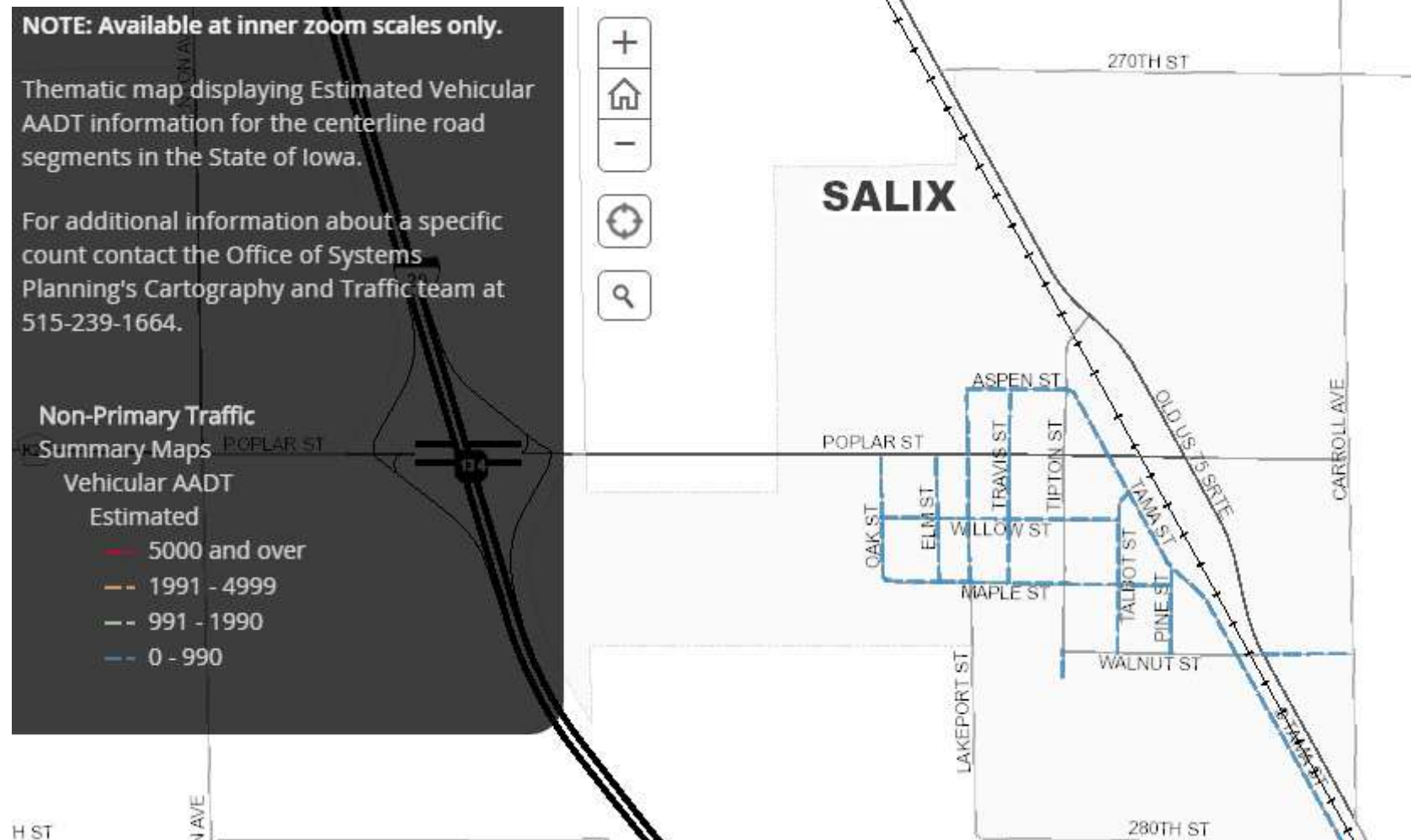
Figure 12: Parts of the Lewis and Clark Trail

City Streets

There are several streets located in Salix. Most of them are located in East Salix. Poplar Street is the main road into Salix. The Salix United Methodist Church, Pioneer Bank, City Hall, Post Office and Burkhart Garage are located on Poplar Street. Figure 13 shows that the annual average daily non-primary estimated traffic volume for roadways in Salix in 1998 ranged from zero to 990. Most of them are around 300. However, Tama Street estimates are approximately 981 (Transportation I. D., Annual Average Daily Traffic (AADTV) for roadways in Iowa: Estimated Traffic Volume).

Current Salix Mayor Linda Cox indicated that the city has no further plans for street or sidewalk construction in Eastern Salix. However, the city expects street construction to occur in West Salix in the future. The city allocated \$29,105.64 to road use expenses in fiscal year 2015. Road maintenance was the primary target for this money.

Figure 13: Annual Average Daily Non-Primary Estimated Traffic Volume (AADTV) for Roadways in Salix



Revenues and Expenditures

As of the fiscal year 2014, the City of Salix had annual revenues amounting to \$452,678, while expenditures amounted to \$379,391. According to publicly available data from the Iowa Department of Management, the city has managed to keep a balanced budget since 2007. As shown in Figure 14, the city saw a sharp increase in revenues and expenditures in 2012. This occurred due to the collection of revenues from issuing municipal bonds and spending on various capital projects.

Outstanding Obligations

In 2012, the city issued two revenue bonds and a general obligation bond to fund various infrastructure projects. These projects include a deep water well, a lift station for sewage, and paving roads (Treasurer of Iowa, 2015). The city also obtained a loan in this same year. The city collected a total of \$1,115,000 in proceeds from the bonds and the loan. The city also issued revenue bonds in 2008, but for a much smaller amount (Treasurer of Iowa, 2015). Table 6 shows the outstanding obligations of the city as of 2015.

Table 7 shows the schedule of debt payments that the city will undertake until the year 2040. The city will pay off all the bonds by 2040, if the city does not issue additional bonds.

Figure 14: Salix Revenues and Expenditures from 2007 to 2014

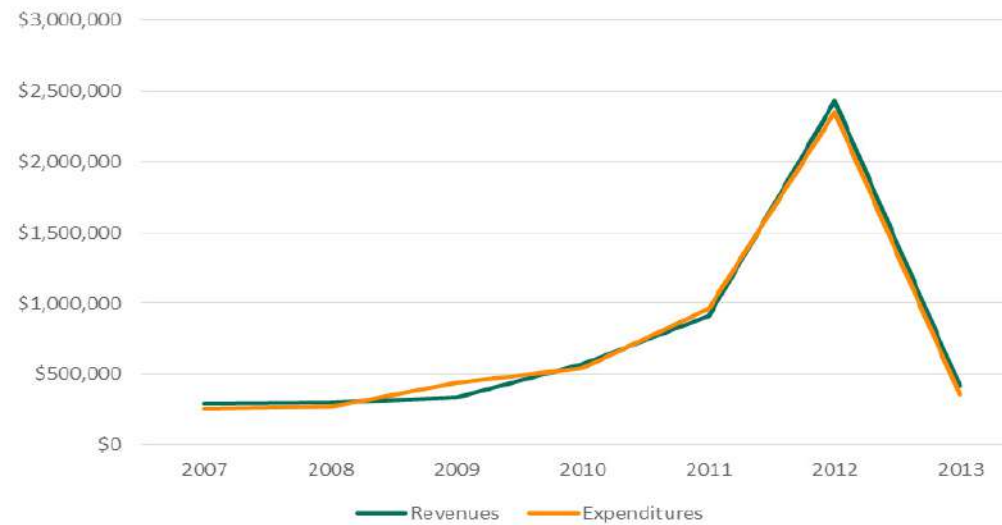


Table 7: Debt Repayment Schedule

Duration	Total Amount of Debt Payments
2015-2018	\$ 14,256.82
2019-2021	\$ 12,603.07
2022	\$ 8,985.57
2023-2039	\$ 7,455.57
2040	\$ 4,095.57

Table 6: Outstanding Obligations of Salix as of 2015

Issue Date	Maturity Date	Amount Issued	Annual Payments	Amount Outstanding	Purpose	Security Classification
Nov. 1, 2008	Nov. 1, 2018	\$ 62,500.00	\$ 4,095.57	\$ 29,058.03	Water Loan	Revenue Bonds
Apr. 20, 2012	June 1, 2040	\$ 251,000.00	\$ 3,360.00	\$ 224,000.00	Well Project	Revenue Bonds
Mar. 2, 2012	June 1, 2039	\$ 114,000.00	\$ 1,530.00	\$ 102,000.00	Lift Station	Revenue Bonds
Dec. 1, 2012	June 1, 2022	\$ 600,000.00	\$ 3,617.50	\$ 430,000.00	Paving Project	General Obligation Bonds
Apr. 12, 2012	Dec. 1, 2021	\$ 150,000.00	\$ 1,653.75	\$ 105,000.00	Paving Project	Loans

Revenue Sources

Most of Salix’s tax revenues have come from charges for fees and city services since 2007. A close second was special assessments, followed by the property tax levy. The exception to this was in 2012, when Salix collected most of its revenues from three bond issuances (Figure 15).

City Expenditures

Salix’s the largest expenditures have been on business enterprise, capital projects, public works, and debt service. Business enterprise means city services such as water and sewer. Capital projects were overwhelmingly the largest expenditure in 2012. Salix received its proceeds from three bond issuances in 2012 (Figure 16).

Consolidated Tax Levy Rate

Salix, like every local government in Iowa, is subject to certain tax and expenditure limitations. Salix charges a property tax levy of \$8.10 per \$1,000 in assessed value, the maximum that a local government in Iowa can levy from property. As of 2015, the city does not collect any other type of levy. However, Salix is not the only entity collecting levies from city residents. Other taxes include those for the local school district, payments for bonds issued and loans taken, and capital projects. The Consolidated Tax Levy Rate combines all these tax levies.

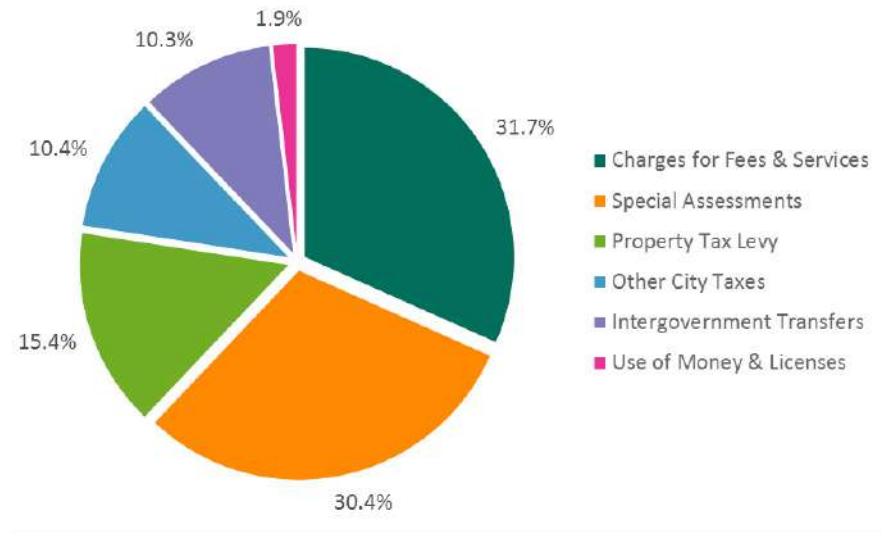


Figure 15: Revenues for Fiscal Year 2014.

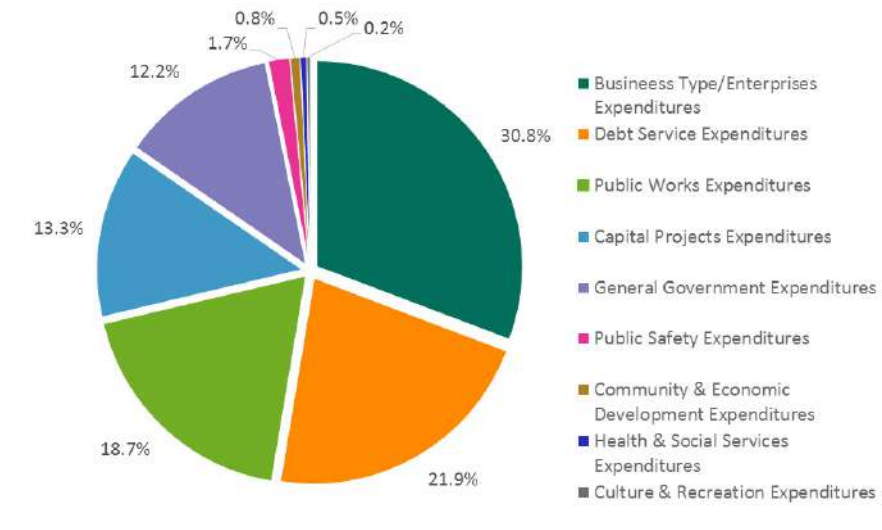


Figure 16: Expenditures for Fiscal Year 2014.

Assessment Value

In Iowa, the entire assessment value is not the taxable amount. Total assessment values have a Rollback Rate applied before they are subject to tax. The residential rollback rate is 55.6259% (Iowa Department of Revenue, 2015).

The Net Tax is:

100% Actual Assessment Value * Rollback Rate by
Property Class = Gross Taxable Value

Gross Taxable Value – Military Exemption = Net Taxable
Amount

Net Taxable Amount / 1000 * Consolidated Tax Levy Rate
= Gross Tax

Gross Tax – Homestead Credit – Agricultural Land Credit
– Family Farm Credit – Elder, Disabled, Low-Income =
Net Tax

Salix has a consolidated tax rate of \$27.96843 per \$1,000
of net taxable amount. The Browns Lake community has a
lower consolidated tax rate of \$23.59078 per \$1,000 of net
taxable amount. Browns Lake is under Liberty Township.
Both Salix and Browns Lake belong to the Westwood
School District.

General Obligation Debt Limitation

According to the Iowa Constitution, general obligation debt is limited to 5% of the total actual valuation of the taxable property in the city. The actual valuation is the 100% of total valuation. Thus, the Rollback Rate does not use the total valuation as the basis for the limitation (Callahan, 2011).

The total valuation of Salix is \$15,869,556 as of 2015. Salix can incur a total general obligation debt of about \$790,000 in the fiscal year 2015; however, outstanding general obligation debts, amounting to \$535,000, count against this amount. Therefore, Salix can only incur new general obligation debts of up to \$255,000. This debt limitation includes the principal amount of bonds, notes, loans, and other debt instruments. These are payable by property taxes. The other debts are revenue bonds, paid for by charges for services.



Utilities



This comprehensive plan covers utilities that the city directly owns and operates, such as water supply, sewage treatment, and stormwater drainage. Individual deep wells and septic tanks currently serve Browns Lake residents. It is an environmental and public health risk to locate septic tanks in close proximity to a body of water and in an area with a high water table. Envision 2050, a regional master plan prepared by Woodbury County, proposes extending water and sewer service from Salix to Browns Lake.

Water

Salix recently built a new water tower with a capacity of 125,000 gallons a day. Each person consumes 80 to 100 gallons of water a day for both potable and non-potable uses (The USGS Water Science School, 2015). The pressure of water supply is at 60 psi. This is within the acceptable water pressure range of 40 to 70 psi for residential use (APEC Water Systems, 2015). Using 2014 ACS 5-year estimate population data, the approximate total daily water consumption of the city is:

$100 \text{ gallons} * 372 \text{ persons} = 37,200 \text{ gallons total daily water demand}$

$125,000 \text{ gallons} - 37,200 \text{ gallons} = 87,800 \text{ gallons water tower excess capacity}$

The new water tower has an excess capacity of 87,800 gallons. It can accommodate additional water demand. Thus:

$87,800 \text{ gallons} / 100 \text{ gallons per person} = 878 \text{ persons}$

The new water tower can serve an additional 878 users. There are 366 persons in Browns Lake (City of Salix, 2015). Thus, the newly constructed water tower can serve Browns Lake.

The existing deep well is capable of providing water at 240 gallons per minute. The water pump currently in use pumps out 84 gallons of water per minute (City of Salix, 2015). In addition, the water treatment plant has a capacity of 115 gallons per minute (City of Salix, 2015), or 55,600 gallons per day.

Sewer

The existing sewage lagoon can serve 640 persons (City of Salix, 2015). Salix has a population of 372. Thus, the sewage lagoon can serve an additional 268 persons. However, Browns Lake has a population of 366. Sewage lagoon expansion will be necessary if Browns Lake has sewage service extended to it.

Salix Population + Browns Lake Population = Total Population

$372 + 366 = 738 \text{ persons}$

$640 \text{ persons (Sewage Lagoon Capacity)} - 738 \text{ persons} = -98 \text{ persons (cannot be served by existing sewage lagoon)}$

Based on the capacity of the existing sewage lagoon, approximately 765 square feet of lagoon area is required to serve a person. A lagoon expansion will need an additional 275,000 square feet. However, a plumbing engineer should verify this estimation.

Current sewage lagoon area / Capacity = Lagoon area per person

489,180 square feet / 640 persons = 765 square feet per person

98 persons * 765 square feet = 274,820 square feet (additional sewage lagoon area needed)

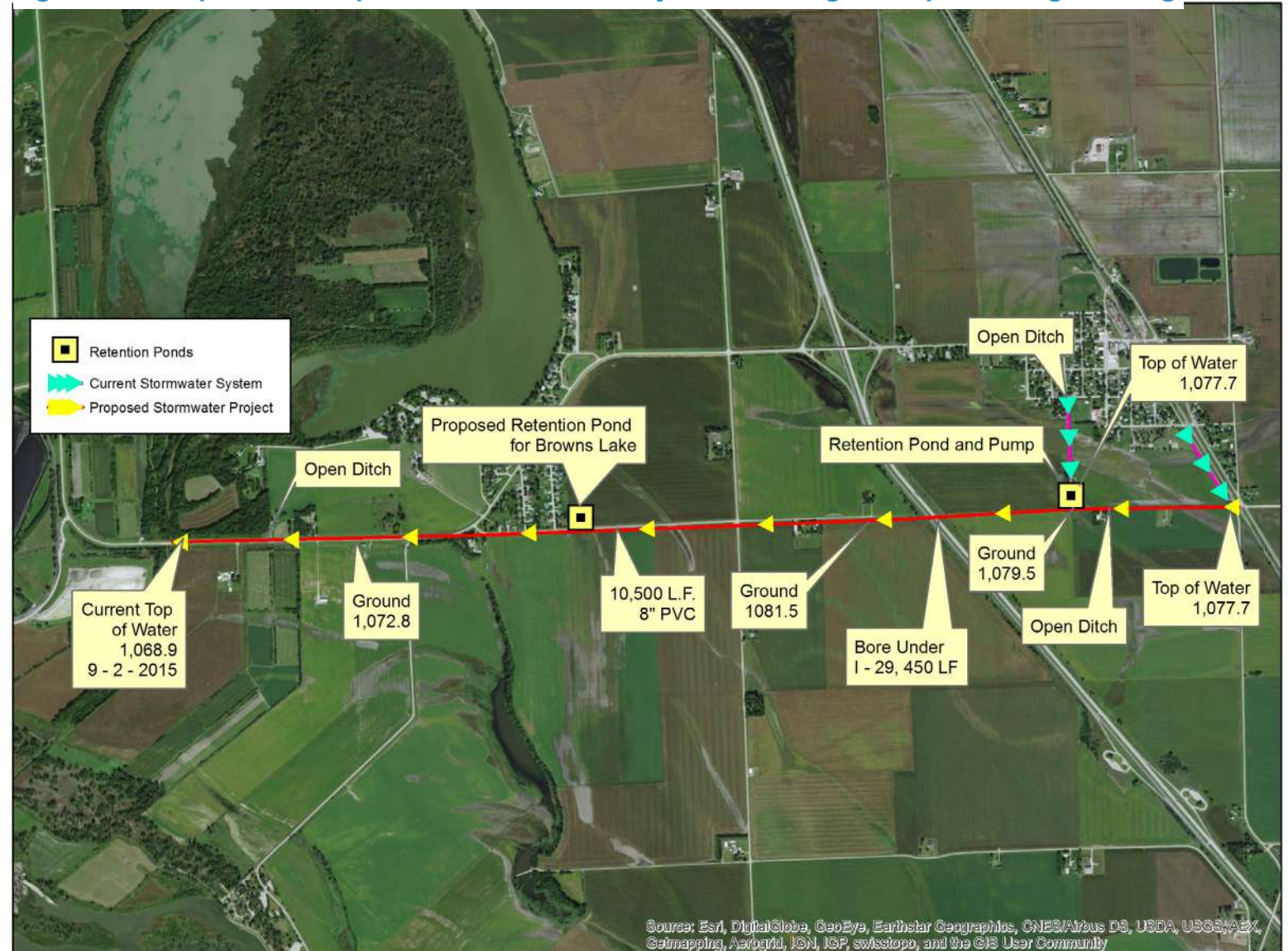
Drainage

Salix leaders informed the Salix Comprehensive Planning Team (SCPT) that Salix is not part of any drainage district. Public meeting discussion confirmed this. Flooding has proven to be a regular occurrence when there is a storm. The high water table, which is only four feet below the surface, only exacerbates flood issues because water does not percolate as fast as in areas where the water table is deeper.

Salix leaders stated that the city pumps its accumulated stormwater to a nearby farmland. However, this only happens when the landowner gives them the signal to do so. This limits Salix's ability to drain its stormwater expeditiously.

Salix is currently pursuing a stormwater drainage project (City of Salix, 2015). The proposed drainage line will run from the south side of the city westward and cross the interstate. It will then pass through the south side of Browns Lake and drain into the outlet of Browns Lake, as shown in Figure 17.

Figure 17: Map of the Proposed Stormwater Project, as designed by V&K Engineering



Utilities Proposed by Envision 2050

Envision 2050, a regional master plan commissioned by Woodbury County Rural Economic Development, examined the metropolitan area's current infrastructure, including water and sewer.

For sewer, Envision 2050 proposed that Salix would serve the water and sewage needs of Browns Lake and the area east of Interstate 29 and north of Salix, as shown in Figure 18 and Figure 19. Extending water and sewer lines to Browns Lake is more likely, while the extension to the north of Salix is not likely since it is more expensive than having Sioux City serve the area (Woodbury County, 2015).

Cost

V&K Engineering prepared cost estimates for water and sewer extension to Browns Lake. As shown below, the total cost amounts to \$4.2 million. The cost for water and sewer extension to Browns Lake already includes sewage lagoon expansion.

Table 8: Estimated Costs for Water and Sewer Extension to Browns Lake

Water & Sewer Extension	Cost
From Salix to west of I-29	\$ 766,336
Across I-29	\$ 377,984
From east of I-29 to Browns Lake	\$ 3,056,120
Total Estimated Cost	\$ 4,200,440

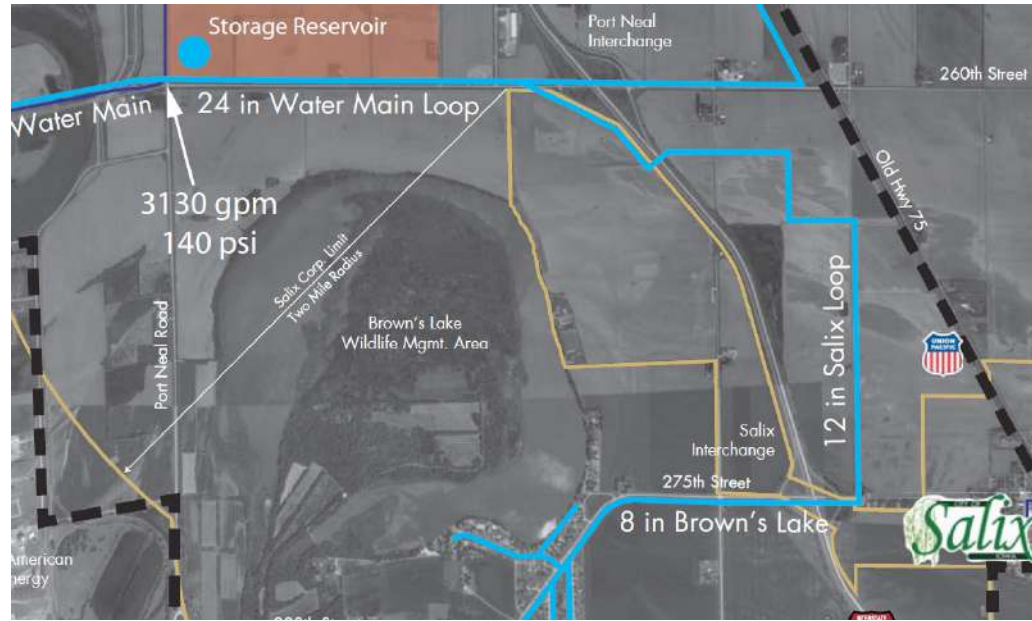


Figure 18: Envision 2050 Water Line Expansion Plan



Figure 19: Envision 2050 Sewage Line Expansion Plan

Implications

The survey results indicate that Browns Lake residents want to have water and sewer service from Salix extended to their community. Envision 2050 also proposed the extension. However, current infrastructure and financial circumstances may require Salix to annex Browns Lake if it is going to extend services to the community.

Although the new water tower in Salix can accommodate the water demand from Browns Lake, extending the water and sewer lines from Salix to Browns Lake will entail cost. Additionally, the sewage lagoon expansion will be necessary. These projects cost approximately \$4.2 million, far beyond the financial capacity of the city. As of fiscal year 2016, Salix can incur new additional general obligation debts of up to only \$255,000.

The annexation of Browns Lake into Salix will likely be the only way that Salix is able to fund such a massive infrastructure expansion. Salix's total valuation will more than double from \$8.12 million to \$18.96 million; thus, the issue limit of general obligation bonds will increase to about \$1.76 million. Salix can also levy special assessments, apply for grants, or take out loans to finance the project.



Old Salix Water Tower



New Salix Water Tower

Housing



Salix residents identified the need for new housing as an opportunity on which the city should capitalize. Particularly, residents proposed the construction of multi-family homes in Salix. Approximately 97% of public survey respondents said they owned their homes, while 3% said they are renters. About 71% of all survey respondents supported the construction of multi-family homes in Salix, with another 14% being undecided on the matter. Only 14% of survey respondents opposed the construction of multi-family homes in Salix.

Salix welcomes new housing developments as this will increase their tax base; however, it will also increase the cost of providing public services. New, young families who will live in the community will add vitality to Salix. This section will discuss the housing demand opportunities that Salix can capitalize.

CF Industries is in the midst of constructing a \$1.7 billion nitrogenous fertilizer plant expansion in Port Neal. It will employ 100 full-time workers once it becomes operational in 2016. Their salaries will average \$55,000 annually (Dreeszen, 2014). In addition, a joint venture of Seaboard Foods and Triumph Foods is building a \$264 million pork plant in the Bridgeport West Industrial Park, located near Sergeant Bluff on the south side of Sioux City. It will employ 902 production workers and pay approximately \$28,800 per year per worker. It will also create 208 management and administrative workers and pay approximately \$53,000 per year per worker (Dreeszen, 2015). The pork plant will be operational in 2017. These

new jobs, as well their subsequent economic impacts, will likely increase the demand for housing in Woodbury County.

Salix's population will likely remain largely the same over the next 20 years given current data. However, the city may see an increase in housing demand if large factories open in Port Neal and along the I-29 corridor. The Envision 2050 plan actively promotes this type of development.

The SCPT determined the economic impact of new jobs created by CF Industries and the pork plant to estimate Salix's future housing demand. The analysis is at the county level. The SCPT made separate computations for production jobs at the pork plant, management and administrative jobs at the pork plant, and the total amount of jobs created by CF Industries because they pay different rates. The systematic methodology and detailed computations are in Appendix 4.

The economic impact assessments of the CF Industries expansion and the upcoming pork plant reveal that 453 new households in Woodbury County will require housing. Therefore, the future housing demand in Woodbury County from these economic impacts is 453 housing units. However, the Huff's Probabilistic Model showed that there is only a 3.5% chance that the new households will reside in Salix. From among the 453 households, only 12 households may want to reside in Salix, while there are currently 25 vacant housing units in the city (US Census Bureau, 2014).

Table 9: Vacancy Rates in Salix, Sioux City and Sergeant Bluff

2014 ACS 5-year estimates	Salix	Sioux City	Sergeant Bluff
Total Housing Units	171	33,445	1,457
Vacant Housing Units	25	2,026	28
Vacancy Rate	14.6%	6.1%	1.9%



Possible Scenario for Growth

One factor that may lead to an increased demand for housing in Salix is the city’s current vacancy rate. As shown in Table 9, Salix has a high vacancy rate of 14.6%. Sioux City’s vacancy rate is 6.1%. Sergeant Bluff has a vacancy rate of only 1.9%. A tight housing market generally has a vacancy rate below 5%.

Housing Preferences & Diversity

Although Salix does not expect to see increased housing demand in the immediate future, this Plan considers three growth scenarios. Industrial development north of Salix and a loose housing market may cause the city to expect growth in housing demand within the next 20 years. According to the 2010-2014 ACS 5-year estimate, there are 171 total housing units in Salix, and 80% of these units are single-family detached homes. There are two units of 5-9 unit homes, and the rest are mobile homes. Therefore, single detached homes and mobile homes are the predominant housing stock in Salix.

Three of the Iowa Smart Planning Principles are Housing Diversity, Sustainable Design, and Revitalization. Salix is encouraged to provide various types of housing development in the future. A future economic surge may produce jobs with varying income levels. Having a diverse housing stock ensures that families from all socio-economic backgrounds are accommodated. Sustainable design calls for the prudent use of land and the preservation of the natural environment. Salix should increase the density of its housing stock. Preserving the natural environment and enhancing walkability are keys to attaining sustainable design and reflecting the small town

values of Salix in the built environment. Revitalization calls for the reuse of existing buildings and infrastructure before creating new buildings or developments. Dense, walkable environments make sense for a small community like Salix.

Several surveys conducted by the National Association of Home Builders suggest that most people prefer single-unit detached homes. However, a study by Myers and Gearin (2001) suggests that there has been a shift towards denser housing. Dense housing includes condominiums and town houses. The main group of people who prefer this type of housing are aging baby boomers. There is an increasing body of literature, which supports the idea that higher density housing, “...can feature the best elements of low-density suburbs, enhancing quality of life” (Danielson, Lang, & Gulton, 1999). It continues to state, “Home buyers are willing to trade away low-density living if they receive an attractive package of community amenities in return” (Danielson, Lang, & Gulton, 1999).

However, Myers and Gearin (2001) said that housing preferences are ever changing. “Housing preferences, new supply and actual demand are mutually evolving, with preferences driving potential demand, rising demand spurring new supply and visible new supply potentially supporting greater preference” (Myers & Gearin, 2001). Moving forward, Salix will be in a great position to offer diverse housing types. The city needs to move away from only providing single-family detached homes and enable the construction of a multitude of housing types.

Economic Development



The City of Salix presents many unique opportunities for economic development. The community, currently a satellite city that serves as a bedroom community for the larger metropolitan Sioux City area, has approximately six local businesses servicing the city's local demand.

Current Employment and Businesses

Of the approximate 356 people living in Salix, 266 are 16 years or older. Of these 266 people, approximately 203 make up the civilian labor force. Salix's unemployment rate was 2.6% (+/-2.1%) according to 2014 American Community Survey (ACS) data. The 2014 ACS data shows that approximately 97% of people commute to work via automobile. The current businesses located in the city are Steinhoff Landscaping and Construction, Walker's Bar, Pioneer Bank, Lollipop Lane Daycare/Pre-School, Heads and Nails, and a United States Post Office.

Future Business Growth

The Salix Comprehensive Planning Team performed a peer city comparison, urban hierarchy study, public survey, and preliminary market analysis to determine which businesses are viable for Salix to pursue given the city's current context.

Peer City Comparison

The SCPT compared Salix to eight fellow satellite cities of Sioux City. These peer cities are located in each of the three states that the Sioux City Metropolitan Statistical

Area covers. The selected cities are located in North Dakota (Jefferson), Iowa (Hinton, Lawton, Bronson, and Sloan), and Nebraska (Homer, Hubbard, and Jackson). The SCPT evaluated businesses and industries in peer cities for hierarchical compatibility, and then the SCPT presented these businesses and industries in the form of questions to Salix residents.

Urban Hierarchy Study

Walter Christaller's Central Place Theory greatly informed the urban hierarchy study. This theory gives planners a better understanding of the hierarchical structure of a given metropolitan area. Sioux City is the "highest-order" city under this theory. This is because it is the central, or capital, city in this structure. Salix is a lower-order city because it is a satellite city; it is not a hub for jobs or commercial activity. Salix residents travel elsewhere for employment and services. Central cities, such as Sioux City, offer both higher-order and lower-order products and services. Lower-order cities, such as Salix, offer lower-order products and services (Fischer, 2011). This holds true when examining the businesses that are currently located in Salix. The Salix Comprehensive Planning Team then narrowed down the list of businesses identified in the peer city comparison to lower-order product and service businesses because they have the highest probability of success in a lower-order city. This process culminated in a list of eight businesses that have the highest probability to succeed in Salix.



Public Survey

The Salix Comprehensive Planning Team presented this list of businesses to Salix residents as part of our public survey. This gaged community desire for each business type. The eight businesses put forward to Salix residents were:

- Gas Station
- Restaurant
- Grocery Store
- Convenience Store
- Laundry Service
- Bakery
- Gym
- Florist

100% of survey respondents desired a convenience store. Approximately 98% of respondents desired both a restaurant and a gas station. About 94% of respondents desired a grocery store, 59% desired a bakery, 43% desired a gym, 41% desired laundry services, and 26% desired a florist.

Market Analysis

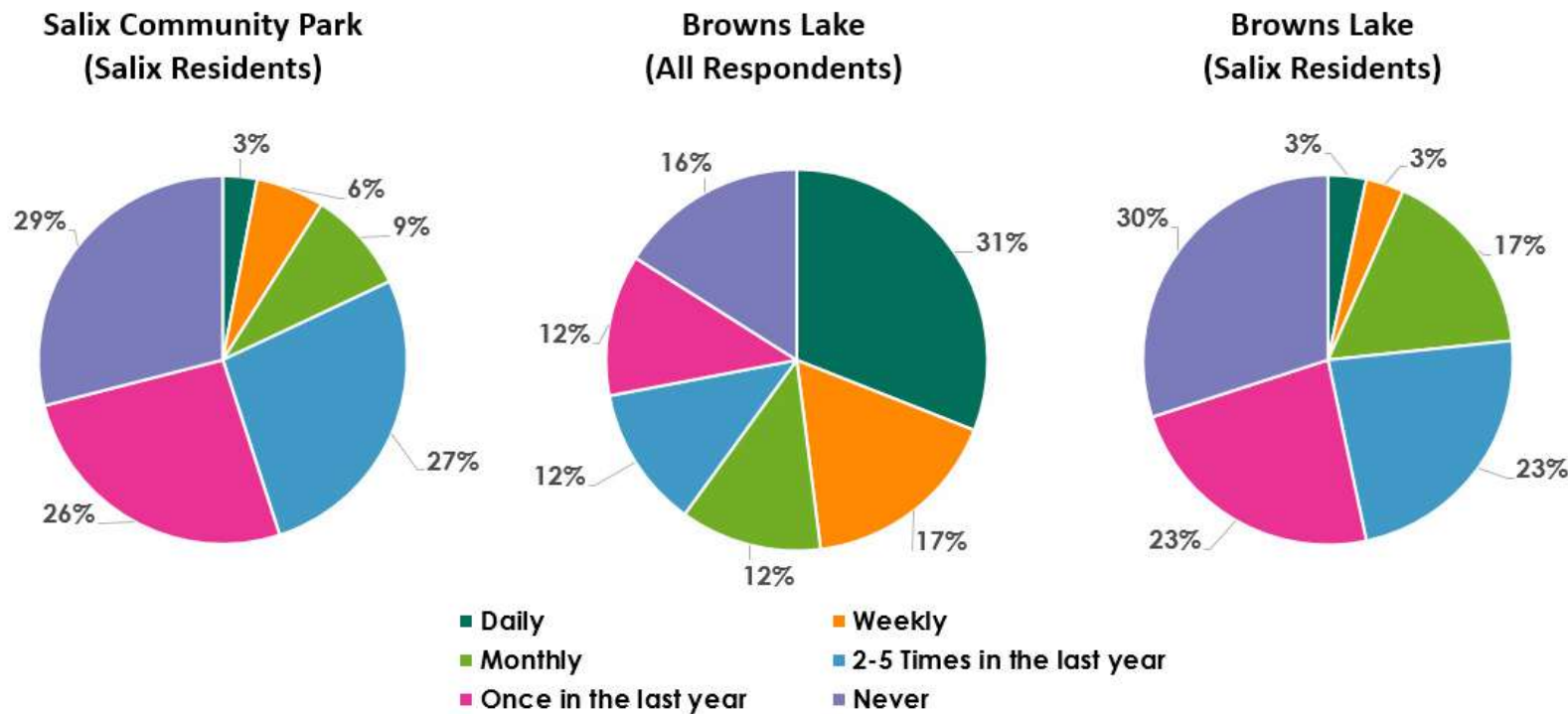
The Salix Comprehensive Planning Team (SCPT) performed a preliminary market analysis on two of the most desired businesses by Salix residents, as identified in the peer city comparison (a gas station and convenience store). The results of the study show that the current Salix and surrounding area's population alone cannot support either a gas station or convenience store. The fact that two local gas stations have closed in the past 20 years supports this analysis; one was located in Salix, and the other was located in nearby Sloan. However, if the community grows in the future, the area may be able to support one or both types of businesses. The detailed preliminary market analysis is located in Appendix 6.

Future Economic Development Analysis

The implementation of many of the ideas in this plan and the strengthening of the local economy will be required to nurture Salix's population, improve access to employees, and build businesses crucial to the success of Salix. Economic development goals, objectives, and recommendations are in Chapter 4 and Chapter 5 of this document.

Natural Resources

Figure 20: Use of the Salix Community Park and Browns Lake



Access to open space and natural amenities is important for the viability of the community from a sustainable development standpoint because it promotes conservation and recreation. The availability of natural resources is important in maintaining the rural character and natural beauty of Salix. Maintaining these are important to Salix residents. The availability of natural open space for enjoyment and recreation was a strength identified by public meeting attendees. These natural areas include the Salix Community Park, Browns Lake/Bigelow County Park, and Snyder’s Bend County Park. In addition to these parks, farm and grassland surrounds Salix. This natural surrounding and the prevalence of open space contributes to the rural feel of the community.

Results from the survey indicate that Salix residents under utilize the community’s park, with only 9% of respondents using the park on a weekly basis or more. Use of Browns Lake by all Salix and Browns Lake respondents indicates a high use, but when evaluating for only Salix respondents, only 6% use it weekly or more (Figure 20). However, the planning process did not yield much input from youth in the community. If there had been more youth voice, the observed level of use of the Salix Community Park could be higher on the community survey. Still, the Salix Comprehensive Planning Team hopes to address the underutilization of the parks through recommendation made in this plan.



Salix Community Park

Salix Community Park

Located on the southeastern edge of Salix is the Salix Community Park. This park is approximately seven acres and has on-site restrooms, open space, picnic tables, a basketball court, playground equipment, and a baseball diamond. The City of Salix maintains the park.

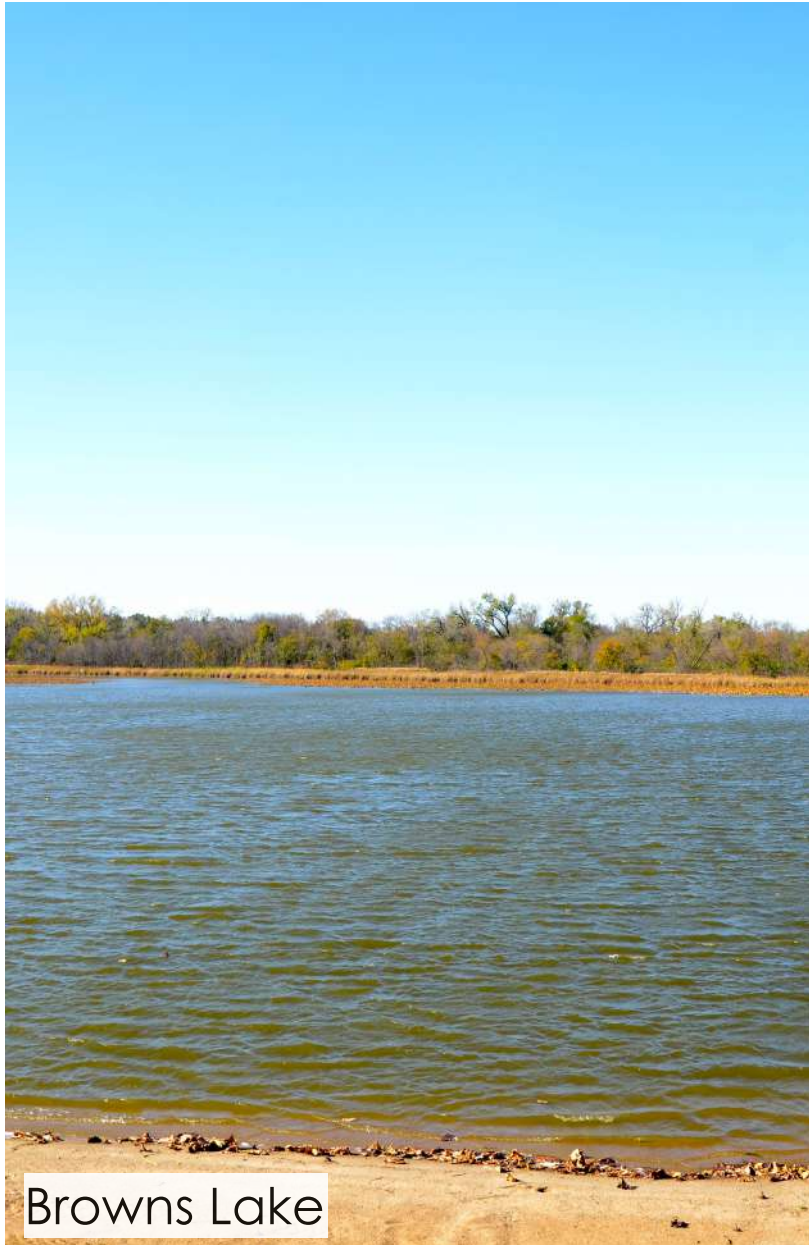


Bigelow Park

Bigelow Park-Browns Lake

Bigelow Park is a 36-acre county park that is located one mile west of Salix. It is located directly next to Browns Lake, which is a 600-acre body of water used for boating, fishing, and swimming. Bigelow Park was originally a state park. However, Woodbury County Conservation has managed the park since 1970. Park amenities include 50 campsites, an enclosed shelter, an open picnic shelter, additional picnic sites, playground equipment, a boat ramp, a fishing dock, and a beach area.

Browns Lake formed from a natural oxbow of the Missouri River when it was running naturally through the valley. Salix and surrounding community residents most commonly use the lake for fishing purposes. The most abundant fish species found in the lake are Bluegill, Channel Catfish, Crappie, Largemouth Bass, and Northern Pike. The boat ramp and fishing dock increase access to fishing for park users.



Browns Lake

Water Quality Issues

Though utilized heavily throughout the year, the Iowa Department of Natural Resources (IDNR) lists Browns Lake as an impaired water source. This means that the “water quality in the stream or lake prevents it from fully meeting its designated use; it does not meet Iowa’s water quality standards and is considered impaired” (IDNR). Browns Lake is on the impaired water source list for partial use impairment based on indicator bacteria and non-supporting use impairment because of turbidity, or cloudiness, in the water due to suspended particles.

Another water quality issue is that there are a number of septic tanks present at the homes surrounding Browns Lake. Browns Lake area residents rely on septic systems to treat and disperse their sewage in small increments due to there being no water or sewer connections available. This causes a high likelihood of septic failure leeching into Browns Lake. In the case of a tank failure, there can be “a significant source of ground water contamination” (U.S. Environmental Protection Agency). Addressing the water quality issues of Browns Lake will ensure the longevity of this recreational amenity.

Implications

There are economic, social, and recreational benefits to having natural areas and healthy ecosystems in a community. The benefits of natural amenities include higher home values, production value from the land, support of natural systems, space for recreational activities, and use values in having a space to hold community events. Because of the benefits of natural amenities, Salix should preserve and improve the assets they currently have in order to use them to their full potential. In addition to this, the Iowa Smart Planning Legislation identified the protection of natural and agricultural areas as a necessary component of comprehensive plans. The Salix 2035 Comprehensive Planning Team makes recommendations with the benefits of natural space taken into consideration. Based on input from the community survey and public meeting process, recommendations will focus on the enhancement of the Salix Community Park and the improvement of water quality in Browns Lake.

Public Safety

Public safety is one of the strengths of Salix according to survey respondents. Public survey respondents are very proud of the fire department service. There is a fire department, the Salix Volunteer Fire and Rescue, located in Salix. The city has a contract for law enforcement services through the Woodbury County Sheriff Department.

Police Services

The Woodbury County Sheriff Department provides police services to Salix. Before 2014, Salix contracted police services from its southern neighbor, Sloan. When the Sloan police station closed in 2014, Woodbury County began providing police services. Salix no longer pays for police services. However, according to the estimated expenditures in Salix for Fiscal Year 2015, there was \$500 in estimated expenditures under police services from July 1st, 2015 to June 30th, 2016 (City of Salix, 2015). Salix's Mayor indicated that this expenditure was for police operation improvements.

Generally, most residents are satisfied or somewhat satisfied with the police service in Salix. Woodbury County sheriff provides adequate police service to the city.

Fire Protection

The Salix Volunteer Fire Department is one of two fire emergency response providers for Salix. Their fire station is located near city hall, the same building where the Liberty Township Fire Department (LTFD) is located. LTFD serves both Liberty Township in Woodbury County and Salix. According to Salix's Mayor, the LTFD receives funding from Liberty Township. This department is located in Salix in case of an emergency at nearby CF industries. LTFD does not charge Salix for their services in exchange for letting them locate in the city and being near CF Industries. There is no allocation for Liberty Township's Fire Department in Salix's annual budget. Residents in Salix are confident about fire protection in the city.



Hazard Mitigation

Salix has an existing hazard mitigation plan via the Woodbury County Hazard Mitigation Plan, or WCHMP, issued on August 8, 2014 (Woodbury County, 2014). The plan lays out a hazard mitigation plan for each covered jurisdiction in Woodbury County. Aside from providing basic demographic, housing, economy, and government structure information, it also identifies critical facilities, has a tabulation of mitigation capabilities, and prioritizes hazard issues and local mitigation actions.

Risk and Vulnerability Assessment

Three priority hazard issues were determined for Salix: tornado, flooding, and winter/ice storm. Tornadoes could cause loss of homes, utility infrastructure, and natural gas pipeline. Flooding could damage infrastructure and cause water contamination. An intense winter or ice storm may hinder residents' abilities to travel to get supplies and other needs (Woodbury County, 2014).

Figure 21 shows the Flood Hazard Map issued by the Federal Emergency Management Agency, or FEMA, in 2011. The map shows that most of West Salix is located in the 1% annual chance floodplain, commonly referred to as the 100-year floodplain.

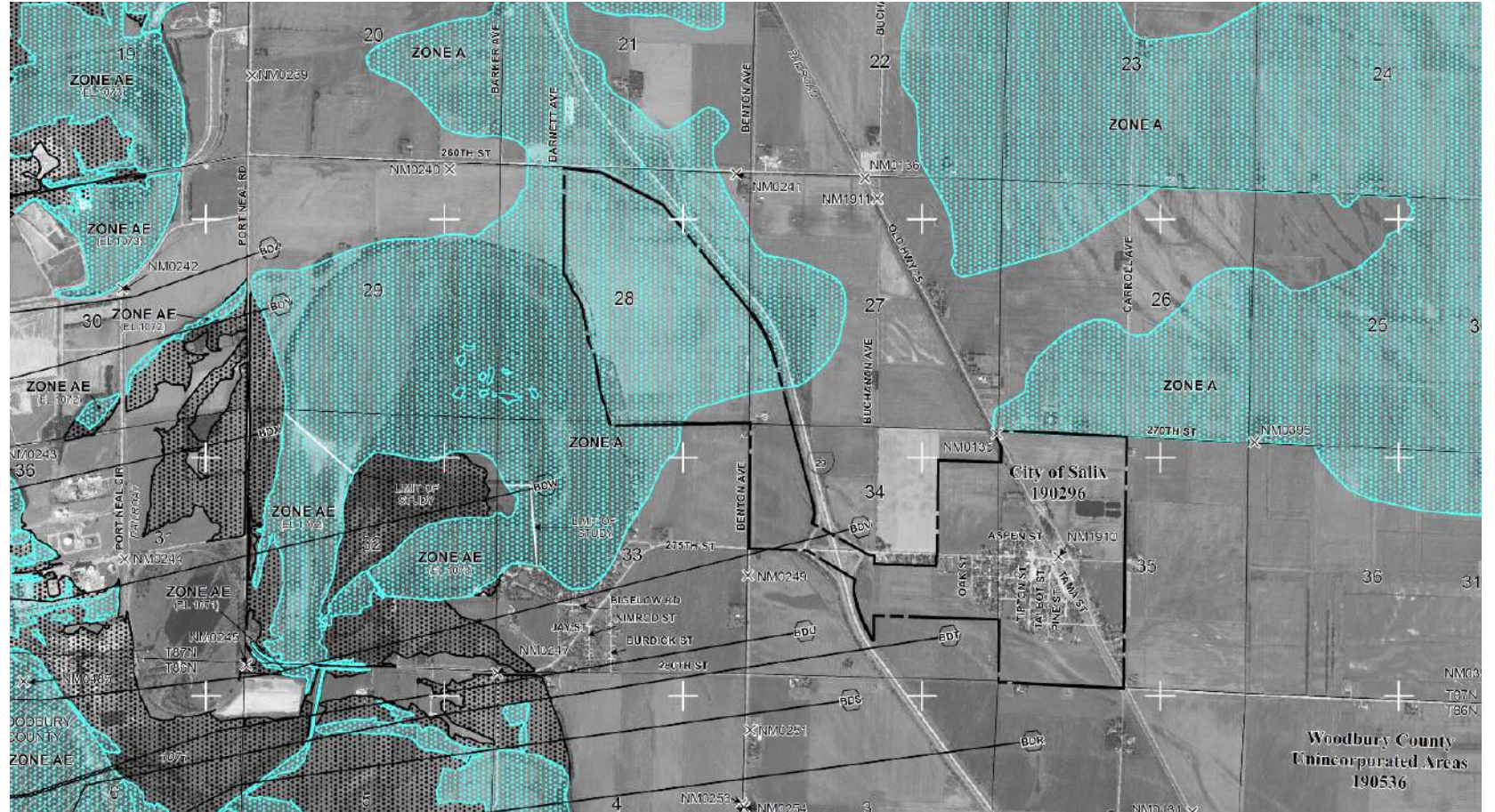


Figure 21: Housing Stock Comparison of Salix and Browns Lake

This FEMA-issued map shows the special flood hazard areas subject to inundation by the 1% annual flood chance. FEMA describes the 1% annual chance flood as the base flood that has a 1% chance of being equaled or exceeded in any given year. Areas labeled Zone A are areas with No Base Flood Elevations determined, while those labeled Zone AE are areas with Base Flood Elevations determined. Most of West Salix is considered floodplain.

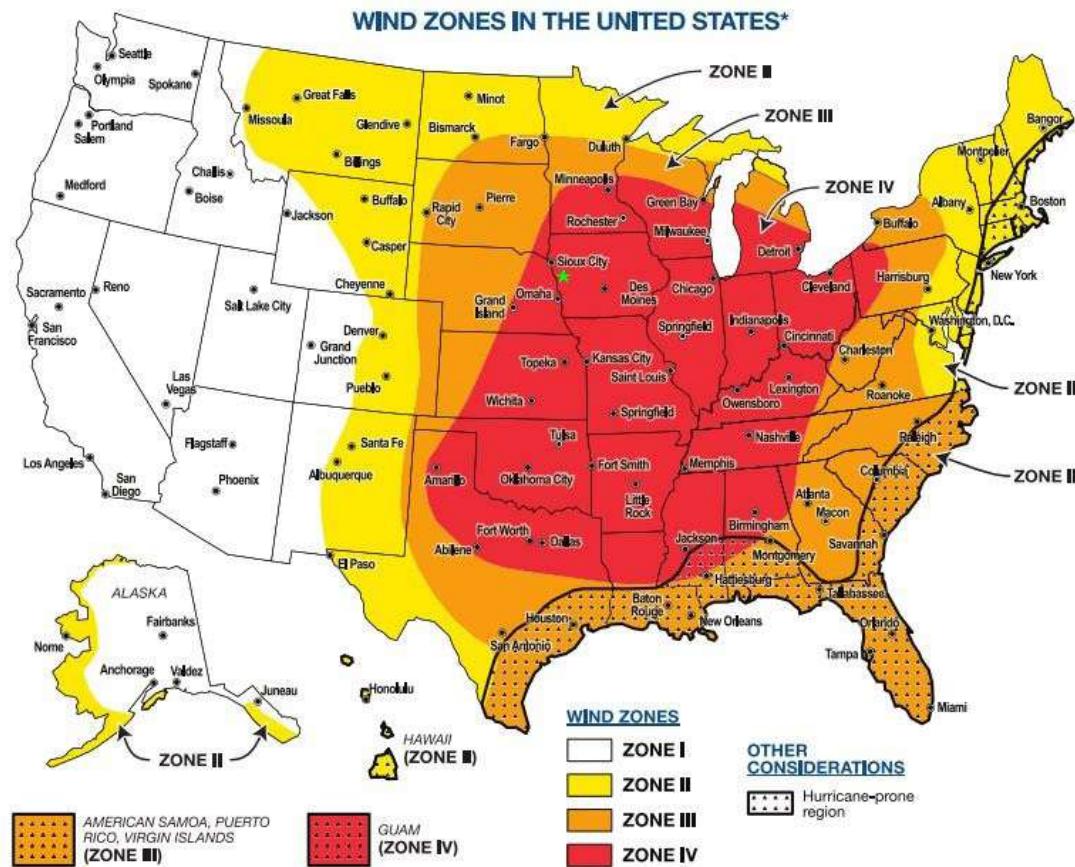


Figure 22: Wind Zone Map of the United States

Salix, represented by the green star, is at a high risk to wind hazard damage. The following map shows FEMA-designated Wind Zones in the U.S. as of 2014. Salix is within Zone IV, although it is not in a hurricane-prone region.

WIND ZONE	RISK	GUIDANCE
I	Low Risk	Need for an extreme-wind safe room is a matter of homeowner or small business owner preference
II	Moderate Risk	Safe room should be considered for protection from extreme winds
III and IV	High Risk	Safe room is the preferred method of protection from extreme winds
Hurricane-Prone Region	High Risk	Safe room is the preferred method of protection from extreme winds. FEMA recommends that all potential safe room occupants comply with local jurisdictional directions and evacuation orders during an emergency event, even if they have constructed a safe room.

Table 10: Wind Zone Risk and Guidance

The table below shows that Zone IV is “high risk.” FEMA guidance for Zone IV is the use of a safe room as the preferred method of protection from extreme winds.



Critical Facilities

Critical facilities are places where “even the slight chance of flooding is too great a threat” (Federal Emergency Management Agency, 2015). Critical facilities should be located away from any floodplain. The county hazard plan identified the following critical facilities in Salix: City Hall, Snyder Bend Park, and the City of Salix Community Park. Based on the FEMA’s floodplain map, none of these facilities is located inside a floodplain. Salix should be careful, however, not to locate any future critical facility inside a floodplain. Other examples of critical facilities include hospitals, police stations, fire stations, and critical records storage facilities (Federal Emergency Management Agency, 2015).

Evacuation Plan

A fertilizer plant of former Terra International, the same plant now owned and operated by CF Industries, exploded on December 13, 1994. The explosion caused the evacuation of about 1,700 residents around the plant due to the release of ammonia gas (The Washington Post, 2009). It was caused by an operational mishap, as revealed in an investigation by the Environmental Protection Agency (Environmental Protection Agency). Based on discussions with Woodbury County Rural Economic Development, CF Industries bought parcels of land surrounding its facilities to serve as a buffer in the event of a similar explosion.

Natural Gas Pipelines

Representatives from V&K Engineering revealed during the first public meeting that two underground natural gas pipelines run through Salix, as shown in this map. Magellan owns one of the pipelines, with a diameter of 8 inches. Northern Natural Gas owns the other, with a diameter of 12 inches. Both pipes are about 5 feet below the ground surface, just below the frost level. According to a report by the National Association of Pipeline Safety Representatives, the radius of explosion from an 8-inch can be up to 300 feet, while that of a 12-inch pipe can be up to 350 feet (National Association of Pipeline Safety Representatives, 2011). This information is very critical as it has a direct impact on the public safety of Salix residents.

Implications

It is critical that Salix achieve resiliency through hazard mitigation. Resiliency is one of the characteristics of sustainable design. When a community is resilient, it is better able to stay on course, recover from a disaster quickly, and achieve its vision. Salix 2035 will make recommendations and project proposals with mitigation and resiliency in mind.

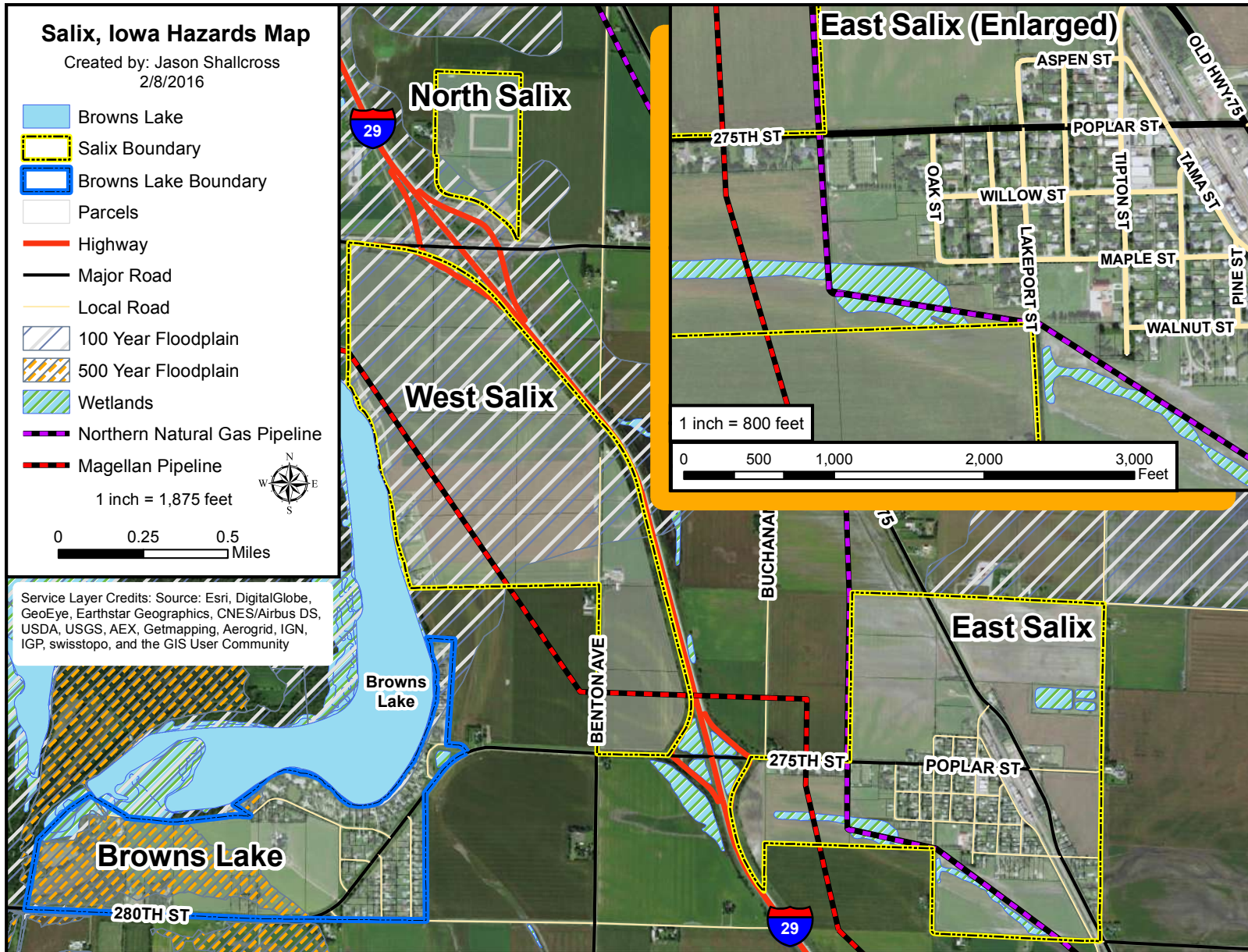


Figure 23: Hazards Map of Salix

Figure 23 displays the Natural Gas Pipelines and the floodplain as designated by FEMA.

Project	Cost Estimate	Timeline
Provide smoke detectors to property owners	5,000	1 year and on-going
Review and update security procedures and equipment at critical facilities in the community	Varies	5 years
Improve or acquire high-risk to flooding property	Varies	2 years
Improve drainage patterns in and around the community	Varies	2 years
Participation in the National Flood Insurance Program	-	On-going
Tree Planting Plan	\$4,000/year	2 years and on-going
Tree Maintenance Plan	\$3,000/year	On-going. The city has a tree trimming and tree program in place that will continue to be reviewed.
Preserve Natural Open Spaces	-	On-going
Tree Board	-	1 year
City Ordinance for Trees	-	6 months
Implement Burning Ban Regulations	-	1 year
Increase public awareness of vulnerability to hazards / education	-	Immediate
Education on tree types and planting	2,000	Immediate
Additional equipment for emergency response	\$50,000 plus	On-going
Improve the maintenance of roadway snow routes	10,000	2 years
Snow Plan	-	On-going
Obtain adequate equipment and training for first responders	\$50,000 plus	On-going
Identify, design and develop storm shelters	\$1,000/person	10 years
Improve communication to residents and businesses during and following emergencies	1,000	Immediate
Community warning system	\$5,000 plus / year	6 months. The city has a warning siren that it intends to upgrade and expand coverage.
Purchase and issue weather radios for schools and critical facilities	5,000	Immediate

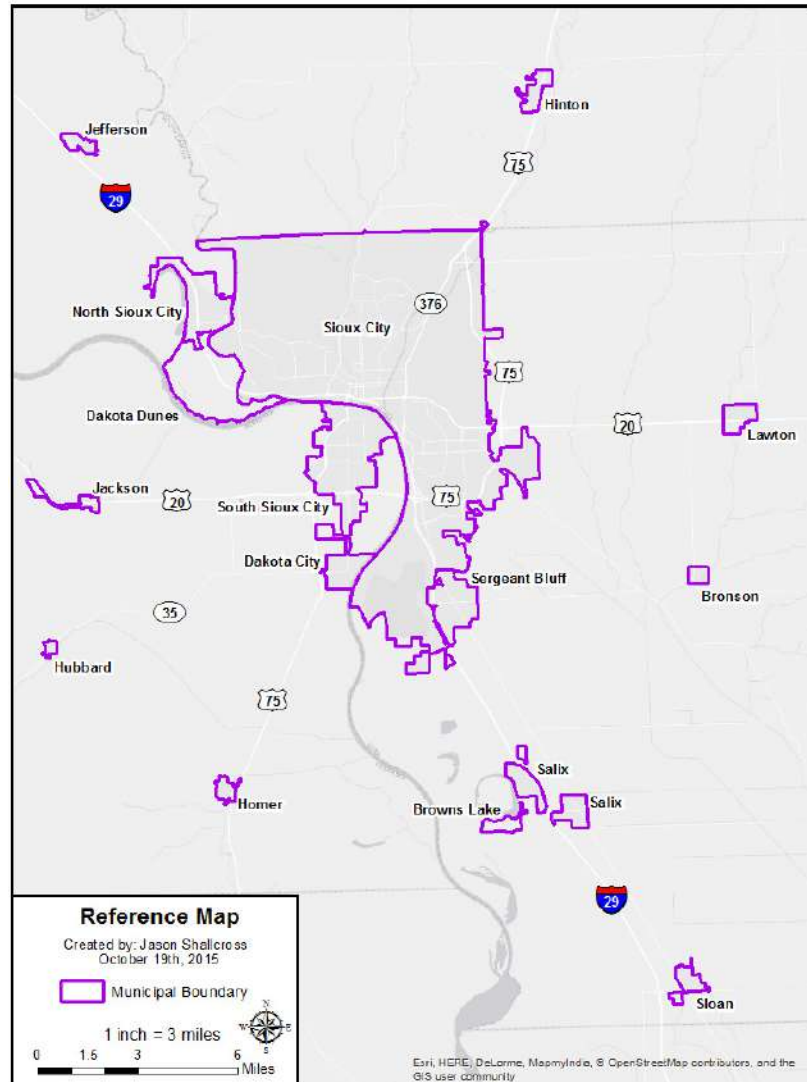
Table 11: Priority Projects under the Woodbury County Hazard Mitigation Plan

Table 11 shows high priority projects identified in the county hazard mitigation plan and the corresponding costs of those projects. It also includes a progress timeline as of August 2014. Some of notable high-priority projects include improving or acquiring high flood-risk properties, improving drainage patterns, preserving open space, crafting a tree planting plan (which took effect in 2015), and designing storm shelters. Most of Salix's undeveloped land west of Interstate-29 is located in the floodplain (Federal Emergency Management Agency, 2014).

These projects are based on the Capability Assessments contained in the Woodbury County Hazard Mitigation Plan. These are discussed further in Appendix 4.

Intergovernmental Collaboration

Figure 24: Surrounding Communities



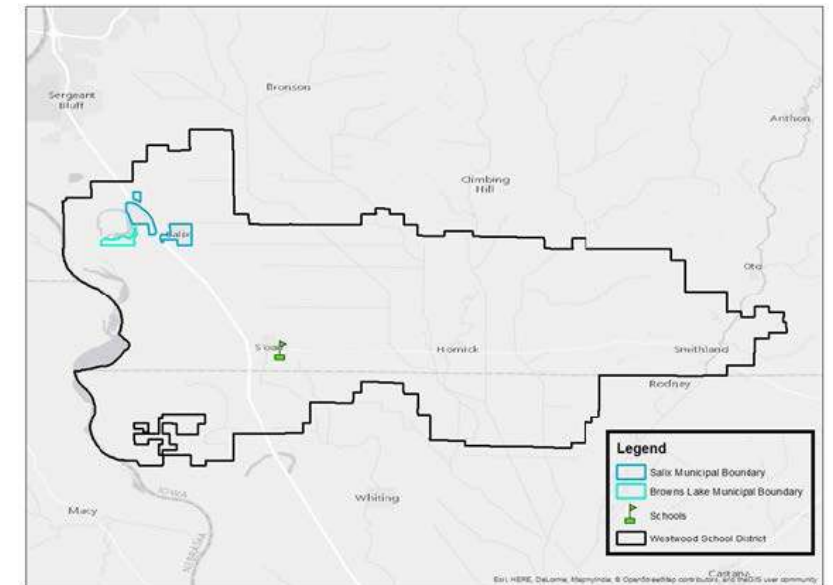
In order to create a sustainable and smart growth focused community, it is important to utilize intergovernmental collaboration. This is especially essential for a small community like Salix. As Figure 24 shows, there are several communities near Salix including Sioux City, Sergeant Bluff, Dakota City, and Sloan. The city benefits from collaborating with other local governments in Woodbury County to achieve adequate levels of service due to emergency services in Salix being limited. There is currently some intergovernmental collaborations between Salix and communities, but the city is not a member of SIMPCO.

Salix collaborates with a neighboring city, Sloan, for the purposes of emergency response. Due to the high quality of fire and emergency services in Salix, Sloan and Salix have a mutual agreement on optimizing emergency response in the two cities. This has materialized in an emergency services agreement between the two cities.

School District

Education is a critical component of a community's quality of life and a reputable school district attracts young families. As shown in the Figure 25, Westwood Community School District serves the towns of Holly Springs, Hornick, Salix, Sloan, and Smithland. It also serves the unincorporated Browns Lake community. There is no school located in the City of Salix.

Figure 25: Westwood School District in Woodbury County, IA



Implications

Intergovernmental collaborations improve the quality of life of city residents. Salix will need to optimize these collaborations because it is a small community. Intergovernmental collaboration, one of the 10 Iowa Smart Planning Principles, will help Salix to be a sustainable community.

Chapter 3: Salix in 2035

- 3.1 Introduction
- 3.2 Potential Scenarios
- 3.3 Guiding Principles, Goals,
& Objectives



Introduction



In 2035, Salix is a community that maintains its rural character and assets while incorporating contemporary and sustainable projects identified through the public engagement and research process. They have become a “modern rural community” that is able to provide resources to its residents and maintain a high quality of life throughout the community. A modern rural community has the character and charm of a small town, while also having amenities that are more akin to larger cities. These include walkability, a diversified housing stock, and a strong business center that satisfies local demand. The information gathered in Salix 2015 helped to create a rationale for projects, policies, and programs that will help Salix to reach its vision by 2035.

As part of Salix’s comprehensive planning process, community members were asked to share their vision for the future of the city at the first public meeting on November 5th, 2015. Residents shared their current vision of Salix and their future vision of Salix. Small groups at individual tables shared and recorded their vision for Salix. Between the eight groups, the most common responses for the future qualities they would like to see in Salix included:

- Small Town Values
- Improved Stormwater Drainage
- New Businesses
- Improved Browns Lake Water Quality
- Attractive Place for Young People to Live
- New Multi-Family Housing Stock

The Salix Comprehensive Planning team transformed these principles and their underlying values into the community’s vision statement:

“Using small town Iowa values to create a family-oriented, business friendly, and sustainable community for future generations.”

This vision is about constantly improving and strengthening the community, making Salix a modern rural city. This will evolve Salix into the best version of itself. It is a testament to generational thinking as a guiding philosophy. Residents of Salix wish to maintain the rural quality of their environment and its associated lifestyle while also improving the town’s local economic, social, and environmental atmosphere.

The SCPT, informed with the current conditions analysis and the public’s input, navigated exactly what that would imply for the City of Salix. The SCPT focused on the following issues when creating a sustainable Salix:

- Aesthetic Appeal
- Fiscal Viability
- Family-Oriented
- Social, Recreational, and Cultural Opportunities
- A Strong Residential and Business Community
- Smart Growth and Preservation



Aesthetic Appeal

There is a physical and psychological relationship between people and the built environment, which can be improved. Physical structures can add to the quality or character of communities. They can be catalysts for growth and change. They can have significant visual impacts. Improving the aesthetics of Salix will be paramount to its long-term viability. The community discussed current aesthetic weaknesses at length in both public meetings. Key eyesores that the community identified include the gas station at the city's entrance near the interchange of I-29 and 275th street, the grain elevator in the downtown area, and the un-screened septic tank business on Old Highway 75 at the northern entrance to the city. These three areas offer a chance for improvement in aesthetic appeal. The potential aesthetic appeal of a project is important to consider.



Fiscal Viability

With the multitude of Salix's current bond issuances, this plan will ensure that future development does not put the city at risk of large amounts of debt accumulation. Fiscally viable projects will be paramount to Salix's success. Over-extension of finances will harm Salix's long-term sustainability. We, the SCPT, need to make sure that the projects that are recommended are fiscally sound and will generate revenue to support infrastructure and community and infrastructure services. Future development should benefit both private developers and the City of Salix. Fiscal implications of projects should be evaluated before a project is undertaken, not after-the-fact at budget time. Preemptive planning that anticipates future costs and revenues will benefit the community. Making adjustments over time to ensure that fiscal viability is maintained is also important. The recommendations of this plan need to be fiscally viable so that Salix does not make itself vulnerable to an unsurmountable debt burden.



Family-Oriented

Salix community residents desire their small town values to be preserved and for the city to attract young families to live there. Half of all of the groups at the public meeting identified a desire to have young people move into Salix. Five out of the eight tables of people identified small town values as being important to preserve. Salix needs to attract new families, improve the quality of life of current and future residents, and bring people together to foster a unique community character. Achieving this goal will transform Salix into a destination for families looking to move into the area.



Social, Recreational, and Cultural Opportunities

Social, recreational, and cultural opportunities increase the desire to live in or near a city. Salix residents identified four types of social, recreational, and cultural opportunities. These include the desire for a community garden, a walking and bike trail, an updated campground, and increased entertainment opportunities. These desires illustrate the community's yearning for more social, recreational, and cultural opportunities in the area. Salix will achieve a greater sense of place with flagship amenities, and will appeal to a wider range of people if the community develops more social, recreational, and cultural opportunities.



A Strong Residential and Business Community

A strong residential and business community will ensure Salix's long-term financial stability. Strong residential and business sectors mean the city will have a reliable fund to pursue projects and further improve the community. All eight tables of residents at the first public meeting stressed the need for Salix to attract new businesses to the city. Half of the groups identified Salix as a good place to raise kids. Half of the groups wanted to exploit this by creating a diversified housing stock in an attempt to attract younger people, especially young families, to Salix. People looking to move to the region have only a few housing options available to them in Salix. Salix's long-term viability depends on the creation of a diversified housing stock with many housing options available.



Smart Growth and Preservation

While the residents of Salix did not come outright and state that they wanted to become a "sustainable" community, the results of the public meeting prove that this group is conscious of local environmental issues and seeks to solve them. The preservation of Salix's rural character was paramount to public meeting participants. The City of Salix will work to promote controlled growth; treasure and preserve its rural character, its downtown, open spaces and natural resources. Salix will value family, including parks and recreational opportunities for people of all ages. Salix will guide the growth of industrial development and infrastructure to minimize the impact of this growth on the rural character of the city. Salix will provide services to support the health, safety, and welfare of its residents while being aware of residents' desire to keep government small. Salix will remain sensitive to its small town/rural atmosphere, governance, and its unique identity and heritage while benefiting from its proximity to Sioux City. The desire to be an inviting and safe community that provides for the quality-of-life needs of its residents while preserving its character and heritage is what drives Salix's development.

Potential Scenarios

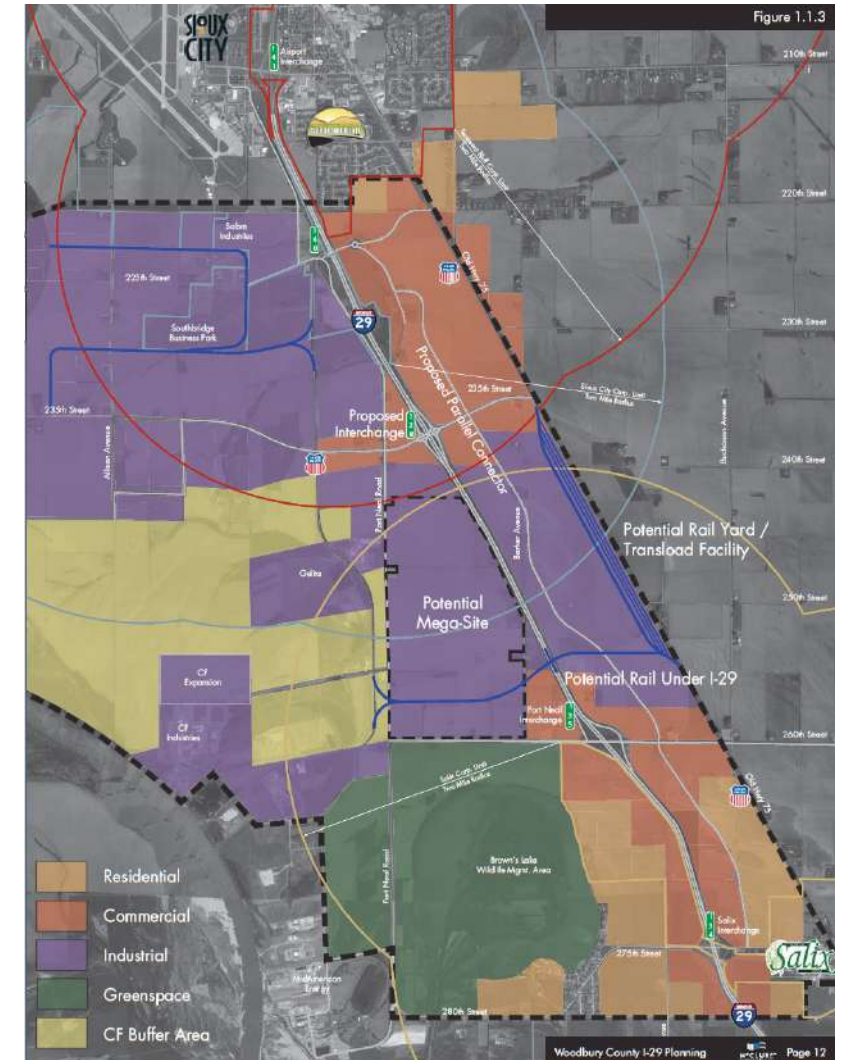
In order for this comprehensive plan to be effective, it should plan for multiple future scenarios. Currently, the municipal boundaries of Sioux City and Sergeant Bluff are both approximately four miles to the north of Salix along Interstate-29. The southward push of development from northern neighbors is cause for concern. Many believe it is only a matter of time before northern municipal boundaries will reach Salix. Envision 2050, commissioned by the Woodbury County Board of Supervisors in 2014, plans and identifies opportunities to leverage new tax revenues in order to create more good paying jobs and increase the tax base throughout Woodbury County. It serves as a development “wish list” of projects for county economic development representatives in the I-29 corridor.

Envision 2050 plans for a new industrial mega-site less than a half-mile from Salix’s current municipal boundary (Figure 26). It proposes utilizing commercial uses as a buffer between industrial uses and residential uses in Salix. Further, on the topic of Annexation of Browns Lake into Salix, it says, “Combining these programs with the Liberty Park Urban Renewal Area (LPURA) Tax Increment Financing (TIF) funding may provide an attractive financing package at reasonable costs for Browns Lake residents.”

With such aggressive economic development goals set for the area by Woodbury County’s Envision 2050 plan, Salix’s comprehensive plan needs to plan for multiple development scenarios. Salix has not seen any substantial population growth in the last century. For that reason, we cannot reasonably project or forecast if that the population will grow and by how much it may grow in the next twenty years. Instead, we can plan for three potential development scenarios: Low growth, moderate growth, and extreme growth.

Planning for the common threads identified by these three development scenarios, regardless of the future fulfilled development scenario, will ensure that Salix is sustainable. These common threads informed our goals, objectives, and recommendations, which are put forth in the next section. These goals, objectives, and recommendations will transform Salix into a prosperous, resilient, and sustainable community.

Figure 26: Envision 2050 Land Use Plan



Steady-State/Low Growth

A low growth scenario would consist of no new industries locating in the I-29 corridor in the next five to ten years. It would be a perpetuation of today's characteristics and context. Planning for this scenario will help the city navigate the immediate future. Currently, there is no existing infrastructure west of I-29, and much of the area is located in the 1% probability floodplain (there is a 1% probability of a flood event occurring in any given year), and little to no housing has been constructed. Planning for this scenario involves creating a green buffer between Salix and already existing industrial uses. It involves luring businesses to the city that have a realistic chance of succeeding in the short term and the long term. It involves reinvestment into the city's downtown area and ameliorating already existing problem properties in the city. These ideas emerged from public meeting input, survey feedback, and from the Salix Comprehensive Planning Team's (SCPT's) planning expertise.

Moderate Growth

A moderate growth scenario results from the location of one to three industrial plants in the I-29 corridor over the next five to ten years and the continued annexation of property by Sioux City and Sergeant Bluff. Sioux City bought 70 acres from a private landowner and exercised its right to annex the unincorporated property into the city limits. The land went from I-29 to Port Neal Road. The Interstate-29 corridor is currently growing modestly due to CF Industry's expansion and the location of an upcoming pork processing plant in the corridor. Moderate growth will accelerate the planning process in the city. More investment in the area will mean more capital available for investment back into the city. As commercial and industrial uses push farther south in the Interstate-29 corridor, Salix should actively buffer itself from those uses in order to ensure that it maintains its rural character and small town appeal. The creation of new industrial and commercial uses in the area means more permanent jobs will locate in the region. The creation of more permanent jobs in the region will mean that Salix will have an opportunity to provide residential and commercial uses to new residents.

High Growth

High growth happens if the location of four or more industrial plants in the I-29 corridor over the next five to ten years, and the aggressive annexation of property by Sioux City and Sergeant Bluff. The location of an industrial mega-site or a rail yard/transload facility in the corridor will also indicate extreme growth in the corridor. Planning for this scenario will allow the city to have a planned, immediate response to a growth explosion in the region. Instead of having to create new policy in order to deal with existing conditions, Salix will be able to point to this comprehensive plan for guidance on how to deal with extreme growth in the region. Maintaining the town's character and quality of life will be invaluable to Salix's future. Salix must preserve these traits in the face of aggressive industrial growth.

Guiding Principles, Goals, & Objectives

Communities across the country want to get the most out of future growth and development. Residents and leaders from all types of communities – from urban to suburban and rural – want to achieve the best possible economic, social, environmental, and public health outcomes. This desire is particularly evident in rural communities that are experiencing changes in their traditional landscapes and ways of life. In communities with less diverse economies, the choices between “what was” and “what could be” are critical. The reverberations of simple decisions or even of inaction can be relatively dramatic.

Rural economies may be booming, in decline, or simply in flux – this status shapes priorities and frames the local debate. In communities facing growth pressures, there is often a struggle to maintain farmland or natural landscapes, small-town traditions, and rural character while still benefiting from development. Growth can bring traffic congestion and conflicts between the rural resources economy and residential lifestyles not dependent upon working lands. Where local economies are struggling to stay afloat, however, the focus is more often on development strategies that will attract public and private investments.

The following guiding principles will help Salix pursue its vision for sensible growth in the future, while maintaining and enhancing its rural character and quality of life. They are overarching themes made up of several goals and objectives discussed previously in this plan. The three guiding principles affect sociodemographic, environmental, economic, and infrastructure change in the city.



Preserving Rural Character

Preservation of rural character hinges on creating an economic climate that enhances the viability of working lands and conserves natural lands. Rural cities integrally link with their surrounding landscapes. As such, smart growth in rural areas requires that communities preserve the landscapes that community members say they value. From our public meetings, this means farmland, natural areas, and Browns Lake. A supportive economic climate that promotes the conservation of the natural landscape best protects these uniquely rural resources.

Land development and population growth are signs of economic progress in many communities, but these indicators are often at odds with the working farms, natural landscapes, and scenic vistas that characterize Salix and helps to define its sense of place. When the agriculture, forest, and amenity-driven economies are encouraged to prosper, there is less pressure to convert land to developed uses in a haphazard manner. With strategic and early planning, Salix should prioritize which land is most important to conserve and which land should accommodate the possible need for future growth.

Goals and Objectives



Aesthetically Appealing

- The rural image of Salix should harmonize with its surrounding agricultural environment.
- Preserve critical resource areas in the community.



Fiscally Viable

- City actions and development decisions should follow a logical, prudent sequence or timing to ensure essential services are accorded to all Salix residents while simultaneously limiting the urbanization of agricultural lands.
- Seek partnerships with local agencies to gain their expertise on proposed projects while simultaneously reducing project costs.



Family-Oriented

- Actively pursue sustainable measures that decrease the replacement of septic tanks in the community. Elimination of the cost of replacing septic tanks in the community will strengthen residential areas and make the rural landscape more sustainable.
- Formulate and adopt ordinances that preserve the rural character of the city, ensuring the rural way of life does not disappear with new development.



Social, Recreational, and Cultural Opportunities

- The land use types and associated descriptions and requirements established by the community should help to preserve and enhance the values and resources of Salix.



Strong Residential and Business Community

- Promote economic development strategies that rely on the rural landscape of Salix.
- Fund raise and support preservation initiatives in order to preserve the rural character that makes Salix a great place to live.



Smart Growth and Preservation

- Mitigate future development's exposure to natural gas pipeline and industrial development.
- Promote Salix in communities that the city collaborates with for services.

Strengthen Existing Places

This is done through taking care of assets and investments in the city such as Salix's downtown, Tipton Street, existing infrastructure, and places that the community values. Salix will benefit from building on and enhancing previous investments-such as its underutilized Tipton Street, an existing street grid that could again provide the framework for a walkable neighborhood, its park, and iconic rural architecture, such as barns, that are worth preserving and possibly reusing. Development that leverages future economic value out of investments of yesteryear can be the foundation for strengthening existing places.

Public investments should maintain existing infrastructure and buildings to extend their useful life while also supporting appropriate new growth that targets places that make the best use of existing infrastructure. Articulating the relationship between these resources and other community goals will further help residents and investors understand the value of these unique resources. In the absence of a community strategy to support existing places, infrastructure dollars may be inadvertently allocated to support development that encourages historic property demolition or speeds up the conversion of working lands from rural uses to those that support large-scale residential or commercial uses. This plan is to serve as the first step towards implementing a policy structure that takes care of existing assets, and ensures that future investments preserve, reuse, and position historic buildings to anchor new investment. It will promote the redevelopment of brownfields and vacant properties to accommodate growth and allow existing businesses to receive the support they need to retain workers and expand to meet new needs.

Goals and Objectives



Aesthetically Appealing

- Adopt policy measures that promote Greenscaping activities, schedule infrastructure improvements, and help with the revitalization of Tipton and Salix's downtown.



Fiscally Viable

- Land use and development decisions should foster economic resiliency and be made with consideration of the fiscal impact of potential changes; the preservation and enhancement of the economic viability of the city should remain a priority.
- Create policy to ensure that infrastructure upgrades in the city happen regularly, and are fiscally feasible for the community.



Family-Oriented

- Increased bicycle infrastructure positions Salix as a family-oriented community.
- Sidewalk development increases walkability in the city.
- Mitigate hazards and industrial development from encroaching and negatively affecting the city's rural character.



Social, Recreational, and Cultural Opportunities

- Reconfigure existing areas and spaces in Salix to foster social interaction, create a sense of ownership, and encourage casual surveillance to help maintain safety and security.
- Identify, preserve, and promote historic places and structures in Salix.



Strong Residential and Business Community

- Salix's development standards, codes, and ordinances should support the stated policies of the Salix Comprehensive Plan and facilitate implementation and realization of the community's collective vision.
- Promote local businesses in Salix.
- Find ways to increase the likelihood to increase financing and funding opportunities for residential and business sectors.
- Foster sustainable growth by targeting businesses that would be self-sustainable on the local community's population.



Smart Growth and Preservation

- Pursue further collaboration with Woodbury County government and SIMPCO.
- Create a resilient community through emergency management and mitigation measures.

Create Celebrated Spaces

Building vibrant, enduring neighborhoods in Salix that people, especially young people, do not want to leave will accomplish this. The community's existing built environment limits revitalization approaches. A growing metropolitan population and a quick scan of the landscape show that Salix may face substantial development for the first time. The challenge for Salix is to build new spaces that both honor and reflect its rural legacy and generate economic, environmental, and community benefits for both new and current residents. Celebrated spaces are unlikely to be built with current codes and policies. For Salix to obtain the best outcomes from new development, a new regulatory framework must be put in place. By changing these frameworks, Salix should begin to build vibrant, enduring neighborhoods and districts that will provide the opportunities necessary to retain current residents, especially young people, and attract new residents.

Goals and Objectives

Aesthetically Appealing

- New development should reinforce the rural image of Salix.
- New development in Salix should be compact and contiguous to the existing development.

Fiscally Viable

- Potential growth and development/redevelopment initiatives should be feasible over the next twenty years, while at the same time reinforcing Salix's collective vision for the future.
- Identify fiscally viable policies that are feasible for staff to create and the city to implement.

Family-Oriented

- Identify ways to create new amenities, spaces, uses, etc. that increase the quality of life for families.
- Make the city more appealing to young professionals and families.

Social, Recreational, and Cultural Opportunities

- Improve transportation mode diversity, especially for pedestrians.
- New development in Salix should encourage social interaction and foster a sense of community.

Strong Residential and Business Community

- Promote development consistent with the desires of Salix residents.
- New development in Salix should promote a sense of ownership to help maintain safety and security.
- Create a favorable business climate that appeals to the younger generation and small, local businesses.

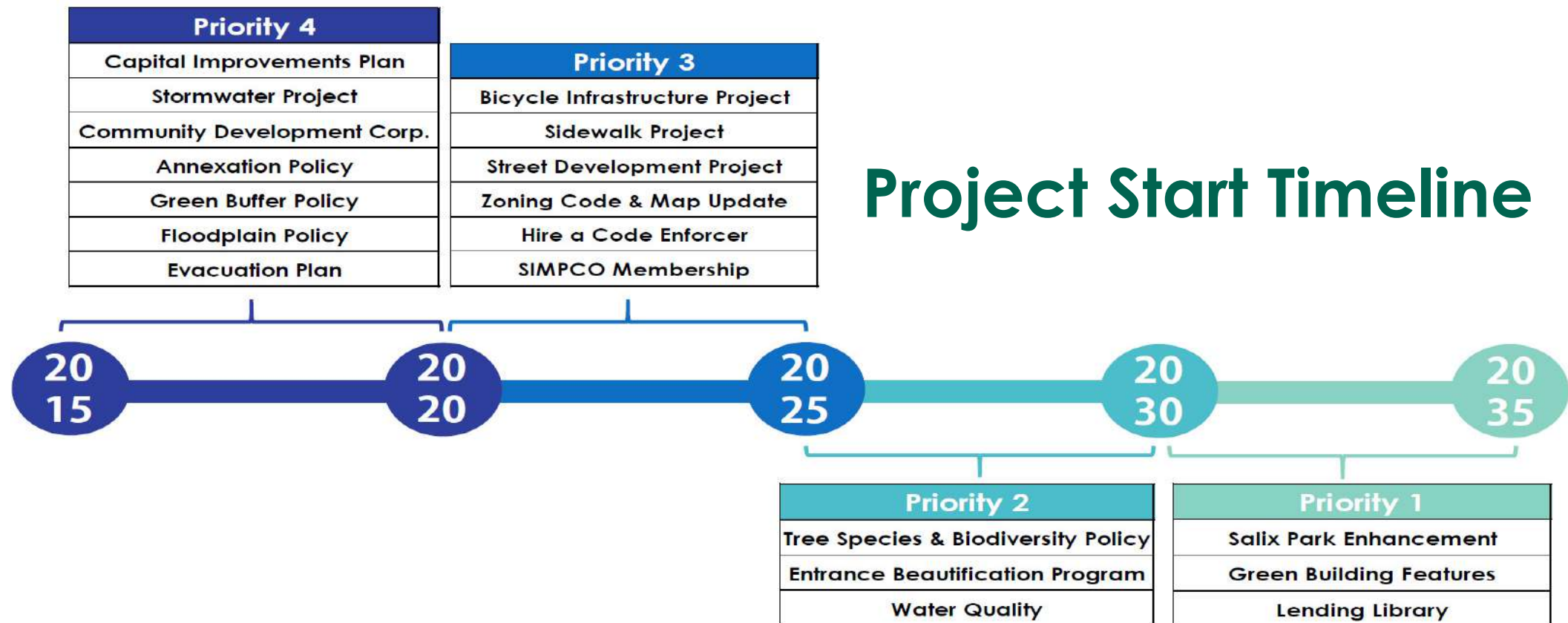
Smart Growth and Preservation

- Reward developers for utilizing green building techniques.
- Address the stormwater management issue in the city.
- Ensure that municipal codes are followed when new spaces are developed.

Chapter 4: Project Menu

4.1 Introduction

4.2 Project Menu Items



Introduction

In making recommendations for Salix over the next 20 years, the Salix Comprehensive Planning Team determined that the creation of a “project menu” would prove most beneficial to the community and city staff. This action plan provides descriptions of projects recommended by the Salix 2035 Comprehensive Planning Team and a “recipe” for how each project proposal will be implemented. This recipe includes project descriptions, implementation strategies, priority levels, and possible funding sources. The Salix 2035 Comprehensive Planning Team recognized this as an important component to the comprehensive plan. The project menu gives staff a starting point for each of the projects, available funding sources, and expected project results.

After each project menu sheet is an evaluation of how the given project achieves the goals and objectives of the Salix 2035 Comprehensive Plan. Specifically, this “Goal Achievement Matrix” illustrates how each project preserves the rural landscape, strengthens existing places, and creates celebrated spaces through accomplishing the six previously mentioned goals:

1. Aesthetic Appeal
2. Fiscal Viability
3. Family Orientation
4. Social, Recreational, and Cultural Opportunities
5. Strong Residential and Business Community
6. Smart Growth and Preservation

Project Menu Components

Description

This portion of the project menu gives a brief description of the project. It discusses the value of each project in detail for the City of Salix. It also describes how projects achieve the goals of this plan. The description illustrates how a given project affects the community and how to pursue it.

Implementation

The implementation section of the project menu provides the steps necessary to implement the project. Its purpose is to provide city officials and staff a starting point for each project, and it explains what steps need to be taken for the project to be implemented.

Prioritization

The Salix 2035 Comprehensive Planning Team needed well-defined criteria to prioritize the proposed projects for Salix. The evaluation system ensured that projects are prioritized by their benefit to Salix.

Evaluation Criteria

- **Goal Achievement:** Projects were evaluated on how well they achieved each one of the six goals under the three guiding principles. Projects that were able to meet a high number of the goals to achieve Salix’s vision were prioritized higher.

- **Benefit Maximization:** if the project had a greater benefit to the community, it was given greater consideration for benefit maximization. The desires of the community to have a project completed and the fiscal benefits of having the project were the determining factors for benefit maximization.
- **Complexity:** If a project consisted of many different, but connected parts, and was therefore determined to be complex, its priority decreased because of that complexity. If the project had only a few different parts and could be completed without outside help, it was able to move higher up on the list.
- **Funding Availability:** The money available from outside sources to complete the projects was taken into consideration when determining the priority of the level. If the project was one that Salix could easily locate and obtaining funding for, it was given more value because of potential time and resource savings. If the project was beneficial, but not easy for Salix to locate funding for, it was ranked lower on the priority list in this criteria section.
- **Implementation:** In order to evaluate where a project lies on the priority scale in implementation, The Salix 2035 Comprehensive Planning Team considered the likely timeline for completion, need for the project or program in Salix, and overall community support for the project.



The criteria were not weighted; the Salix Comprehensive Planning Team evaluated each project against these measures when assigning priority values. The planning team is in agreement with the priority rankings given to each of the projects and their ability to meet the needs and desires of Salix residents.

Ultimately, projects were given a priority score from 1 to 4, with 4 being highest priority projects Salix should start in the next 5 years, and level 1 being lowest priority projects that should be completed before 2035, but after higher priority projects.

Funding Sources

The SCPT included funding sources in the project menu. This was done in an effort to ensure that each project could be funded and achieved during the twenty-year time horizon of this plan. The funding sources listed for each project are not exhaustive; we recommend that staff continue to search for other funding sources for the projects. These are a small list to serve as a resource for staff.

Additional Resources

If there are other resources that do not incorporate funding, but will be helpful for the implementation of the project, they will be provided here. These sources give further background information on the project, show how the same projects have been implemented other places, or give resources on public information campaigns.

Goal Achievement Matrix

The goal achievement matrix is located immediately after each project page. The matrix illustrates how a given project achieves the guiding principles and goals of this plan.

Capital Improvement Plan



Description

Chapter 384 of the Code of Iowa, City Finance, is the statutory authority for Capital Improvement Programs (CIPs) in Iowa. A CIP is a plan that summarizes all major capital expenditures planned over the next five years, with a listing of potential projects for the next 15 years. The CIP is comprised of a description of each adopted project, the financial requirements of the projects, and the financing sources. A project qualifies for inclusion in the CIP if it meets the following criteria:

- Has a minimum value of \$XX,XXX (set by Salix)
- Has a multiple-year useful life; and
- Results in a fixed asset such as stormwater drainage pipes, a water tower, or sewage lagoons

City staff use CIPs to plan future infrastructure projects. A CIP would help city staff prioritize projects and determine which infrastructure projects will be funded over the next five to 15 years. With several infrastructure related projects recommended as part of this plan, a CIP will be invaluable for the community. It will greatly help the community achieve all of the goals put forward in this plan.

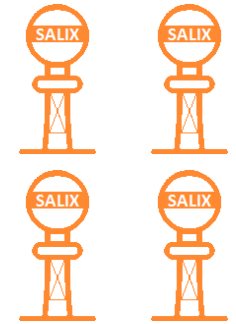
Implementation

The city should create and advertise a Request for Proposals (RFP) for the creation of a Capital Improvement Program. This plan would outline the parameters of future infrastructure expansion in the city. Recommended projects include:

1. Stormwater mitigation
2. Municipal facility expansion to Browns Lake community (if annexed)

The CIP formulation process should include information gathering from staff, council, and the public about which infrastructure projects are most needed in the community. These projects should be prioritized for the next five to fifteen years, and the CIP should be adopted. Salix should use the CIP as justification when applying for infrastructure project funding.

Priority









Funding & Resources

Estimated Project Cost
\$20,000 - \$30,000

Funding Sources
Salix should apply for funding from the Environmental Protection Agency's Smart Growth Grant Program.

Capital Improvement Program (CIP)

Guiding Principle	Description	 Aesthetically appealing	 Fiscally Viable	 Family-Oriented	 Social, Recreational, and Cultural Opportunities	 Strong Residential and Business Community	 Smart Growth and Preservation
Preserve the Rural Landscape	A CIP preserves the rural landscape by scheduling infrastructure improvements. Moving Browns Lake from well and septic to municipal facilities will reduce pollution in the area, preserving its character.		X	X			X
Strengthen Existing Places	A CIP strengthens existing places by improving infrastructure available to the community. Having a planned schedule for improvements increases financing and funding likelihood.	X	X	X		X	X
Create Celebrated Spaces	Infrastructure expansion is a large part of CIPs. New infrastructure in new places can serve as the foundation for creating new, celebrated spaces.	X	X	X	X	X	X

Stormwater Project

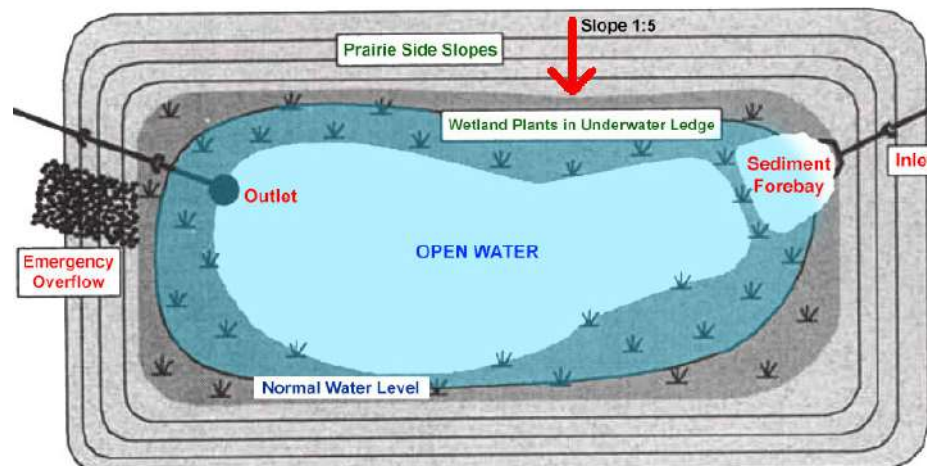


Description

Flash Flooding has been a recurring problem in Salix during severe storms, as pointed out several times during the public meeting process. The high water table also exacerbates the flash flooding situation. This project aims to attain the goals of Supporting the Rural Landscape and Helping Existing Places Thrive by managing stormwater. This project is based on a conceptual plan developed by V&K Engineering (refer to map below). This project calls for planting wetland and prairie plants around the proposed retention ponds.

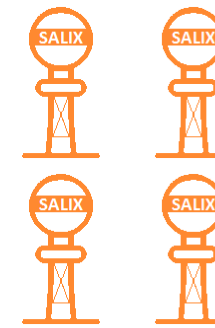
Implementation

The city should coordinate with the Iowa Department of Transportation and Woodbury County on having the drainage line run across Interstate-29 and through unincorporated areas. The SCPT recommends planting native wetland and prairie plants around the retention ponds. These plants stabilize the pond against erosion. The inclusion of a sediment forebay at the inlets of detention ponds prevents sediments from accumulating at the bottom of the pond.



The pond should have a gradual slope so that it supports wetland and prairie plants. Grading the shoreline at approximately five feet horizontal and one foot vertical will achieve this. An underwater ledge about six to 12 inches below the normal water level of the pond will help support wetland plants.

Priority



Funding & Resources

Estimated Project Cost

\$ 1,700,000

V&K Engineering based this estimate on a preliminary engineering study. The city should confirm the project cost with V&K when the detailed engineering study is finished.







Funding Sources

The City of Salix should apply for funding with the Waste and Water Disposal Loan and Grant Program of the US Department of Agriculture. In 2015, the program provided \$1.29 million in loans for water-related projects in Iowa. The application portal, and the required forms, can be found on this website: <http://www.rd.usda.gov/programs-services/water-waste-disposal-loan-grant-program/ia>.

The city should also contact the Iowa USDA Area 8 Director for more information:

Randy Hildreth, Area 8 Director
1100 12th Street SW, Suite C
Le Mars, IA 51031
Phone: 712-546-5149 Ext. 4
Fax: 855-251-224

Stormwater Project

Guiding Principle	Description	 Aesthetically appealing	 Fiscally Viable	 Family-Oriented	 Social, Recreational, and Cultural Opportunities	 Strong Residential and Business Community	 Smart Growth and Preservation
Preserve the Rural Landscape	The rural landscape, including parks and open spaces, is protected from flood damage if a property stormwater system is in place.	X		X		X	X
Strengthen Existing Places	The stormwater project will protect existing development from the damages and inconveniences of flooding during storms. In the long run, the city will be spared of having to spend for pumping accumulated stormwater out of the city.	X	X	X		X	X
Create Celebrated Spaces	The community will be better able to interact and work towards furthering community aspirations if it no longer is forced to deal with flooded basements and standing stormwater in the city. Urban flooding will be a thing of the past.	X		X		X	X

Community Development Corporation



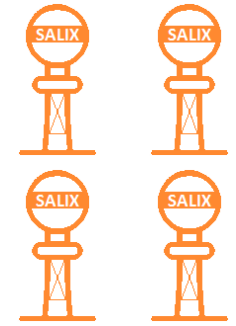
Description

A Community Development Corporation (CDC) is a nonprofit, community-based organization that focuses on revitalizing the area in which it is located (Salix). The formation of a CDC requires three people. Permanent positions include Chair, Secretary, and Treasurer. As a nonprofit organization, the CDC only pays employee taxes (Social Security and Medicare). Upon its formation, Salix's CDC will not have any staffed employees, and therefore will not have employee costs. Other small communities in Woodbury County with CDCs include Oto (population of 108) and Cushing (population of 220). Having a small CDC will benefit the community. The CDC will be able to secure funding for economic development related projects, strengthening Salix's economy. It will actively support existing businesses in the city while attempting to attract new businesses to the city.

Implementation

Salix identifies the three most qualified, willing individuals in the community who would be interested in forming a CDC. The first step toward this may be an informational meeting with Woodbury County Rural Economic Development, followed by the formation of a special interest group, focus group, or a public meeting on the topic. Three people should be identified as CDC members for the positions of Chair, Secretary, and Treasurer. Salix should assist the newly formed CDC through fundraising efforts or budgeting money for them to spend on behalf of the city. The project will culminate in the attraction of business to Salix through the CDC.

Priority



Funding & Additional Resources







Estimated Project Cost

\$50

Funding Sources

Woodbury County Rural and Economic Development are currently covering the costs of the formation of a CDC in county communities who currently lack one in order to promote economic development in the county. The only cost to the formation of a CDC is a \$50 filing fee, and the time donated by CDC members.

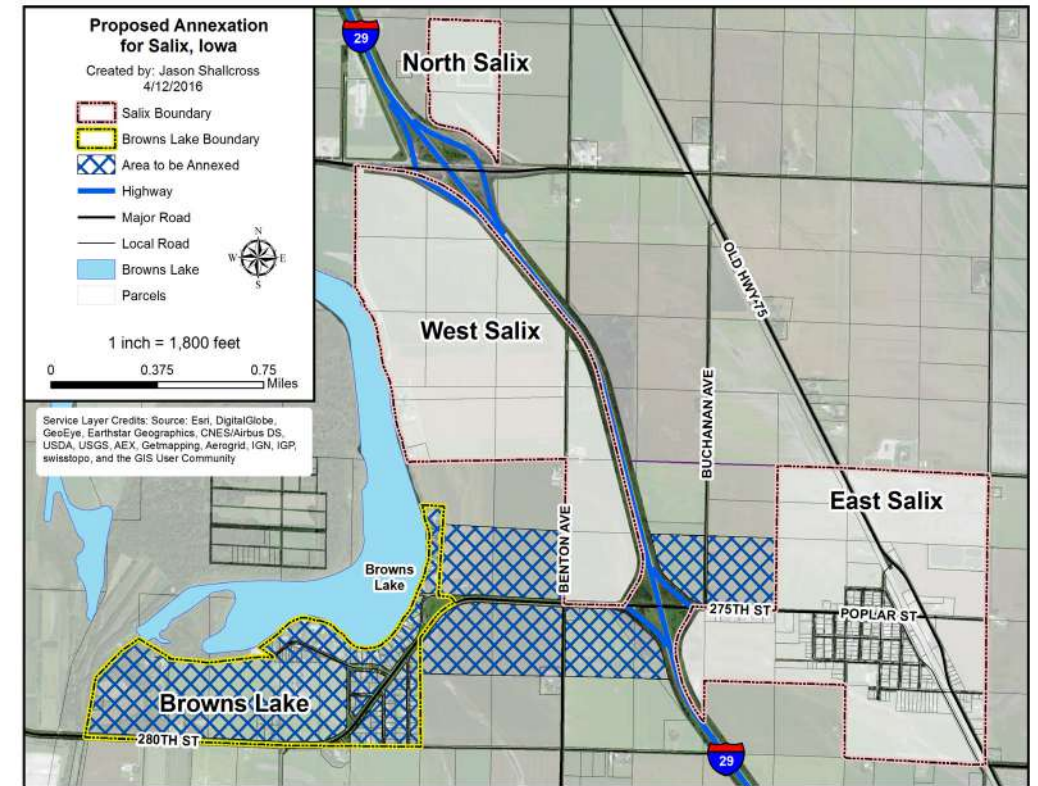
Community Development Corporation (CDC)

Guiding Principle	Description	 Aesthetically appealing	 Fiscally Viable	 Family-Oriented	 Social, Recreational, and Cultural Opportunities	 Strong Residential and Business Community	 Smart Growth and Preservation
Preserve the Rural Landscape	A CDC strengthens the rural landscape by attracting businesses that support the rural landscape. It can also fundraise and support preservation initiatives in order to preserve the character that makes Salix great.		X			X	
Strengthen Existing Places	CDCs strengthen existing places by fostering sustainable growth in downtowns or in areas that would greatly benefit from revitalization efforts.	X	X		X	X	X
Create Celebrated Spaces	CDCs attract new businesses to the community. These businesses will create new places for community members to gather, strengthen the local economy, and foster new development in Salix.	X	X		X	X	

Annexation Policy

Description

The community of Salix should develop and adopt a formal annexation policy. Salix should not extend municipal facilities to parcels who refuse annexation. Given the costs and benefits of annexing the Browns Lake community and the public input on the topic, the SCPT is recommending the annexation of Browns Lake and the area immediately adjacent to 275th Street between Salix and Browns Lake. Water and sewer infrastructure will need to be extended to Browns Lake from Salix along 275th Street within three years of annexation. Adjacent lands along 275th Street would be shovel ready for development. The annexation of the Browns Lake community has a number of benefits, as weighed in the Annexation section of this plan. Quality of life improvements will emanate from the reduction of septic tank use in the region. The conversion to municipal services will reduce indicator bacteria in Browns Lake. Annexing Browns Lake is the only way that Salix can afford to provide the hamlet with municipal services. Current debt obligations will stand in the way of this needed infrastructure extension for the next twenty years. Annexation will provide the tax base increase that is needed to fund such large infrastructure projects. Annexation of Browns Lake would not necessarily result in tax rate increases for the Browns Lake community. This needs to be very clear for current Browns Lake residents to support this project. One's tax rate depends on how much funding is needed for the city budget. The rate will likely not increase for Browns Lake residents based on the city's current budget.



Implementation

The city should seek guidance on annexation policy formulation from SIMPCO/WCRED/Other consultants, write and adopt a formal annexation policy consistent with the goals of this comprehensive plan and in compliance with Iowa law, and begin the annexation of property between Salix and Browns Lake. This project culminates in the annexation of, and municipal service extension to, the community of Browns Lake.

Regardless of the type of annexation procedure (voluntary, non-consenting voluntary annexation, or involuntary annexation), there are two basic substantive requirements relative to annexation. These are: new territory must be contiguous to existing territory and that no islands of unincorporated land are created.

Funding & Resources







The approximate cost of extending water and sewer to Browns Lake is \$4.2 million. Funding sources include the US Department of Agriculture Rural Development Water and Waste Disposal Loan and Grant Program and WCRED. The program offers long-term, low-interest fixed rates for drinking water, sewer, solid waste, and stormwater projects for communities with populations of 10,000 or fewer. In 2015, the program provided \$1,293,000 in loan moneys and \$954,700 in grant moneys to Iowa Lakes Regional Water for the extension of water services to 100 users across a nine county area in Iowa and Minnesota. The extension of water services to Browns Lake would benefit more users and address the urgent need to service Browns Lake residents with municipal sewer instead of septic tanks to stop Browns Lake pollution. Salix and Browns Lake would present a strong case for funding.

Salix will be in a better position to pay for the loan with an increased tax base as a result of annexation.

Priority

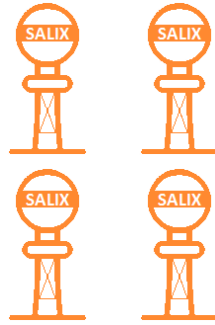


Annexation Policy

Guiding Principle	Description	 Aesthetically appealing	 Fiscally Viable	 Family-Oriented	 Social, Recreational, and Cultural Opportunities	 Strong Residential and Business Community	 Smart Growth and Preservation
Preserve the Rural Landscape	The proposed annexation policy preserves the rural landscape because of the municipal services associated with incorporation. These services will stop the pollution of septic facilities into the surrounding area and eliminate the cost of replacement for local homeowners.			X		X	X
Strengthen Existing Places	The elimination of septic tank replacement costs will strengthen entire neighborhoods, and the community of Browns Lake as a whole. Continually constructing and replacing septic tanks is not a sustainable practice, and the annexation of Browns Lake would end this practice.		X	X		X	X
Create Celebrated Spaces	The annexation of the Browns Lake community and area in between affords Salix the opportunity to create new, celebrated spaces between the two communities along 275 th Street. It also allows for the creation of new amenities in this area to service the entire community.	X	X	X	X	X	X

Green Buffer Policy

Priority



Description

The location of two natural gas pipelines near and inside Salix pose a hazardous threat to its citizens. The location of heavy industrial uses immediately northwest of the city could potentially harm the community's character. This project will help preserve the rural landscape and character of Salix by creating a buffer from the natural gas pipelines and industrially zoned areas. Due to the diameter and pressure of the pipelines, we are recommending an approximate 350 ft. buffer from all natural gas pipelines. This approximate 700 foot across area would have its uses limited. Existing uses, secondary, and accessory uses are allowed in this area, but new primary uses are forbidden for public safety reasons. Salix would not have jurisdiction to administer the green buffer plan outside of city limits, but it should do its best to discourage development within the buffer area. This buffer will preserve existing uses and will create an amenity for the community. Trails should be extended into the buffer area. The city should execute this project by drafting and amending its zoning ordinance.



Implementation

The city should create and advertise a Request for Proposals (RFP) for the creation of a green buffer ordinance. This ordinance would outline the parameters of the green buffer. The city should accomplish this by seeking guidance on green buffer adoption from SIMPCO, holding a public meeting, drafting a green buffer plan, revising the plan to incorporate public input, adopting the plan, and implementing the plan. Recommended parameters include:

1. Existing uses are permitted.
2. No new construction of primary use buildings.
3. Construction of secondary and accessory uses are permitted.

Funding & Resources







Estimated Project Cost

\$5,000 - \$10,000

Funding Sources

Salix should apply for funding from the Environmental Protection Agency's Smart Growth Grant Program.

Green Buffer Policy

Guiding Principle	Description	 Aesthetically appealing	 Fiscally Viable	 Family-Oriented	 Social, Recreational, and Cultural Opportunities	 Strong Residential and Business Community	 Smart Growth and Preservation
Preserve the Rural Landscape	The adoption of the proposed policy would preserve the rural landscape by creating a green buffer that protects the community from industrial and natural gas pipeline uses. It would preserve the land in its current use, and not allow new primary uses on land identified in the green buffer area.	X	X	X			X
Strengthen Existing Places	It will strengthen surrounding and nearby residential areas by making them safer, ensuring that industrial development does not affect the community, and that a natural gas pipeline accident will not harm residents.		X	X			X
Create Celebrated Spaces	A green buffer will make Salix a destination for those seeking to be closer to nature in a rural setting. It will prove to be a vital amenity for community members with the possibility of trails throughout the green buffer area.	X	X	X	X	X	X

Floodplain Policy

Description

Much of Salix west of I-29 is within the 100-year floodplain according to flood maps issued by the Federal Emergency Management Agency. This project will obtain a Letter of Map Amendment for the area in west Salix, adopt a Floodplain Ordinance based on the floodplain map amendment, and guarantee that new development will not occur in the floodplain. Mitigating the city's prevalent floodplain issues will greatly improve the quality of life of area residents. The creation and adoption of a proactive floodplain ordinance is the first step toward achieving this.

Implementation

There have been no Letters of Map Amendment issued for the area west of I-29 according to the Office of Planning and Zoning from Woodbury County. Woodbury County commissioned an independent Approximate Flood Study by Snyder and Associates in September 2011 (a copy should be provided to city staff). The study identified a smaller floodplain area compared to the one estimated by FEMA. However, until a map amendment is applied for and a letter of map amendment is issued, the current FEMA floodplain map is official. Salix, with assistance from Woodbury County, should apply for a Letter of Amendment using the flood study conducted by Snyder and Associates. Information on the application process can be found here: <http://www.fema.gov/letter-map-amendment-letter-map-revision-based-fill-process>.

Once a letter of map amendment is issued, Salix should adopt a Floodplain Ordinance, including a clause that states that no new development occurs in the floodplain.

Funding & Resources

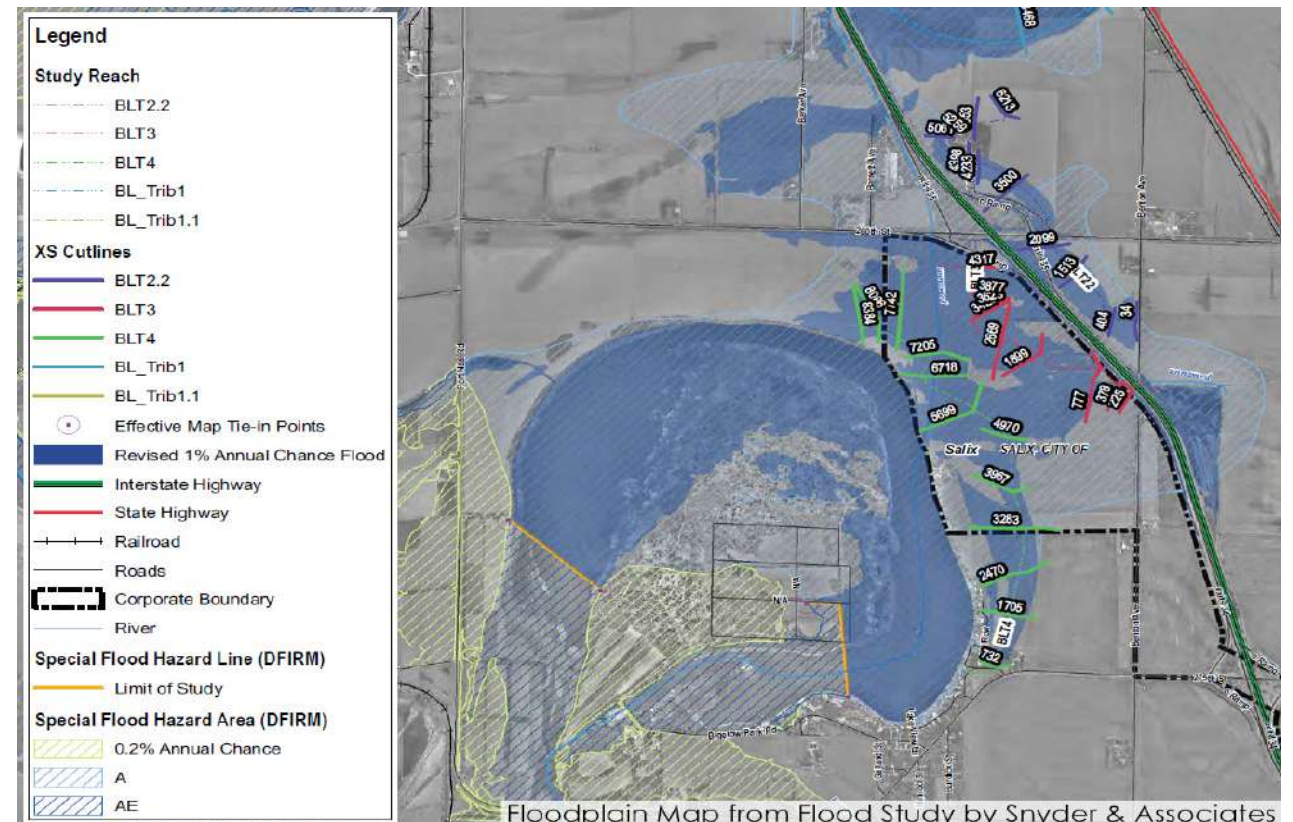
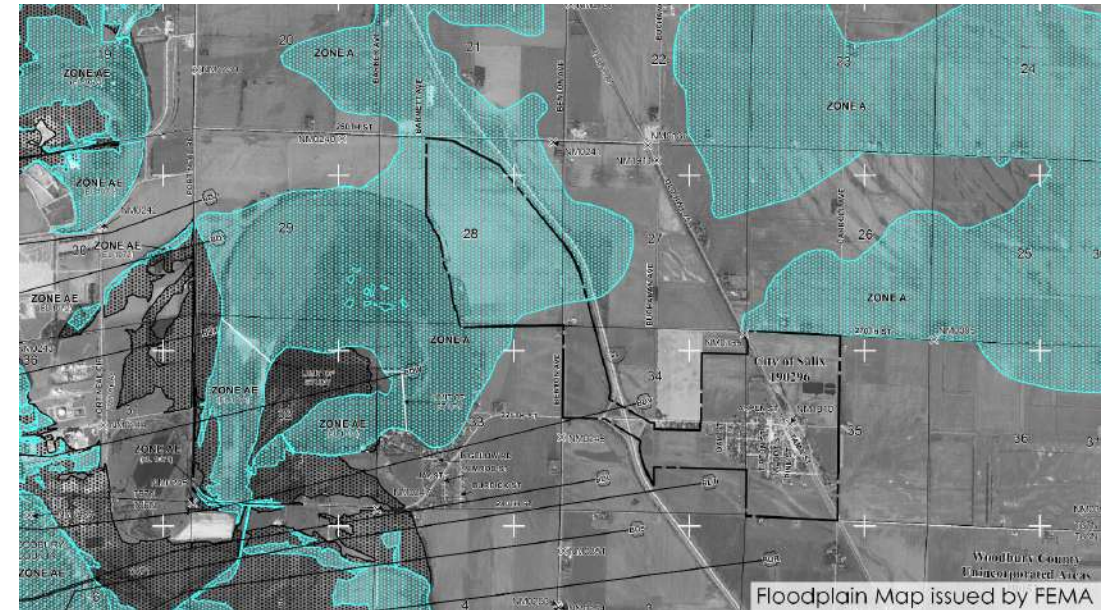
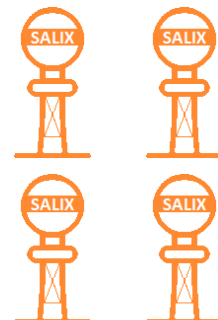
Estimated Project Cost

The cost of application for the Letter of Map Amendment. The fee is contingent on the application.







Funding Sources

City of Salix General Revenues.

Priority



Floodplain Policy

Guiding Principle	Description	 Aesthetically appealing	 Fiscally Viable	 Family-Oriented	 Social, Recreational, and Cultural Opportunities	 Strong Residential and Business Community	 Smart Growth and Preservation
Preserve the Rural Landscape	This policy would disallow new development from occurring in the floodplain, thus preserving undeveloped and agricultural lands.	X	X	X			X
Strengthen Existing Places	A floodplain policy will help ensure that areas contiguous to existing development are developed before the development of non-contiguous, undeveloped land.		X				X
Create Celebrated Spaces	Implementing a floodplain policy will ensure that future developments will be kept out of harm's way from flooding.	X	X	X		X	X

Evacuation Plan



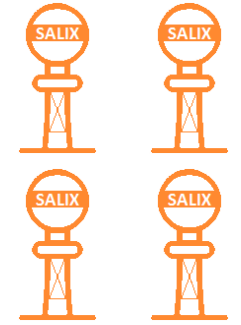
Description

The fertilizer plant, formerly of Terra International and currently owned by CF Industries, exploded on December 13th, 1994 and caused the evacuation of approximately 1,700 nearby residents due to the release of ammonia gas. Natural gas pipelines running through and near Salix also pose a hazard risk. It is imperative that Salix, with the help of Woodbury County, prepares an evacuation plan in an event of a possible explosion from the fertilizer factory or from any point along the natural gas pipelines. This plan will ensure that the city's population is evacuated successfully and efficiently during an emergency.

Implementation

The City of Salix should work with the emergency management coordinator of Woodbury County and SIMPCO to determine the evacuation site and proper evacuation routes. The city should conduct an awareness campaign so that residents will know what to do in case of an evacuation after the evacuation plan is created. The campaign should take the form of fliers given to residents when they pay their water bills. The city should conduct a public meeting that explains the evacuation plan.

Priority



Funding & Resources







Estimated Project Cost

The emergency management and city staff should prepare the evacuation plan as part of their regular duties. General city revenues are sufficient for funding purposes.

Funding Sources

City of Salix General Revenues.

Evacuation Plan

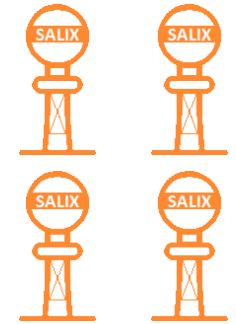
Guiding Principle	Description	 Aesthetically appealing	 Fiscally Viable	 Family-Oriented	 Social, Recreational, and Cultural Opportunities	 Strong Residential and Business Community	 Smart Growth and Preservation
Preserve the Rural Landscape	An evacuation plan will help residents band together to protect themselves from unexpected emergencies. It becomes a tool for the community to strengthen their rural character from a social point of view.		X	X			
Strengthen Existing Places	An evacuation plan will help residents prepare for an unexpected emergency. Lives will be saved with a prompt evacuation. The preparation of an evacuation plan will help ensure that emergency routes are well-maintained.		X	X		X	X
Create Celebrated Spaces	An evacuation plan would increase the confidence of both existing and prospective residents in dealing with unexpected emergencies.		X	X		X	X

Bicycle Infrastructure Project

Description

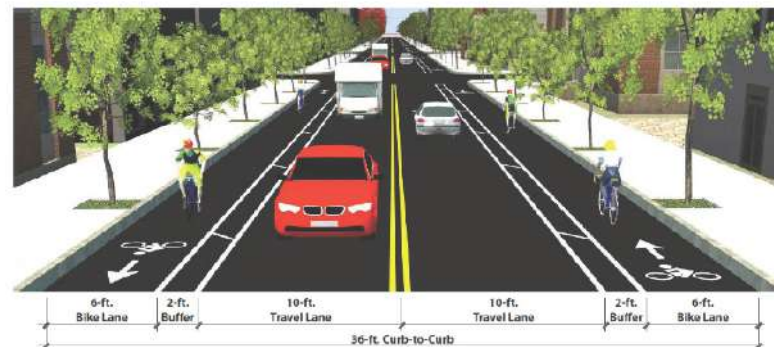
Based on public input, many residents hope to see bicycle infrastructure in Salix, but there is currently no bicycle infrastructure in. Creating bicycle paths in the downtown area is essential to the implementation of the Complete Streets Policy. It provides an additional travel mode to Salix residents and is much better for the environment than driving. Therefore, it is necessary to build bicycle infrastructure. This project aims to attain the goal of Helping Existing Places Thrive by developing bicycle infrastructure in recreation areas and implementing the Lewis & Clark Trail. Therefore, the proposed bike paths in East Salix are located in the downtown and Salix Community Park areas; the proposed bike paths in Browns Lake are mainly around Browns Lake. All of the proposed bike paths should connect directly to the Lewis and Clark Trails.

Priority



Implementation

- Develop bicycle path in Salix's downtown and recreational areas
- Provide bicycle racks
- Implement the Lewis & Clark Trail in Salix
- Provide bicycle signage



Funding & Resources

Estimated Project Cost

Between \$72,700 and \$79,000 (Cost estimation is based on bike-way infrastructure estimated cost from U.S. Department of Transportation Federal Highway Administration.)

Funding Sources

The City of Salix should apply for funding from the State Recreational Trails Program, managed by the Iowa DOT. The Program's annual funding level is approximately \$2,000,000.







The application portal, and the required forms, can be found here: http://www.iowadot.gov/systems_planning/fedstate_rectrails.htm

Additional Resources

BIKESAFE Bicycle Safety Guide and Countermeasure Selection System

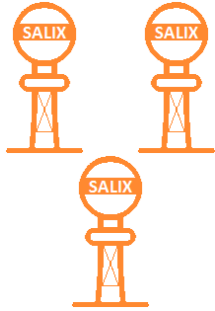
http://www.pedbikesafe.org/BIKESAFE/countermeasures_detail.cfm?CM_NUM=11

Bicycle Infrastructure Project

Guiding Principle	Description	 Aesthetically appealing	 Fiscally Viable	 Family-Oriented	 Social, Recreational, and Cultural Opportunities	 Strong Residential and Business Community	 Smart Growth and Preservation
Preserve the Rural Landscape	The Bicycle Infrastructure Project preserves the rural landscape by establishing environmentally friendly transportation. Building bicycle paths in the Salix Community Park and Browns Lake will enhance recreational areas.	X	X		X		X
Strengthen Existing Places	Implementing the Bicycle Infrastructure Project can strengthen existing places by increasing accessibility. Bicycle infrastructure fosters social interaction and provides more access to recreational areas.	X	X	X	X	X	X
Create Celebrated Spaces	The Bicycle Infrastructure Project creates celebrated spaces by developing friendly neighborhoods and promoting the environment. It creates an amenity for families.	X	X	X	X	X	X

Sidewalk Project

Priority

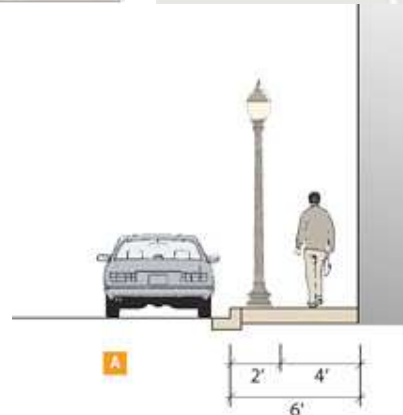


Description

Salix residents complained of poor sidewalk conditions during the first public meeting. For Salix to be a walk-friendly and sustainable community, it is essential to improve the city's sidewalk infrastructure. This project aims to achieve the goals of helping existing places thrive by making sidewalks an asset for the community. This will be done by only providing sidewalks where necessary and filling in gaps in the current system. This project proposes the repair of downtown sidewalks and the extension of sidewalks further into residential areas. The estimated sidewalk length is 2.4 miles.

Implementation

- Repairing sidewalks around Tipton and Poplar streets
- Improving sidewalks in downtown areas
- Building sidewalks in residential areas
- Providing pedestrian signage and facilities in downtown and residential areas



Funding & Resources







Estimated Project Cost

\$ 240,000- \$ 400,000

Funding Sources

Salix should apply for funding from the Transportation Alternative Program (TAP), managed by the Iowa Department of Transportation. The Iowa Statewide TAP is estimated to offer \$9,776,366 in FY 2016. The DOT sets aside approximately \$1 million for the TAP program. They also allocate \$3,238,183 in state level funding to support local transportation projects. The application portal, and the required forms, can be found on this website: http://www.iowadot.gov/systems_planning/trans_enhance.htm

Sidewalk Project

Guiding Principle	Description	 Aesthetically appealing	 Fiscally Viable	 Family-Oriented	 Social, Recreational, and Cultural Opportunities	 Strong Residential and Business Community	 Smart Growth and Preservation
Preserve the Rural Landscape	This project promotes walkability and establishes an environmentally friendly alternative mode of transportation, helping to preserve the rural landscape of the city.						X
Strengthen Existing Places	Transportation diversity and accessibility will be improved. A completed sidewalk system will allow residents better access to the downtown area and recreational amenities, strengthening these areas.	X	X	X	X	X	X
Create Celebrated Spaces	A completed sidewalk network would serve as a celebrated space. It strengthens neighborhoods, increases the quality of life of Salix residents, and promotes active transportation in the city.	X	X	X	X	X	X

Street Development Project



— Proposed Repairing Roads in Salix
— Proposed Repairing Roads in Salix Downtown Area

Funding & Resources

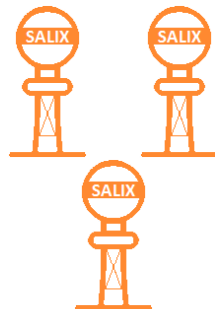
Estimated Project Cost

\$1,249,314

Funding Sources

The City of Salix should apply for funding with the Local Development Projects of the Revitalize Iowa's Sound Economy (RISE) Program of the Iowa Department of Transportation. In 2015, the program provided up to \$16.76 million in grant funding for Local Development Projects in Iowa. The effective match rate between project costs and rise funds requested is 50.1%. The Program's annual funding level is approximately \$12 million for cities and \$6 million for counties. Additionally, the City of Salix should apply for funding from Iowa Clean Air Attainment Program (ICAAP). The City of Salix also should apply for funding from the Surface Transportation Block Grant Program to support the street development project. The application is available from SIMPCO.

Priority



Description







Salix must develop its street infrastructure to achieve the proposed complete streets policy. This project aims to attain the goals of Supporting the Rural Landscape by improving local streets. Public input on local road satisfaction influenced this proposal. This project calls for street maintenance, safety improvements, and active transportation incorporation. This project will benefit the community by creating a strong street network in the community that provides for multiple modes of transportation. It pushes for repairs to the local street network, residential road maintenance, driving and parking signage, and the incorporation of active transportation.

Implementation

- Repair local roads in downtown Salix and major corridors
- Maintenance for residential roads
- Establish clear signage for driving and parking
- Incorporate active transportation

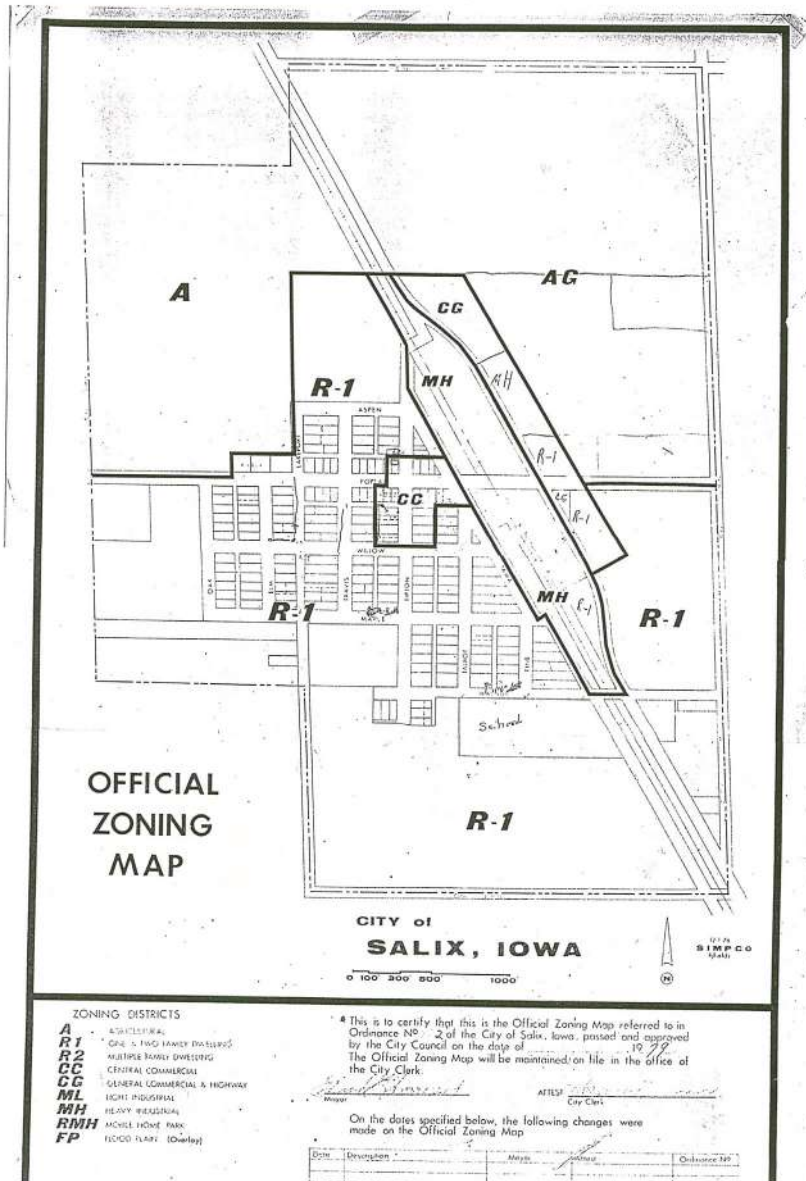
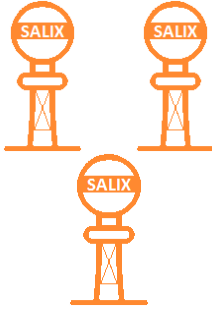


Street Development Project

Guiding Principle	Description	 Aesthetically appealing	 Fiscally Viable	 Family-Oriented	 Social, Recreational, and Cultural Opportunities	 Strong Residential and Business Community	 Smart Growth and Preservation
Preserve the Rural Landscape	The Street Development Project helps preserve the rural landscape by strengthening the street network downtown, and not expanding the network into new areas.						X
Strengthen Existing Places	Repairing local roads will make Salix more accessible, strengthening neighborhoods and the downtown. A complete streets focus will promote active transportation and social interaction. The project will improve the aesthetics of the road network, provide signage for the community, and promote the repair of areas in need.	X	X	X	X	X	X
Create Celebrated Spaces	Improving the street network will make it a celebrated space. Salix residents' quality of life and physical environment will improve as a result of this project.	X	X	X	X	X	X

Zoning Code and Map Update

Priority



Description

The creation of a new zoning code that is specific to the City of Salix will ameliorate issues that the city currently faces due to having an old zoning code. Salix's current zoning map dates to 1979, and the ordinance borrows language from a nearby municipality. The ordinance's language is not specific to Salix. Updating the zoning map to reflect the community's vision for the future is of paramount importance. The city's current zoning ordinance allows for many industrial uses downtown, which goes against the community vision. The city should seek guidance from local consultants when creating this ordinance so that it achieves the goals put forward in this plan.

Implementation

Salix should create and advertise a Request for Proposals (RFP) for the creation of a new zoning ordinance and map. This ordinance would outline the parameters of city's zoning districts and use permissions. Recommended parameters include:

1. Based on traditional, Euclidean zoning.
2. Promote the mixing of uses downtown.

Funding & Resources







Estimated Project Cost

\$20,000 - \$30,000

Available Funding

Salix should apply for funding from the Environmental Protection Agency's Smart Growth Grant Program, and from SIMPCO, if a member.

Zoning Code and Map Update

Guiding Principle	Description	 Aesthetically appealing	 Fiscally Viable	 Family-Oriented	 Social, Recreational, and Cultural Opportunities	 Strong Residential and Business Community	 Smart Growth and Preservation
Preserve the Rural Landscape	The designation of a green buffer or conservation area in the zoning code would ensure rural landscape preservation. This would preserve the rural character of the city for families located near areas zoned this way.	X	X	X			X
Strengthen Existing Places	A re-work of the zoning code and a map update would ensure that only desired uses are located downtown, strengthening the city's economy.	X	X	X	X	X	X
Create Celebrated Spaces	A zoning code and map update would help create celebrated places through identifying new areas for future development. It would also identify yard requirements of these buildings, affecting the aesthetics of the city.	X	X	X	X	X	X

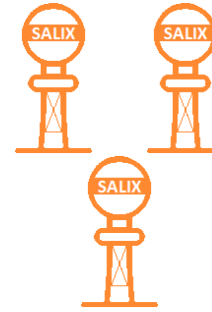
Hire a Code Enforcement Officer



Description

A code enforcement officer will ensure that municipal codes are executed in the community. The officer will need to administer a variety of ordinances, codes, and regulations related to land use, building codes, and property maintenance. He or she will be a resource for municipal ordinance information and provide regulatory knowledge to property owners, residents, and businesses as needed. The position should be part-time in nature due to the low-demand for enforcement, with possible full-time hours during the summer. A code enforcement officer will ameliorate the yard maintenance issues in the city, improving the city's aesthetic appeal and vitality.

Priority



Implementation

Salix should draft an RFP to hire a code enforcement officer. The job should be advertised on regional planning related websites and in the Sioux City metropolitan area.

Funding & Resources

Estimated Project Cost







\$25,000-\$30,000 per year

Funding Sources

City budget revenues and nearby city partnerships

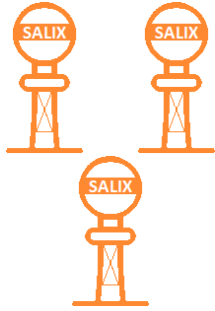


Hire a Code Enforcement Officer

Guiding Principle	Description	 Aesthetically appealing	 Fiscally Viable	 Family-Oriented	 Social, Recreational, and Cultural Opportunities	 Strong Residential and Business Community	 Smart Growth and Preservation
Preserve the Rural Landscape	A code enforcement officer will help ensure that the undeveloped areas of the city will not have any illegal construction and other illegal uses, such as disposal of garbage.	X	X				X
Strengthen Existing Places	Ameliorating yard maintenance issues in the city will strengthen neighborhoods and increase property values, strengthening the residential area. The officer will also be able to provide expert advice on municipal code to property owners, residents, and businesses, strengthening the city.	X	X	X		X	X
Create Celebrated Spaces	Ensuring that any new development is up to code with inspections during the construction process will help create celebrated spaces in the city.	X	X	X		X	X

SIMPCO Membership

Priority



Description

Establishing a partnership with SIMPCO is very important for Salix's future. SIMPCO offers a variety of project development and technical services. Joining SIMPCO would reduce the costs of many other projects due to their professional expertise becoming immediately available. It would also be better for the region as a whole. SIMPCO will assist city staff in areas pertaining to transportation planning, community development, transit, economic development, and housing programs. Specifically, they can assist Salix with GIS mapping, grant writing, policy creation, and public meetings. Salix should join the metropolitan planning council that is serving the region.



Implementation

Salix should apply to join SIMPCO and budget for the cost of membership each year.

Funding & Resources







Estimated Project Cost

Estimated Project Cost: \$680 per year (On a per capita basis, the cost may increase if Salix annexes Browns Lake)

Funding Sources

City budget

SIMPCO Membership

Guiding Principle	Description	 Aesthetically appealing	 Fiscally Viable	 Family-Oriented	 Social, Recreational, and Cultural Opportunities	 Strong Residential and Business Community	 Smart Growth and Preservation
Preserve the Rural Landscape	SIMPCO can lend its planning expertise to projects that preserve the rural landscape. It can also help the city write grants toward that end, helping to make up for the cost of membership.		X			X	X
Strengthen Existing Places	Partnership with SIMPCO on future plans that revitalize the downtown and residential areas will strengthen the city's economy and housing market.		X			X	X
Create Celebrated Spaces	SIMPCO's planning expertise should be utilized when planning for future development. The MPO can consult on future municipal code updates and amendments, putting an emphasis on building characteristics that are desired by the community, staff, and council.		X			X	X

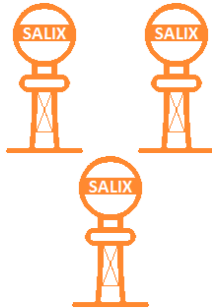
Tree Species Biodiversity in New Plantings

Description

In visiting the community, researching natural resources in Salix, and interacting with residents, it was easy to tell the natural landscapes are something that residents cherish. Salix is a community with beautiful tree canopies throughout town. In order to protect these trees from potential pests and increase biodiversity in Salix, the city should incorporate a policy that addresses tree species diversification in new plantings throughout Salix. Biodiversity is important in increasing the productivity of a natural system. An added benefit is that by diversifying tree species, there will be a lesser impact from tree diseases and pests, such as Dutch elm disease and the Emerald Ash Borer.

The proposed ordinance would require new plantings to follow the 10-20-30 rule of biodiversity, which states that tree species in a community should consist of no more than 10 percent within a single species, 20 percent within a genus, and 30 percent within a family. Planters are still free to choose whatever tree type they desire, so long as it satisfies the 10-20-30 rule.

Priority



Implementation

To get an idea of the trees currently planted in Salix, the community should complete a tree index of current tree species in Salix. This inventory would include the percentages of each species, genus, and family of the trees currently planted in Salix. Draft an ordinance amendment for incorporation into Chapter 151 of the Salix Code of Ordinances. This amendment will state that new plantings of trees cannot exceed 10 percent of a species, 20 percent of the same genus, and 30 percent of the same family, based on current tree diversity in the community.

Funding & Resources

Estimated Project Cost

Inventory: \$1,500 - \$2,500
Ordinance: \$300 - \$500

Funding Sources

Iowa DNR has assistance available for communities under 5,000
Contact information: 515-281-5600

Additional Resources







Arbor Day Foundation Tree Identification
<http://www.arborday.org/trees/index-identification.cfm>

USDA Urban and Community Forestry
<http://www.fs.fed.us/ucf/>

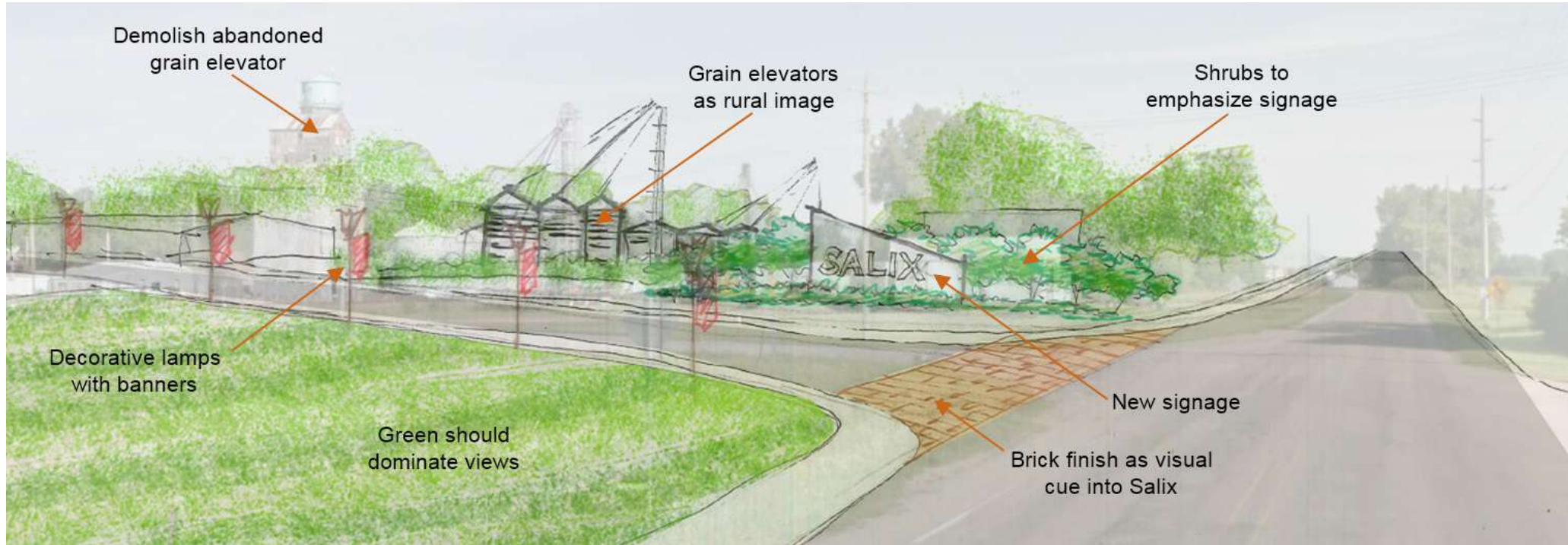
Iowa DNR Forestry
<http://www.iowadnr.gov/Conservation/Forestry>



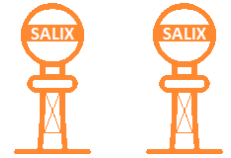
Tree Species Biodiversity in New Plantings

Guiding Principle	Description	 Aesthetically appealing	 Fiscally Viable	 Family-Oriented	 Social, Recreational, and Cultural Opportunities	 Strong Residential and Business Community	 Smart Growth and Preservation
Preserve the Rural Landscape	The natural space that surrounds the community and the community's connection with nature promote the preservation of the rural landscape. An increase in tree biodiversity in Salix would create a well-functioning ecosystem that keeps the community connected to nature.	X	X		X		X
Strengthen Existing Places	Disease and pests will not threaten the city's tree stock if the city incorporates the 10-20-30 rule of diversity, strengthening the overall natural ecosystem of Salix.	X	X	X	X	X	X
Create Celebrated Spaces	Salix residents will take pride in their community for being involved in taking part in a tree index and learning about biodiversity in their community. This policy ensures that newly developed areas in Salix promote biodiversity.	X	X	X	X	X	X

Entrance Beautification Program



Priority



Description

Salix residents identified unattractive view sheds as a weakness during the public meeting. This project aims to enhance the entrance into Salix on Poplar Street from Old Highway 75 and Interstate 29, the main points of entry and exit to Salix. Unattractive city entrances take away from the city's character. An attractive city entrance will make the city more appealing to both possible future residents and businesses. Transforming Salix into a destination will be integral to the future sustainability of the city.

Implementation

The city should issue an RFP soliciting proposals for the landscape design of the entrance. City staff should also work with current residents who may be landscape designers or have landscaping experience. Then, the city should apply for grant money to help implement the approved landscape design.

Funding & Resources







Estimated Project Cost

\$10,000

Funding Sources

Keep Iowa Beautiful is a non-profit organization that provides grants to communities of 5,000 or less to pursue beautification projects. A community can receive a grant up to \$5,000. More information about the organization and the grant can be found here: <http://www.keepiowabeautiful.com/>. Their phone number is 515-323-6507. Their office is located in 300 E. Locust St Suite 100, Des Moines, IA 50309. General city revenues can augment the cost of the project.

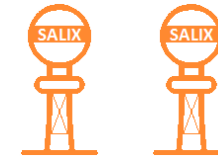
Entrance Beautification Program

Guiding Principle	Description	 Aesthetically appealing	 Fiscally Viable	 Family-Oriented	 Social, Recreational, and Cultural Opportunities	 Strong Residential and Business Community	 Smart Growth and Preservation
Preserve the Rural Landscape	Beautified entrances to the city will help project a positive, rural character to city visitors.	X	X				
Strengthen Existing Places	Beautified entrances give cue to residents whenever they come home from outside Salix that they are entering the rural town that they love. Beautifying the entrances to the city would increase property values of nearby residents and businesses.	X	X	X		X	
Create Celebrated Spaces	Beautified entrances are testimony to the celebration of Salix as a small, rural, close-knit community.	X	X	X		X	

Local Efforts for Better Water in Browns Lake



Priority



Funding & Resources

Estimated Project Cost

\$15,000 for data collection, data analysis, and report preparation

Funding Sources

Iowa Watershed Improvement Fund
www.iowaagriculture.gov/FieldServices/waterQualityProtectionPractices.asp

Iowa Watershed Protection Program
<http://www.iowaagriculture.gov/waterResources/watershedProtection.asp>

Additional Resources

Iowa DNR Watershed Improvement Resources for Local Groups
<http://www.iowadnr.gov/Environmental-Protection/Water-Quality/Watershed-Improvement/Resources-for-Local-Groups>

Iowa DNR Water Improvement Plans
<http://www.iowadnr.gov/Environmental-Protection/Water-Quality/Watershed-Improvement/Water-Improvement-Plans>

Description

In the public involvement process, community members identified Browns Lake as an asset to the community. Due to its high use as a recreational amenity, cleaning Browns Lake is important to ensure current and future generations are able to utilize this resource for fishing, swimming, and boating. The most effective way to gain funding for water quality improvements is through the support of the community. Local activism will drive the push for getting it cleaned.







Ultimately, with community support, Salix could petition to add Browns Lake into the Iowa DNR Lake Restoration Program. The goals of this program are improved water quality; a diverse, balanced aquatic community, and sustained public use benefits. These align with the water quality goals identified in the public meeting process.

Implementation

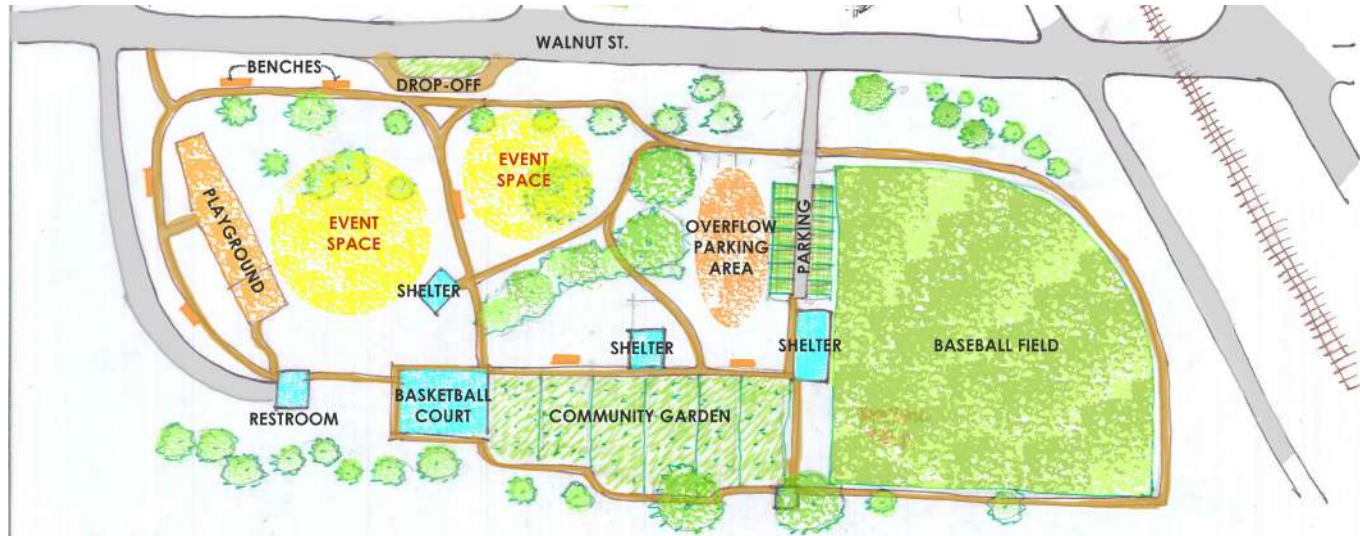
The Iowa DNR has four steps that communities should take towards cleaner water:

1. Identify: Identifying the concerns and building support for the cause.
2. Inventory: Gather data and analyze the problems in order to identify areas of improvement.
3. Investigate: Explore potential solutions to the problems identified by the community and create a water quality improvement plan.
4. Implement: Put the water quality improvement plan into practice and evaluate projects.

Local Efforts for Better Water in Browns Lake

Guiding Principle	Description	 Aesthetically appealing	 Fiscally Viable	 Family-Oriented	 Social, Recreational, and Cultural Opportunities	 Strong Residential and Business Community	 Smart Growth and Preservation
Preserve the Rural Landscape	Residents will preserve the rural landscape by coming together as a community to focus on water quality improvements. Residents will protect their community's natural amenities and the landscape that they value.	X	X	X	X		X
Strengthen Existing Places	Browns Lake is on the impaired water source list for two reasons. The lake could be removed from this list and become an outdoor recreation asset by improving its water quality.	X	X	X	X		X
Create Celebrated Spaces	A cleaner lake would create a space that increases the quality of life for city residents and is celebrated as an invaluable amenity.				X		X

Enhancing the Salix Community Park



Priority



Funding & Resources

Estimated Project Cost

Total: \$85,700

Local Trail System: \$79,000

Community Garden: \$2,500 per year

Community Events: \$3,000 per year

Benches: \$1,200 per bench

Funding Sources

Foundation for Rural Service

<https://www.frs.org/rural-community-outreach/grant-program>

USDA Community Facilities Direct Loan & Grant Program

<http://www.rd.usda.gov/programs-services/community-facilities-direct-loan-grant-program>

Build with Bags Grant

<http://www.itseasytorecycle.com/>

Iowa DOT State Recreational Trails Program

http://www.iowadot.gov/systems_planning/fedstate_rectrails.htm

Additional Resources

The American Community Garden Association

<https://communitygarden.org/resources/10-steps-to-starting-a-community-garden/>

USDA Rural Development

<http://www.rd.usda.gov/>

Description

During the first public meeting, The Salix Comprehensive Planning Team found that current residents underutilize the Salix Community Park. Because of this, the SCPT decided to focus on how to enhance this park so the community would utilize it as a recreational resource more often. Parks give people direct contact with nature, space to be active, and opportunities for social interactions. For these reasons, the enhancement of the Salix Community Park achieves the goals of providing social, recreational, and cultural opportunities for residents and preserving amenities that are valuable to the community.

During the second public meeting, on February 18, 2016, the SCPT asked residents of Salix and other stakeholders, "What park amenities or changes would influence you to use the Salix Community Park more often?" Responses to this question included having more activities, incorporating trails, and providing more amenities in the park.







The SCPT used this input to inform the following suggested improvements for the Salix Community Park:

1. Build trails through the park (addressed in the bicycle infrastructure project)
2. Establish a community garden
3. Host monthly community events in the summer
4. Provide benches along the paths in the park

Implementation

The first step of the improvement process should be a public meeting to gauge what improvement projects are of priority to citizens. Community members should map what they envision the park to look like in the future, and they should identify desired activities by the community. Salix should begin working on the projects in order of priority to meet the desires of the community. These changes will draw residents into the park and make community members proud to call it their own.

Enhancing the Salix Community Park

Guiding Principle	Description	 Aesthetically appealing	 Fiscally Viable	 Family-Oriented	 Social, Recreational, and Cultural Opportunities	 Strong Residential and Business Community	 Smart Growth and Preservation
Preserve the Rural Landscape	The creation of bike paths, a community garden, and benches in the community park will allow community members to utilize the natural space and enjoy the rural character of the land around them.	X	X	X	X	X	X
Strengthen Existing Places	As of 2015, the Salix Community Park is underutilized by members of the community. Salix will strengthen the park by completing this project, inspiring community members to use it more often.	X	X	X	X	X	X
Create Celebrated Spaces	Salix Community Park will become a space that residents cherish by completing this project. The park will provide community interaction, recreational opportunities, and education.				X		

Green Building Features

Description

During the second public meeting, Salix residents voted to require that new buildings have green features. This project aims to establish an agreed upon list of green features that any new construction, renovation, or addition are required to have. Requiring green features in future construction will make future development more sustainable. Longer lasting, environmentally friendly development will increase the city's character, attract residents, and benefit the environment surrounding the community. For these reasons, Salix should require green building features to be present in new construction, renovation, or additions.

Priority



Implementation

The city should form a citizens' committee to research green building features. The committee will need a consultant to provide technical assistance to the committee. It should also seek public input before finalizing the list of green building features. Once the city has finalized the list, the city should adopt an ordinance requiring new construction, renovations and additions to adopt the green building features.

Below is a suggested list of green building features that the citizens' committee should start discussing. These include:

1. Programmable thermostat
2. LED and/or CFL light bulbs
3. Low-flow plumbing fixtures
4. Energy-star appliances
5. Sustainable construction materials (like recycled glass for kitchen counter-tops and bamboo flooring)
6. Cellulose-based insulation (vs. fiberglass-based insulation)
7. Skylight

The city should also inform homebuilders about rebate programs in Iowa that incentivize the installation of solar energy systems. The Iowa Department of Revenue administers the Solar Energy System Tax Credit. Information about the program, and the Online application portal, can be found here: <https://tax.iowa.gov/solar-energy-system-tax-credits>.

Funding & Resources

Estimated Project Cost







The citizens' committee should be comprised of volunteers from among the city residents. Once Salix becomes a member of SIMPCO, the city should seek a planner from SIMPCO knowledgeable of green building features (for example, knowledgeable of LEED) to provide technical assistance the committee.

Funding Sources

General city revenues should pay for any costs for public engagement activities (such as food and drinks).



Green Building Features

Guiding Principle	Description	 Aesthetically appealing	 Fiscally Viable	 Family-Oriented	 Social, Recreational, and Cultural Opportunities	 Strong Residential and Business Community	 Smart Growth and Preservation
Preserve the Rural Landscape	Constructing new buildings with green features is a noble act of solidarity with the rural landscape, an exercise of building with nature, not against it.		X				X
Strengthen Existing Places	New work on existing buildings will make current buildings sustainable because renovations and additions will be required to have green features.		X	X		X	X
Create Celebrated Spaces	Developments with green features, whether new construction, renovation, or addition, will become a rallying point to the aspiration of Salix to be a modern rural community that embraces sustainability.		X	X		X	X

Start a Lending Library



Description

Salix residents identified the desire for more community resources at both public meetings. A lending library in Salix serves as a community resource that allows for learning and community engagement. Libraries help to promote literacy and the enjoyment of reading. They also help to meet service and informational needs for members of the local community.

Lending libraries work differently than accredited libraries. These libraries provide free books to residents, with no check in or due dates. It allows members of the community to take a book to read, bring it back as they wish, or keep it and replace it with a book of his or her own. These libraries have 24-hour access to books, and are easy to maintain and access.

Implementation

In using “Little Free Library” as a model, Salix should place this lending library in a space already established by the city, or it should be constructed and placed along the roadside. Community involvement and donations will be a critical component to beginning the library; many of the books come from contributions rather than purchase. Additionally, community involvement will identify and create spaces for these books.

After identifying a space and constructing the library, Salix should hold a small grand opening event. This will educate the community on what a lending library is and promote its use. To gather books for the library, Salix should encourage resident to bring their favorite books to the event.

Funding & Resources

Estimated Project Cost

\$100 - \$200 per built structure for the books

Funding Sources

Crowdfunding sources such as IOBY
<https://www.ioby.org/>

Additional Resources







Little Free Library
<https://littlefreelibrary.org/>

How to Start a Lending Library
<http://sharestarter.org/files/2012/01/How-To-Start-a-Lending-Library.-Full-Packet.pdf>

Priority



Start a Lending Library

Guiding Principle	Description	 Aesthetically appealing	 Fiscally Viable	 Family-Oriented	 Social, Recreational, and Cultural Opportunities	 Strong Residential and Business Community	 Smart Growth and Preservation
Preserve the Rural Landscape	A lending library would provide a space for community members to get books. The library would further Salix's small town feel and make books more accessible to Salix residents, adding to the city's landscape.		X	X	X		
Strengthen Existing Places	Libraries promote childhood reading and adult literacy. More opportunities for education will be available to community members by having books available. This library will bring new opportunities into the community that they do not currently have.		X	X	X		
Create Celebrated Spaces	Even a small lending library, like what is recommended for Salix, can inspire social and cultural opportunities in the community. Every member of the community can be a part of founding the library, which will instill a sense of pride for the asset.		X	X	X		

Chapter 5: Conclusion

5.1 Plan Evaluation

5.2 Sustainability

5.3 Final Remarks



Plan Evaluation

The Salix community should reference the Salix 2035 Comprehensive Plan when pursuing community projects after approving and adopting this plan. This will ensure projects follow the guiding principles and achieve the community’s goals. Each Project Menu item comes with an Evaluation Framework that assesses its progress and effectiveness, and should be used every five years.

Each framework provides a chronological list of project management tasks that the city needs to undertake so that it can properly implement the project. For each task, the city evaluates progress using several levels of achievement. This evaluation framework should be utilized every five years, whether a task has recently started or it is almost finished. The city can also make notes about the progress of each project. The framework also provides performance indicators that evaluate the effectiveness of each project. The performance indicators will give city staff a way to measure change in the community.

The Evaluation Framework empowers the Salix community by putting them on a path that achieves measurable change in the community with the ultimate goal of realizing the community vision.

Shown on this page, as an example, is the Stormwater Project’s Evaluation Framework. The other evaluation frameworks are in Appendix One.

Figure 26: Evaluation Framework Sample

Evaluation Framework							
Project Information			Achievement Level				Notes
Project Name	Project Management	Content Description	None	Low	Med.	High	
Stormwater Project	Finish detailed contract documents	Contract documents include construction drawings, cost estimates, specifications, and building permits. These form part of the requirements for any application for loans and/or grants. The city can contract this to V&K Engineering.					Write notes about progress of tasks
	Finish application for grant and/or loan to the Iowa Department of Agriculture Rural Development Water and Waste Water Loan and Grant Program	The application is filed online through the Department of Agriculture Rural Development Website. The city can also contact the Area 8 Director for more information. Please see Project Menu for contact details.					Assess progress of each task
	Establish easements along the stormwater line	The proposed stormwater line will run through various parcels, including across I-29 and private parcels. Easements will have to be established on these parcels and coordination with Woodbury County, Iowa Department of Transportation, and Individual Landowners is required.					
	Commence construction of the project	Once easements are established and the loan is awarded, construction of the project should commence.					Assess effectivity of project
Performance Indicator	Little to no flash flooding during severe storm events by the year 2035	A successful project will result in little to no flash flooding occurring as a result of a storm event.					Write notes about effectivity of project

Sustainability

As discussed in Chapter 1, sustainability is a necessary component of this plan because it ensures the best possible future for generations to come. The Salix Comprehensive Planning Team worked to provide policy recommendations that improve the lives of current Salix residents while taking the perceived needs of future generations into consideration. To ensure this, the Salix Comprehensive Planning Team evaluated each of the projects for their application to the economic, environmental, and socio-cultural challenges the community may face. The chart on this page acknowledges how the 19 project menu items meet each of the three goals of sustainability: Economy, Equity, and Environment. In balancing all three of these areas, Salix will become a healthy, sustainable community that is able to provide for all current and future residents.

Priority	Project	Economy	Equity	Environment
4	Capital Improvements Plan	X	X	X
	Stormwater Project			X
	Community Development Corp.	X	X	
	Annexation Policy	X	X	
	Green Buffer Policy		X	X
	Floodplain Policy	X	X	X
	Evacuation Plan		X	
3	Bicycle Infrastructure Project	X	X	X
	Sidewalk Project	X	X	X
	Street Development Project	X	X	X
	Zoning Code & Map Update	X	X	X
	Hire a Code Enforcer		X	
	SIMPCO Membership	X	X	X
2	Tree Species & Biodiversity Policy			X
	Entrance Beautification Program	X		
	Water Quality		X	X
1	Salix Park Enhancement		X	X
	Green Building Features			X
	Lending Library		X	X

Final Remarks

Salix is a close-knit community faced with an uncertain future, dealing with the possibility of development pressure for the first time. Our project partners, Salix staff and elected officials, SIMPCO, and Woodbury County, have been dynamic throughout the planning process. Meetings with city council, planning and zoning commission, and city staff were robust. Public meeting attendance was enormous in both numbers and influence. Public participation enabled the planning team to gather vast amounts of information. The planning team produced a plan that embodies the principles of smart growth and small town values through incorporating public input, research, and data analysis.

The Salix 2035 Comprehensive Plan has four unique features: the Project Menu, the Prioritization Mechanism, the Goal Achievement Matrix, and the Evaluation Framework. The Salix Planning Team translated plan recommendations into concrete projects, presented as the Project Menu, to make the comprehensive plan accessible to the entire community. City staff and elected officials will have an easy, quick reference for what projects to pursue and how to implement them. The Prioritization Mechanism is built into the Project Menu, where every project is ranked according to priority. This mechanism lays out the order of projects for the city. Each project has a Goal Achievement Matrix that illustrates how that specific project achieves the three guiding principles of this plan. Lastly, each Project Menu item has an Evaluation Framework, a tool that the city should use to assess the progress of project management activities, and the effectiveness of the project using performance indicators.

These four features make the Salix 2035 Comprehensive Plan unique in relation to other comprehensive plans, especially non-rural plans. Other small cities with a similar context should learn from the Salix comprehensive planning process. It was vital to make this plan as accessible as possible to the community, staff, and elected officials because the city does not have a planner on staff. These four unique features will better enable small cities to pursue projects and attain their community visions.

The Salix 2035 Comprehensive Planning Team believes that Salix will carry this plan forward and achieve the community's vision of a small town that is family-oriented, business friendly, and sustainable for future generations.



Appendices

- Appendix 1: Evaluation Framework
- Appendix 2: Iowa Smart Planning Principles
- Appendix 3: Public Engagement Results
- Appendix 4: Salix in 2015 Research
- Appendix 5: Additional Tools and Funding
- Appendix 6: Market Analysis
- Appendix 7: References



Appendix 1: Evaluation Framework

Evaluation Framework							
Project Information			Achievement Level				Notes
Project Name	Project Management	Content Description	None	Low	Med.	High	
Capital Improvement Program (CIP)	Seek guidance and assistance from SIMPCO or other consultant on CIP formulation	SIMPCO, or another private consultant, will be valuable for the formulation and writing of the CIP. Writing CIPs and accurately estimating the need for infrastructure upgrades is a complicated process.					
	Gather input about which infrastructure projects are most needed in the community	Gathering public input will help inform the CIP. This should occur through either a public meeting or consultation with council members and staff. This step will ensure public support for new infrastructure projects as they occur over time.					
	Prioritize infrastructure projects in Salix for the next five to fifteen years and adopt the CIP	This gives the city short-term and long term infrastructure projects to aim for. It positions the city better from a financial standpoint to be able to handle the large costs of infrastructure projects.					
Performance Indicator	By the year 2020, use the CIP as a basis for justification, apply for funding for the highest prioritized infrastructure project, receive funding, and begin construction	Having a CIP that calls for the construction of infrastructure projects will greatly increase the likelihood of receiving funding from local, state, and federal funding sources.					

Evaluation Framework							
Project Information			Achievement Level				Notes
Project Name	Project Management	Content Description	None	Low	Med.	High	
Stormwater Project	Finish detailed contract documents	Contract documents include construction drawings, cost estimates, specifications, and building permits. These form part of the requirements for any application for loans and/or grants. The city can contract this to V&K Engineering.					
	Finish application for grant and/or loan to the Iowa Department of Agriculture Rural Development Water and Waste Water Loan and Grant Program	The application is filed online through the Department of Agriculture Rural Development Website. The city can also contact the Area 8 Director for more information. Please see Project Menu for contact details.					
	Establish easements along the stormwater line	The proposed stormwater line will run through various parcels, including across I-29 and private parcels. Easements will have to be established on these parcels and coordination with Woodbury County, Iowa Department of Transportation, and Individual Landowners is required.					
	Commence construction of the project	Once easements are established and the loan and/or grant is awarded, construction of the project should commence.					
Performance Indicator	Little to no flash flooding in Salix during severe storm events by the year 2035	A successful project will result in little to no flash flooding occurring as a result of a storm event.					

Evaluation Framework

Project Information			Achievement Level				Notes
Project Name	Project Management	Content Description	None	Low	Med.	High	
Community Development Corporation (CDC)	Seek guidance on CDC formation from Woodbury County Rural Economic Development (WCRED)	WCRED is currently helping towns in Woodbury County who do not have CDCs to form their own. They are accomplishing this through funding efforts, by paying the \$500 incorporation fee and helping with legal services as well.					
	Hold a public meeting and seek community input on the formation of a CDC	This public meeting should be used to gauge the public's interest in the formation of a CDC. WCRED should be present at the meeting to inform as many community members as possible about the advantages of Salix having a CDC.					
	Identify three people as CDC members for the positions of Chair, Secretary, and Treasurer	These three people should be advocates for not only Salix, but also for the region. Any experience in economic development, financing, or marketing would be valuable to have.					
	Help the CDC raise money through fundraising efforts or budgeting money for them to spend on behalf of the city	The CDC will likely have to fundraise to earn its initial capital. Salix could help speed up the fundraising process through allocating money for the CDC to spend on economic development initiatives in its annual budget.					
	Attract a business to Salix through the CDC by the year 2020	The CDC will eventually become a self-sustaining entity that seeks out new business opportunities in the community, reinvests in current city businesses, and attracts new businesses to the community.					
Performance Indicator	The CDC becomes an anchor by the year 2020	A successful CDC will help the community develop both residential and commercial property, ranging from affordable housing to local businesses.					

Evaluation Framework

Project Information			Achievement Level				Notes
Project Name	Project Management	Content Description	None	Low	Med.	High	
Annexation Policy	Seek guidance on annexation policy formulation from SIMPCO/WCRED/Other consultants	The adoption of a formal annexation policy by council will back up the suggested annexation policies in this plan. Seek guidance of consultants and current project partners to adopt appropriate policy.					
	Write and adopt formal annexation policy in compliance with Iowa law	Iowa law requires that no islands be created as part of annexation and that annexation be contiguous in nature. It also states that race or other demographic factors may not be taken into consideration.					
	Begin annexation of property between Salix and Browns Lake	This satisfies the contiguous element of Iowa's annexation law so that Browns Lake can be annexed. It may be best to "bank" properties that are willing to be annexed in case the 80-20 rule for annexation is utilized to annex all Browns Lake residents.					
	Annex Browns Lake Community	Annexation of the community will be beneficial for all parties involved, as discussed in this plan.					
	Only provide municipal services to those who are willing to be annexed by the city	Municipal facilities are to be provided to annexees within three years of annexation to satisfy Iowa law. Extending municipal facilities to Browns Lake will consume the majority of the city's current bonding capacity, so services should be extended to those who are willing to be annexed into the city. This is also in accordance to best management practices.					
	Annexation of Browns Lake community and municipal service extension	Browns Lake community and area along 275th Street between Salix and Browns Lake are annexed and serviced with municipal facilities.					
Performance Indicator	Adopt and Implement an Annexation Policy by the year 2020	Once the policy is crafted and finalized, it should be adopted by the city council and all future annexation activities shall comply with it.					

Evaluation Framework							
Project Information			Achievement Level				Notes
Project Name	Project Management	Content Description	None	Low	Med.	High	
Green Buffer Policy	Seek guidance on green buffer adoption from SIMPCO	May entail a revision of the current zoning code and zoning map to make the green buffer its own zone, or may be instituted as an overlay zone. SIMPCO, or another private consultant, will provide insight about the differences between the two.					
	Hold public meetings and draft green buffer plan	Public input is needed to inform the community about the need for the green buffer. The suggested green buffer will protect the community from both industrial encroachment and natural gas pipeline hazards.					
	Draft and revise ordinance according to public comment	Community support is needed to adopt, implement, and maintain a community green buffer. If Salix experiences development pressure in the buffered area, the public will need to support its preservation.					
Performance Indicator	Disallow new development in green buffer area by the year 2020	The proposed green buffer will disallow new development in the green buffer area. However, it should allow any existing uses to continue into the future. The addition of new primary uses on parcels should be disallowed; the addition of secondary and accessory uses should be permitted in most cases.					

Evaluation Framework							
Project Information			Achievement Level				Notes
Project Name	Project Management	Content Description	None	Low	Med.	High	
Floodplain Policy	Apply for a Letter of Map Amendment to the Federal Emergency Management Agency	Woodbury County commissioned Snyder and Associates to undertake a Flood Study in September 2011. The study revealed that the actual floodplain is smaller in area compared to the one in the FEMA Floodplain Map. The city should use this study in its application for a Letter of Map Amendment to reflect the actual floodplain area.					
Performance Indicator	Adopt a Floodplain Ordinance by the year 2020	Once the Letter of Map Amendment is issued, the city should adopt a Floodplain Ordinance, reflecting the new floodplain areas. It should also have a clause that there should be no new development within the floodplain.					

Evaluation Framework							
Project Information			Achievement Level				Notes
Project Name	Project Management	Content Description	None	Low	Med.	High	
Evacuation Plan	Prepare a draft Evacuation Plan	In cooperation with Emergency Managers from Woodbury County and SIMPCO, the city should prepare an Evacuation Plan showing evacuation routes to a designated evacuation site.					
	Gather public input on the draft Evacuation Plan	The city should hold a public meeting to solicit comments and suggestions from the public about the draft evacuation plan.					
	Finalize Evacuation Plan integrating public input	Public input should be integrated into the final Evacuation Plan.					
	Awareness Campaign	Together with Woodbury County and SIMPCO Emergency Managers, the city should hold an awareness campaign about the Evacuation Plan. Examples include: giving flyers as residents pay water bills and annual evacuation drills.					
Performance Indicator	By the year 2020, all city officials, staff and residents should know what do in case of an explosion event	By 2020, an evacuation plan will have been in place, and everyone in the city knows their role and what to do. There shall also be annual evacuation drills from 2020 onwards.					

Evaluation Framework							
Project Information			Achievement Level				Notes
Project Name	Project Management	Content Description	None	Low	Med.	High	
Bicycle Infrastructure Project	Establish bicycle paths in downtown Salix, Salix Community Park, and Browns Lake	Creating bicycle paths in the downtown area is essential to implement the Complete Streets Policy. It provides one more travel mode option to Salix residents and is better for the environment. It increases accessibility to Salix.					
	Implement the Lewis & Clark Trail in Salix	Salix's segment of the Lewis & Clark Trail system is centered on biking. The inner community bike path connects to the trails and improves the community's mobility. The trails provide an active transportation alternative for Salix residents and better access to recreational areas.					
	Build bicycle racks and signage	Bicycle racks and signs provide a safe environment with plenty of places for users to park their bikes.					
Performance Indicator	There shall be biking activity by the year 2035	There is currently no biking activity in both Salix and Browns Lake. A completed bicycle infrastructure should result in biking activity.					

Evaluation Framework							
Project Information			Achievement Level				Notes
Project Name	Project Management	Content Description	None	Low	Med.	High	
Sidewalk Project	Repair sidewalks on Tipton and Poplar Streets	Repairing the sidewalks on Tipton and Poplar Streets will make the main streets walkable and more accessible.					
	Build sidewalks downtown	A strong sidewalk system will be an asset to the community.					
	Build sidewalks in residential areas	Having completed sidewalks in residential areas in Salix will make it more walkable for citizens. Building these sidewalks will increase the quality of life of residents and will eventually become part of the character of the city.					
	Provide pedestrian signage and facilities	Providing pedestrian signage at intersections and in busier areas of town will increase pedestrian safety, and are an essential part to any sidewalk system.					
Performance Indicator	By the year 2035, all developed areas must be accessible by sidewalks.	The completed sidewalk result should result in having all developed areas accessible by sidewalks.					

Evaluation Framework							
Project Information			Achievement Level				Notes
Project Name	Project Management	Content Description	None	Low	Med.	High	
Street Development Project	Repair downtown roads	Repairing the local roads in Salix will provide better accessibility, traffic movement, and will increase the city's aesthetic appeal.					
	Repair residential roads	Based on the public input, residential areas are in need of repair and should be identified and repaired.					
	Establish clear traffic signage	Improving the quality of traffic signage in the city will prove to be an asset for the community. There are currently stop signs in blue garbage bins on street corners. Fixed, permanent signage will improve road safety.					
Performance Indicator	All streets should be repaired and paved by the year 2035	By the year 2035, all street repairs should be finished, and no road should be left unpaved.					

Evaluation Framework							
Project Information			Achievement Level				Notes
Project Name	Project Management	Content Description	None	Low	Med.	High	
Zoning Code	Seek guidance fom SIMPCO on the adoption of a new zoning code and map	SIMPCO has much experience writing grants to fund projects and helping municipalities adopt ordinances. Their planning expertise should be utilized for this project.					
	Hold public meetings to gauge input on where uses should be located in Salix	Public input is essential when performing a comprehensive zoning code update such as is needed in Salix. Public should be involved in designated which uses are allowed in which areas, and zoning district location.					
	Draft and revise ordinance according to public comment	Multiple drafts of both the zoning map and code will be necessary to ensure that the adopted code is an accurate reflection of both this plan and community input.					
Performance Indicator	Adopt and enforce updated zoning code and map by the year 2025	The newly updated zoning code and map will ensure that undesired uses are no longer located in the downtown area, which is a current issue in the city. It will also make, for the first time, the zoning code of the city specific to Salix, and not borrowed from another municipality.					

Evaluation Framework							
Project Information			Achievement Level				Notes
Project Name	Project Management	Content Description	None	Low	Med.	High	
Hire a Code Enforcement Officer	Advertise for code enforcement officer	The city should draft an RFP to hire a code enforcement officer. The posting should be advertised on the Iowa APA website to reach more people, and it should also be advertised in the Sioux City metropolitan area.					
	Hire Code Enforcement Officer	Hiring code enforcement officer provide practical approach to allow Salix's future development under professional guidance.					
	Building code monitoring	The code enforcement officer ensures all buildings in Salix are up to code.					
	Vacant parcel maintenance	The Officer ensures maintenance through the issuance of civil penalties or contracting private entities to maintain city code, at the expense of the land owner.					
Performance Indicator	There shall be little to no zoning and building code violations by the year 2035	Having a Code Enforcement Officer should result in better zoning and building code compliance.					

Evaluation Framework							
Project Information				Achievement Level			Notes
Project Name	Project Management	Content Description	None	Low	Med.	High	
SIMPCO Membership	Join SIMPCO by the year 2025	SIMPCO provides many beneficial services to its members. From traditional planning to grant writing, the benefits of being a member of SIMPCO outweigh the costs of joining the MPO.					

Evaluation Framework							
Project Information				Achievement Level			Notes
Project Name	Project Management	Content Description	None	Low	Med.	High	
Tree Species Biodiversity in New Plantings	Complete a Tree Inventory of Salix	Using support from the State, County, and community, perform a tree inventory in Salix that evaluates the number and types of trees in Salix. This will be used as a base for the 10-20-30 rule.					
	Draft and revise ordinance for 10-20-30 rule of biodiversity to be included in City Code	Utilize pre existing tree ordinances in the code and incorporate new wording that involves the 10-20-30 rule in plantings for all new tree plantings.					
	Pass ordinance on tree species biodiversity in Salix	After ordinance is drafted, the city has adopted it and biodiversity is now a part of the City Code.					
Performance Indicator	Increase the diversity of tree species throughout the community by the year 2035	Maintaining inventory of all new trees planted, Salix has a diverse set of trees throughout the community which has no more than 10% of any species, 20% of any family, and 30% of any genus by the year 2030.					

Evaluation Framework							
Project Information			Achievement Level				Notes
Project Name	Project Management	Content Description	None	Low	Med.	High	
Entrance Beautification Program	Develop a preliminary landscape design	The city may contract a resident who is a landscape designer, or contract a landscape designer through SIMPCO (if Salix becomes a member) to develop a preliminary landscape design. The city will pay for the landscape design service using general city revenues.					
	Collect public input on preliminary design	The city should hold a public meeting seeking input from residents on the proposed design.					
	Finalize landscape design	The finalized landscape design should have public input incorporated into it.					
	Finish contract documents	Contract documents should include construction drawings, specifications, and cost estimates, to be prepared by the landscape designer. It is assumed that the designed area is within the right of way. These documents should also be used to apply for a grant.					
	Finish application for grant and allocate city funds for the implementation of the project	The city should apply for a grant from Keep Iowa Beautiful, a non-profit organization that provides grants to small communities for beautification projects. The city can augment the remaining cost of the project using general city revenues.					
Performance Indicator	Finish construction of beautified entrances by the year 2035	The project should be finished within a specified time period, as scheduled by the landscape designer.					

Evaluation Framework							
Project Information			Achievement Level				Notes
Project Name	Project Management	Content Description	None	Low	Med.	High	
Local Efforts for Better Water in Browns Lake	Identify water quality concerns and build support for the cause	Reach out to community members in order to gain public support for water quality improvements in Salix. With public support, council will be better able to tackle water quality issues in the community.					
	Take an inventory of data in Browns Lake and identify the main areas of improvement that the community can pursue	Using support from the Iowa DNR, Salix has collected data on the current conditions of Browns Lake and identified the main areas of improvement that they would like to focus on through the planning process.					
	Explore solutions to the identified problems and create a water quality improvement plan	After identifying the areas of improvement, the community has worked together in order to create a water quality improvement plan that investigates how these problems can be solved.					
	Implement a water quality improvement plan for Browns Lake	With a water quality improvement plan made, the city of Salix has put the plan into practice and evaluated the projects and their effect on water quality in Browns Lake					
Performance Indicator	Inclusion of Browns Lake into the Iowa DNR Lake Improvement Program by the year 2035	The Iowa DNR will implement the water quality improvement plan.					

Evaluation Framework							
Project Information			Achievement Level				Notes
Project Name	Project Management	Content Description	None	Low	Med.	High	
Enhancing the Salix Community Park	Hold a public meeting to determine the features residents would like to prioritize in enhancing the community park	The City of Salix government has utilized public input to identify features in the park the community would like to see incorporated or improved so that residents want to utilize the space more frequently					
	Plan events for the park that can bring the community into the space and promote the park	The City of Salix holds events in the park in order to bring the community together and utilize the space to its full potential					
	Incorporate features into the park such as a community garden, benches, and paths.	Using input from the public meeting, Salix has identified projects they would like to pursue in enhancing the community park. These projects incorporate features such as bike paths, a community garden, and benches.					
Performance Indicator	An increase number of frequent users of the Salix Community Park by the year 2035	The City of Salix has seen an increase in the number of residents who are using the park for social, recreational, or educational purposes.					

Evaluation Framework							
Project Information			Achievement Level				Notes
Project Name	Project Management	Content Description	None	Low	Med.	High	
Green Building Features	Form a citizens' committee	The city should form a citizens' committee composed of city volunteer residents. It should research on the various types of green features that the city can require of new development. A planner from SIMPCO knowledgeable of green building can provide technical assistance to the committee.					
	Collect public input on green features	A public meeting should be held to collect public input on which green features should be required.					
	Finalize green features	Utilize public input to inform council on which green features should be incorporated, ultimately being implemented in the form of an ordinance.					
	Adopt city ordinance on green features	The city ordinance should require green features in new developments, renovations, and additions. From the adoption of the city ordinance onwards, all new developments, renovations, and additions should have green features.					
Performance Indicator	Starting in the year 2035, all new construction, renovations and additions shall be built with green features	With the implementation of the green building features ordinance, all new construction should incorporate green features.					

Evaluation Framework							
Project Information			Achievement Level				Notes
Project Name	Project Management	Content Description	None	Low	Med.	High	
Start a Lending Library	Build a Little Free Library or place a book shelf in an accessible location to house the books	The City of Salix has used community support and involvement to provide or build a space that can be the beginning of the Salix Lending Library.					
	Begin collecting books from community members	Community members in Salix have donated books that other members of the community will be able to borrow from the lending library.					
	Evaluate the level of citizen participation and support for the lending library to determine if Salix could support an accredited library	Monitor activity at the lending library and gather community input. Use this knowledge to determine the community can support an accredited library.					
Performance Indicator	There shall be a Little Free Library by the year 2035	A Little Free Library shall have been in active use in 2035.					

Appendix 2: Using the Iowa Smart Planning Principles

Another important source of reference material used by the Salix Comprehensive Planning Team (SCPT) were the Iowa Smart Planning Principles. This evaluation describes each of the Iowa Smart Planning principles as they were adopted in 2010, discusses the feasibility of using each one in the development of Salix, and provides reasoning for that feasibility decision. Though this program has been defunded, these principles remain in the Iowa Code and are encouraged for inclusion in the planning process to ensure that central elements of sustainable planning are being addressed throughout the plan.

Collaboration

The Iowa Smart Planning Principle Legislation describes collaboration as:

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

The SCPT used this planning principle as a foundation for implementing projects that best fit community desires. These desires were determined through a series of public participation activities as previously described in the Public Participation portion of this plan. Additionally, the planning team encouraged the continual use of public and stakeholder participation and collaboration in order to complete projects over the next 20 years. This will help build a community in which all stakeholders take part in decision making and build a community that residents are proud of.

Efficiency, Transparency, and Consistency

The principle of Efficiency, Transparency, and Consistency is described in the Smart Planning Principles as:

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

Throughout the planning process and in all projects developed, the SCPT aimed to keep the community informed. This was important in the planning process because it was the task of the planning team to use information collected through public participation to make informed decisions. This information, coupled with our own planning expertise, ensured that the recommended projects are feasible for the community. There are projects that at first may appear contradictory to community desires, making it critical that the planning team was efficient, transparent, and consistent in the recommendations we made. This helped to reduce or avoid contention during the planning process by having evidence as to why each recommendation was being made.

Clean, Renewable, and Efficient Energy

The Iowa Smart Planning Principle of Clean, Renewable, and Efficient Energy is described as:

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

As the SCPT developed plans that addresses basic infrastructure issues, such as water and sewer expansion and drainage improvements, it was important that the plan encouraged the completion of infrastructure projects that incorporated clean, renewable, and efficient energy. SCPT hopes the utilization of clean, renewable, and efficient energy sources will be a long-term goal for Salix and that green infrastructure is incentivized in order to create a sustainable community. This principle is addressed in projects recommended by the planning team because of its importance on a global scale in transitioning from unsustainable forms of energy to renewable sources.

Occupational Diversity

The Iowa Smart Planning Legislation describes occupational diversity as:

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

The SCPT made project suggestions aimed at increasing the occurrence of good jobs within Salix and promoted the development of Salix in areas near existing housing, infrastructure, and transportation. Additionally, the plan makes recommendations for activities that can promote entrepreneurial opportunities and small business development. Components of Occupational Diversity that were not be focused on in the comprehensive plan are access to education, training, and how to increase the diversity of employment within Salix. Though the city may not be able to support these specific activities, they should promote access to appropriate education and training within the larger metropolitan Siouxland area.

Revitalization

According to the Iowa Smart Planning Principles, Revitalization is described as:

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

One of the focuses of this plan is preserving the rural character cherished by the residents of Salix and revitalizing the community to reflect this character. Major issues identified in the planning process correspond with the necessity of revitalization in the community. The town center of Salix consists of six small businesses. These include a restaurant, hair salon, bank, and public facilities. When driving down the city’s “Main Street”, there is little to take notice of, but it has great revitalization potential. The Salix 2035 Comprehensive Plan makes recommendations to build up the town center into a walkable and vibrant space. Salix will retain its small town feel by focusing on revitalizing the assets the city already has rather than promoting growth in undeveloped areas. Salix will attract development that meets the needs of its current and future residents while making the city a great place to live at the same time.

Housing Diversity

Housing Diversity in the Iowa Smart Planning Principles is described as:

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

As identified by public survey and public meeting input, there is a desire for more housing diversity in Salix. This suggestion came in the form of additional multi-family housing and elderly housing being proposed. If Salix experiences growth pressure from neighboring communities, an increase in housing stock will be important to Salix’s future. Having a diverse housing stock also promotes an increase in the diversity of people within Salix. Another important component of the housing diversity principle is the rehabilitation of the current housing stock, which was another desire identified by the community. The beauty of residential areas in Salix will increase by reducing blight in the community. This can be done by renovating its deteriorating housing stock. For these reasons, this principle has been incorporated throughout the comprehensive plan.

Community Character

Community Character is one of the most important planning principles addressed throughout the Salix 2035 Comprehensive Plan and is described as:

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

Salix is a community that prides itself on the rural character it possesses. Residents value the close knit relationships of a rural community, giving it a “family” feel, and the quiet nature of the city. We upheld these values and incorporated them into the physical character of the community through promoting this community character in specific development projects. The suggested projects will uphold these values and incorporate them into the physical character of the community. This process will further the small town feel that is cherished by residents and encourage development that meets the needs of the community.

Natural Resources and Agricultural Protection

The principle of Natural Resources and Agricultural Protection is described in the Smart Planning Principles as:

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

This principle is addressed throughout the Salix 2035 Comprehensive Plan and is a driving force for the plans recommendations. If Salix experiences high levels of development, the city will have to implement policies that protect its natural resources and agricultural lands to preserve the community’s rural character. This principle is also important because of the location of Browns Lake-Bigelow Park, which is a natural resource and recreational amenity cherished by the Salix community. Salix will preserve the natural resources their landscape has to offer by implementing projects that take this smart planning principle into consideration.

Sustainable Design

Sustainable Design is defined in the Iowa Smart Planning Legislation as:

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

Sustainable design was taken into consideration when planning projects for Salix, but the SCPT needed to take creative approaches in projects regarding this principle that differ from approaches taken by larger communities to reach these goals because Salix does not have the same resources as these larger communities. As part of this, Salix will need to update its ordinances so that sustainable design is a key component to subdivision and land development approval. Strict design standards without incentives could deter developers from building in Salix, which is why it was important for the planning team to identify creative approaches to encouraging development that takes sustainability into consideration. Sustainable design is included in the priority projects. The SCPT hopes that the recommendations made will offer a model for other small communities to think creatively on how they can encourage the same sustainable design.

Transportation Diversity

The Iowa Smart Planning Principles sees planning for transportation diversity as:

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

The scope of this plan will address transportation alternatives between areas around Salix in the form of walking and biking. To maintain the rural character of Salix, we hope to increase the walkability and bikeability of Salix so residents are able to get around town without needing a vehicle. Under a high development scenario where the employment base substantially increases in Salix, the desire for diversity in transportation may increase, and we hope they have active transportation in place throughout Salix as a foundation for transportation diversity.

Appendix 3: Public Engagement Results

Visioning Workshop

The Salix Comprehensive Planning team held a public input and visioning workshop on November 5th, 2015. Approximately 72 people attended the meeting. These 72 people came primarily from Salix and Browns Lake, but people also came from Sloan, Sargent Bluff, and rural Woodbury County. The planning team produced fliers that were posted in various locations around Salix to attract people to the meeting. These locations included city hall, the community center, the post office, and both local churches. Word of mouth was also important in engaging residents in attending the meeting. One value cherished by residents was the community's closeness.

This community bond enticed residents to attend the public meeting, but was also something we wanted to control for. At the meeting, attendees were handed name tags with colored circles that corresponded to a table of the same color in which they were assigned to sit at. This was done to separate groups of friends so that "group think" was avoided in the opinions expressed at the meeting. Browns Lake and Salix residents were able to come together, hear ideas that differed from their own, and form their own opinions as a result of this process.

The workshop introduced the Salix Comprehensive Planning Team and stated the need of a comprehensive plan for Salix. Then, the meeting moved into two small group activities. The first activity gained the public's input on the current and future visions of Salix. The second activity, a strengths, weaknesses, opportunities, and threats (SWOT) analysis, gave further current condition context to planning staff. Both activities are outlined below, with results located in Appendix One.

Visioning Activity

Meeting attendees described what Salix is to them now on one side of a note card and what they hope to see Salix as in the future on the other side of the note card. Attendees were then asked to explain their visions to fellow group members. Group facilitators listed the most common responses.

Now	Quality	Number of Occurances
	Stagnant	1
	Quiet/Sleepy	6
	Peaceful	2
	Boring	1
	Place to move away from	1
	Good people	1
	Aging population	3
	Good place to raise kids	4
	Typical small town Iowa	7
	Lack of businesses	2
	Bedroom community	1
	Hotbed of economic development	1
	Good water pressure	1
	Two churches	2
	No elderly services	1
	Few jobs	1
	Nice recreation area	2
	Accpeting of growth	1
	Safe	2
	Delapedated buildings and dirty properties	3
	Negative growth connotations	1
	No business draw	1
	Get the mail	1
	Great fire department	1
	Great schools in the area	2
	Drainage issues	2
	Inexpensive	1
	Loud Trains	1
	Zoning Issues	1

Future	Quality	Number of Occurances
	Place to raise kids/family friendly	2
	Small town values	5
	Housing development	3
	Annexation of Browns Lake	1
	Improve drainage	5
	More street lights	1
	Red-tagged houses and abandoned businesses	1
	Bike/walk path to the lake	3
	Blue zone	1
	Park improvements	2
	Keep town identity	1
	Housing development	2
	New businesses (see below for specifics)	8
	Coffee shop	1
	Gas station	6
	Convinient store	4
	Restaurant	2
	Community events	1
	Schools	2
	Apartments	4
	Growth	2
	Jobs	1
	Increase in Police Patrol	1
	Water and Sewer Expansion	2
	More activities for children	2
	Elderly Housing	2
	Improve lake	4
	Dog park	1
	Car wash	1
	No annexation of Browns Lake	1
	Apart from Sioux City	2
	Improve view sheds	1
	Younger people living	4
	Increase leadership	1
	Lower tax rates then surrounding communiti	1
	Tourism at Browns Lake	2
	Wind turbuines	1
	Truck Stop/Plaza	3
	Improved housing stock	3
	Local business increase	2
	Something unique to them	1

Strengths Weaknesses Opportunities and Threats (SWOT) Analysis

This exercise helped the Salix Comprehensive Planning Team identify strengths and opportunities that can be harnessed for future projects, and weaknesses and threats that need to be mitigated. Achieving this will help provide the most possible futures for future generations and create a more sustainable Salix. SWOT Analysis responses were:

Strengths	Quality	Number of Occurances
	New water tower	4
	Safe	2
	Location	1
	Local Park	4
	Interstate access	4
	Access to recreation	4
	Transportation infrastructure	1
	Walkable	1
	Fire department	5
	Christmas Fair	1
	Churches	3
	Schools	3
	Lake	2
	Proximity to Sioux City	2
	Proximity to Port Neal	3
	Being a rural/ag. community	3
	Missouri river/Barge traffic	1
	Nice cemetery	1
	Community support	1
	Sewer capacity	1
	Old highway 75	1
	Streets	2
	Local Bank	1
	Bringing in busines s	1
	Community center	1
	Browns/Snyders	1
	Wells	1
	Lift station	1
	Room to grow	1

Weaknesses	Quality	Number of Occurances
	No school	1
	Sidewalks	3
	Viewshed/Aesthetics	1
	Housing	5
	Aging population	1
	Household income level	1
	Lack of retail	2
	Stormwater drainage	4
	Economic development	1
	Lack of events/festivities	2
	Leadership	1
	Fear of change	1
	Property Maintenance	1
	Grain elevators	2
	Gas station	1
	Water table	1
	Gas lines	1
	Propane tanks	1
	Property taxes	1
	City revenue	1
	Sewers	1
	Old fashioned thinking	1
	Not many community anchors	1
	Not very accepting of newcomers	1
	No shovel ready lots	1
	Employment	1

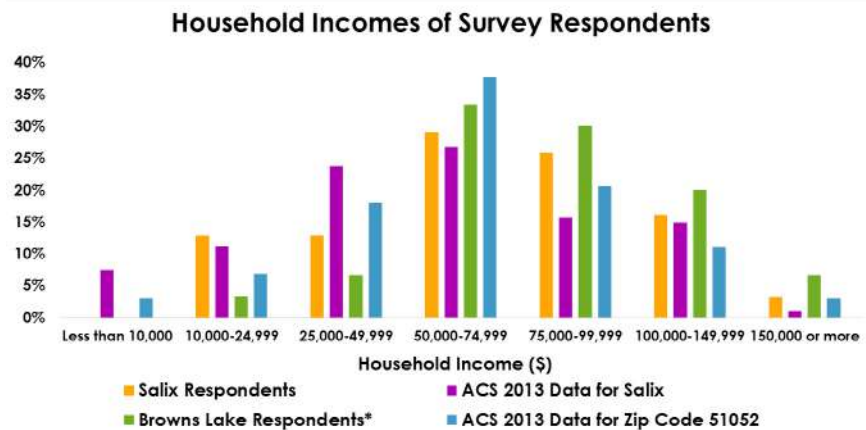
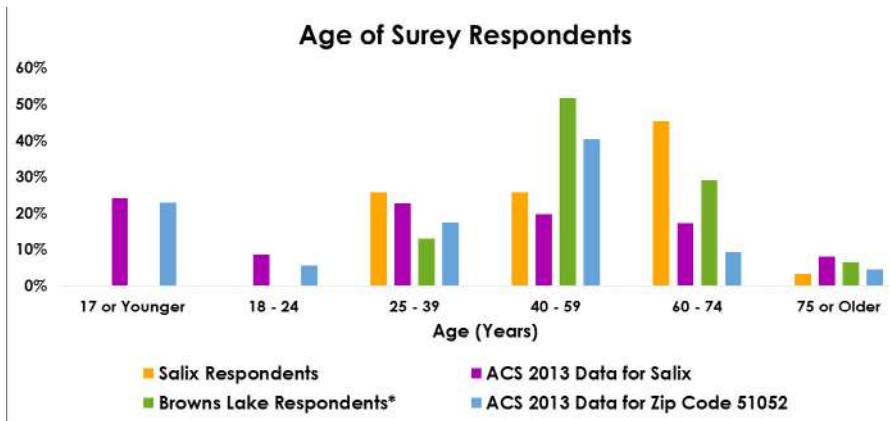
Opportunities	Quality	Number of Occurances
	Grants	1
	Area partners to promote economic development	1
	Industrial growth nearby (CF, pork plant)	2
	Industrial revenue(TIF)	2
	Land area	2
	Near metro area	2
	Ag opportunities/growth	1
	Entertainment attractions	1
	Better promote ourselves	2
	Expanding infrastructure (water/sewer)	2
	Proximity to interstate	4
	Bait shop	1
	Growth of younger families/room to grow	2
	More jobs coming to region	2
	Interest in new housing/new apartments	4
	Campground	1
	Browns lake/Nature	2
	Railroad	1
	Walking/Bike trail	1
	Low crime rate	1
	Multiple school districts	1
	Internet (1GB)	1
	Business growth in West Salix	1
	Spruce up/modernize main street	1
	Community garden	1

Threats	Quality	Number of Occurances
	Continued water drainage issues / Flooding	6
	Development pressures / Encroachment by nearby cities	8
	Negative zoning impacts	1
	Missing development opportunities	1
	Lack of growth (families, housing, business)/young people move away	2
	Climate Change (natural disasters)	1
	Corps of Engineers	1
	CF Industries	1
	Mistrust	1
	Outsiders/short-termers commit crime/vandalism	1
	Gas Pipelines across the city proper	1

Community Survey

The community survey was distributed to all 72 public meeting attendees, and 75% completed it. Another 12 residents filled out the survey in the weeks following the public meeting. Approximately 66 surveys were filled out in total. According to the margin of error calculator provided by the American Research Group, our sample's margin of error is 12.28 at the 95% confidence level. This means is that if the survey were conducted 100 times, the data would be within 12.28 percentage points above or below the percentage reported in 95 of the 100 surveys.

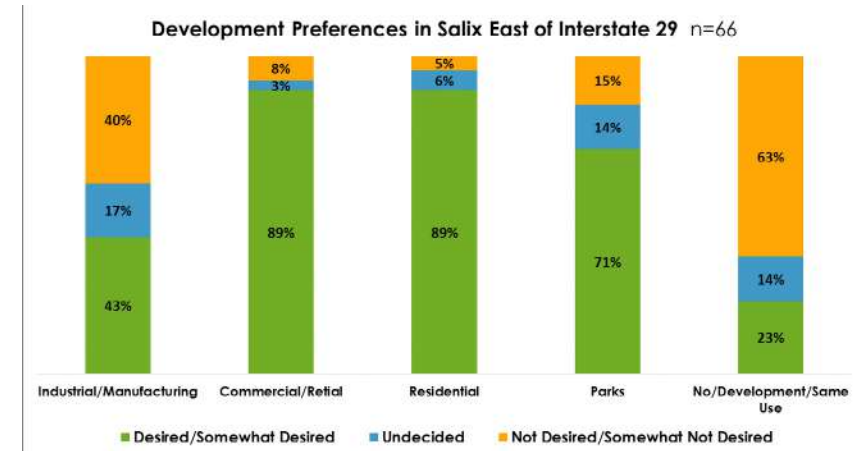
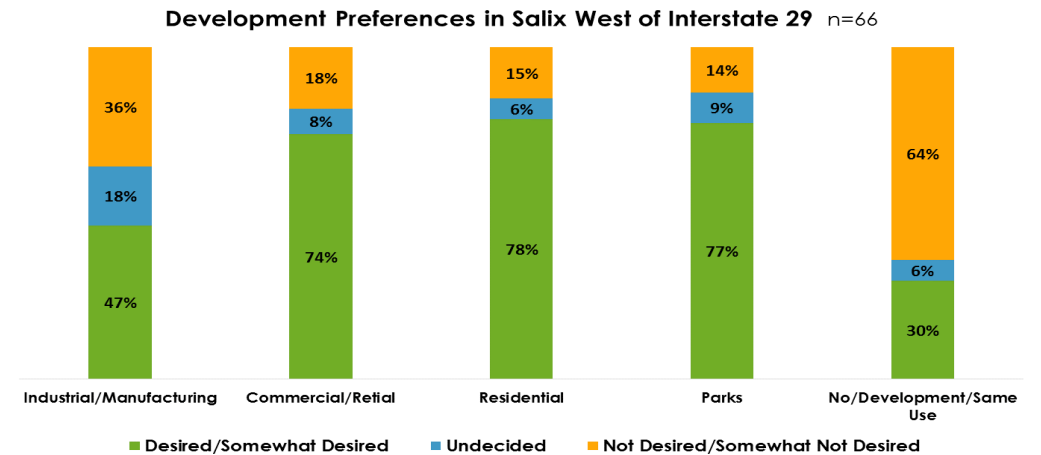
Assuming population of Salix and Browns Lake share the same percentage (75%) over 18 years old, the combined population of residents over 18 years old in Salix and Browns Lake is 478. Our sample of 66 equates to 14% of the population completing the survey. Using demographic information collected by the survey, we can see that age and income are distributed more on the right side of the chart in comparison to the city and region. Despite the skew in this sample, the survey data collected is beneficial to our plan in gauging community thoughts on the topics presented.



Survey Results

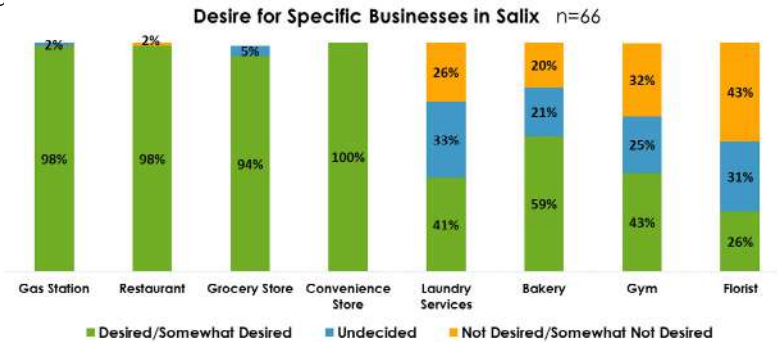
Land Use

For this section of the survey, respondents were asked to rate their desire for specific land uses on both the east and west sides of Interstate-29. For the west side of Interstate-29, which consists of primarily undeveloped land, over 64% of respondents hoped to see the area develop. The largest number of respondents wanted residential or park development. 78% of respondents desired residential development and 77% desired parks to some degree. For the other types of land use, 74% were in support of commercial uses, and 47% desired the new industrial development. On the east side of Interstate-29, residential and commercial were the most supported land uses with 89% of respondents desiring either commercial or residential development. For the other land uses, 71% desired the development of parks and 43% desired industrial development. Similar to the west side of the interstate, 63% hoped to see some type of development in this area rather than remaining the same.



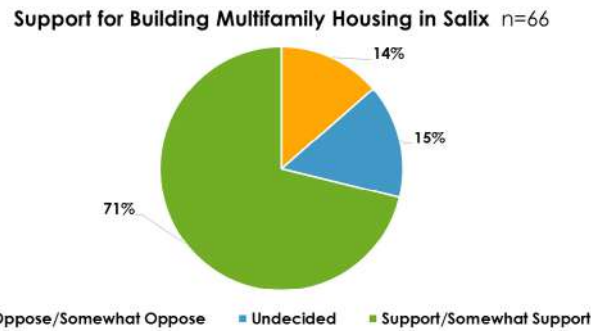
Businesses

In the business section of the Survey, the comprehensive planning team gauged the desire for specific businesses in Salix. These businesses were selected based on what was present in communities of similar size and demographics. The list of businesses included a gas station, restaurant, grocery store, convenience store, laundry services, bakery, gym, and florist. The most desired businesses were a convenience store with 100% of respondents desiring this in Salix. Next were either a restaurant or gas station, with 98% of respondents desiring these businesses. For the remainder of the businesses, 94% desired a grocery store, 59% desired a bakery, 43% desired a gym, 41% desired laundry services, and 26% desired a florist.



Housing

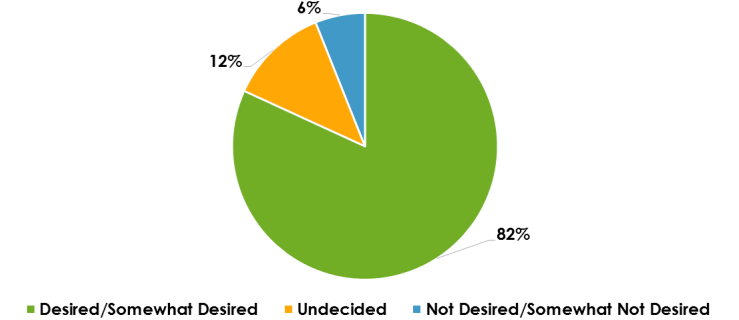
The Salix Comprehensive Planning Team was interested whether the respondents rented or owned their homes and what their opinion was on building multi-family housing in Salix. Of the respondents, 97% owned their house. Additionally, 71% of the people who took the survey supported or somewhat supported building more multi-family housing in Salix.



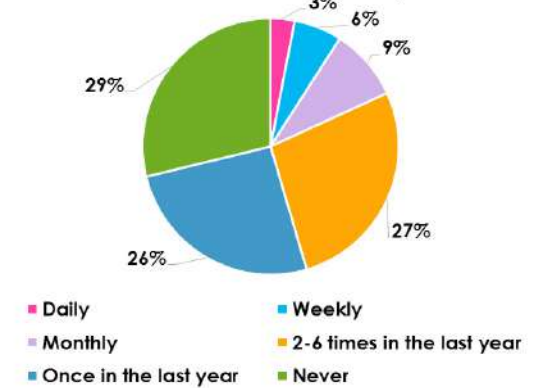
Parks and Recreation

The parks and recreation questions help the planning team determine the frequency of park use in the Salix community and satisfaction of park availability. Based on the survey responses, Browns Lake is utilized more often than the Salix Community Park. Approximately 18 respondents, or 33%, utilize Browns Lake for fishing, boating, or swimming on a daily basis. For The Salix Community Park, only 3% of respondents marked that they use the park on a daily basis. Overall, the residents seem satisfied with the availability of parks in Salix, with 82% marking satisfied or somewhat satisfied in the survey. It is important to note that only 6% of Salix residents responded that they use Browns Lake weekly and more. This means that a large percentage of Browns Lake daily users are Browns Lake residents, which is to be expected.

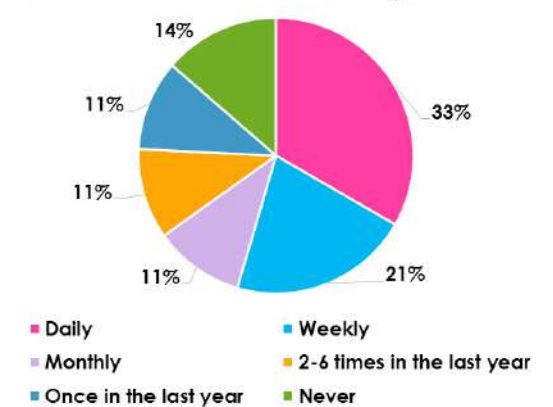
Satisfaction with Park Availability in and around Salix n=66



Utilization of the Salix Community Park n=66



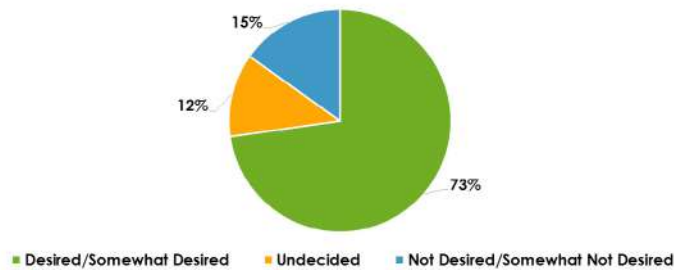
Utilization of Browns Lake - Bigelow Park n=66



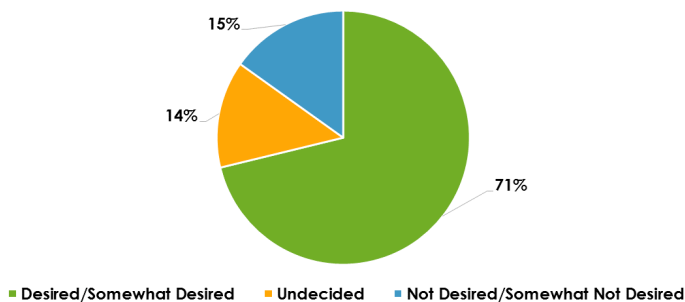
Annexation

The purpose of the annexation questions were to gauge the desire of Salix and Browns Lake residents for Salix to annex land in the surrounding area, including the unincorporated area of Browns Lake. The potential annexation of Browns Lake has been discussed for a long time in both communities. According to the survey data collected, the majority of both Salix and Browns Lake residents somewhat desire or desire the annexation of land adjacent to Salix, and desire or somewhat desire the annexation of Browns Lake. The results show that about 73% of survey respondents desire the annexation of land that is adjacent to Salix and 71% desire the annexation of Browns Lake into Salix. Of the respondents from Browns Lake, 63% either desired or somewhat desired the annexation of Browns Lake into Salix, and 81% of Salix residents desire or somewhat desire the annexation of Browns Lake into Salix.

Adjacent Land Annexation Desires of All Respondents n=66



Browns Lake Annexation Desires of All Respondents n=66

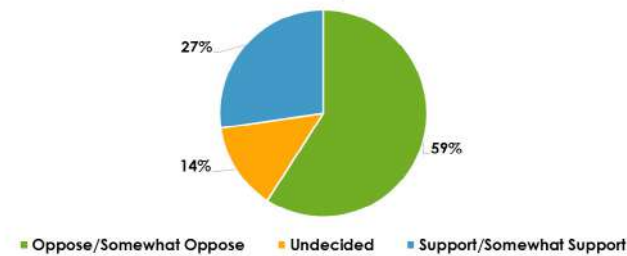


Public Infrastructure

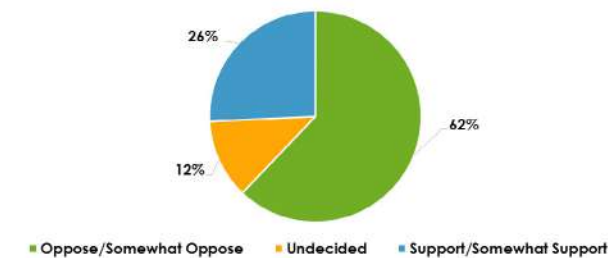
The public infrastructure portion of the survey was divided into two sections. The first gauged community interest in expanding water and sewer services to areas outside of Salix without an annexation requirement. When asked if there was support to expand water services outside of Salix, 59% of survey respondents supported or somewhat supported this expansion. When asked about the expansion of sewer services, 62% of respondents supported the expansion outside of Salix borders.

The second portion of the public infrastructure section gauged customer satisfaction with public utility services in Salix or Browns Lake. These services include: water & sewage, electrical, natural gas, garbage collection, police protection, fire protection, local roads, and sidewalks. Of these services, the only one that had more people unsatisfied than satisfied were sidewalks, with only 30% of respondents reporting as being satisfied. Other areas where there was a varying opinion on satisfaction were local roads and police protection, both with 61% satisfaction. The remaining services had high levels of satisfaction with electric service being the largest at 89%, followed by fire protection at 89%, garbage collection at 86%, water and sewer service at 71%, and natural gas at 69%.

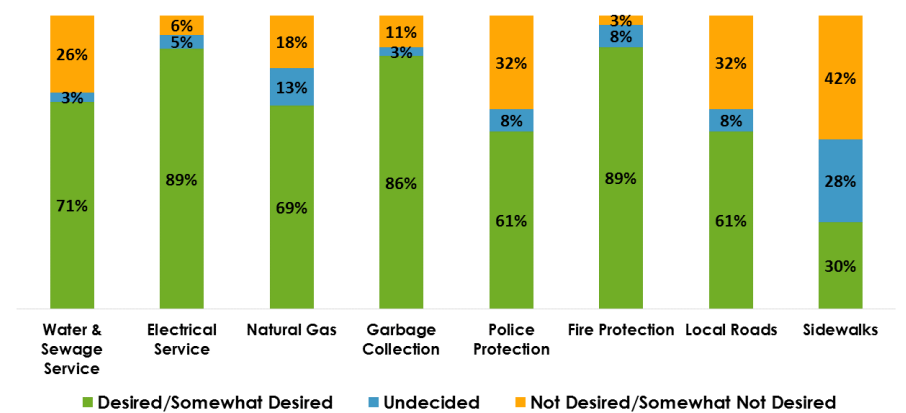
Support of Expanding Water to Areas outside of Salix Without an Annexation Requirement n=66



Support for Expanding Sewer Outside of Salix Without an Annexation Requirement n=66



Satisfaction with Current Infrastructure in Salix n=66

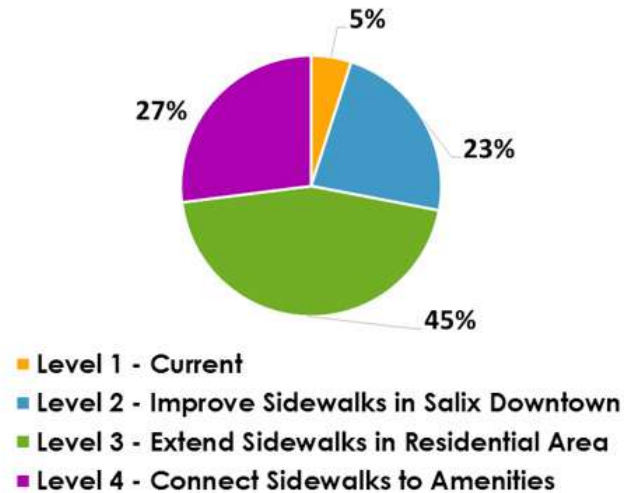


Input on Alternatives

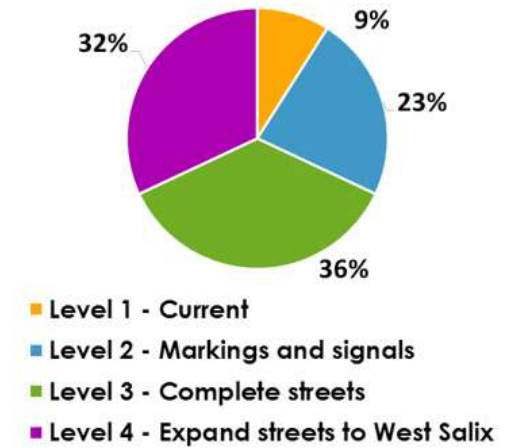
During a public meeting held February 18, 2016 approximately 30 stakeholders showed up to provide input on potential projects as identified by the Salix 2035 Comprehensive Planning Team. To gather input from the community, the polling software “Poll Everywhere” was used. This is an online program that lets people send in answers to poll questions via cell phones, tablets, or computers. Knowing members of the community might not have a cell phone to use, the Salix 2035 comprehensive planning team provided paper copies.

Attendees were asked questions in which they were to pick a level from 1 to 4 that reflected the projects they would most like to see done in a particular focus area. The Topics, levels, and results can be seen in the following charts.

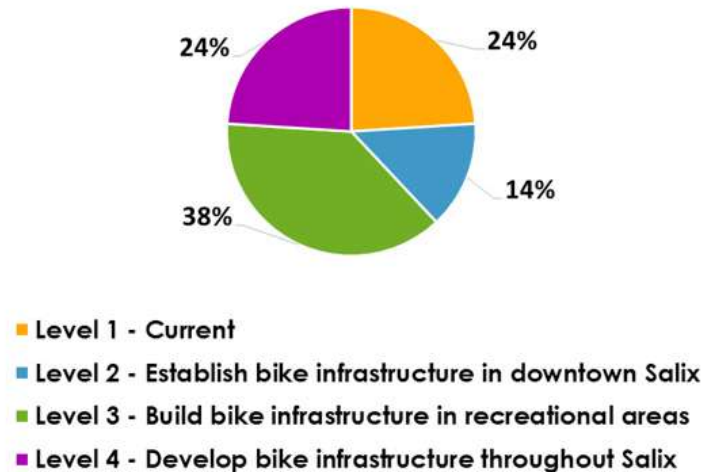
Levels of Sidewalk Development



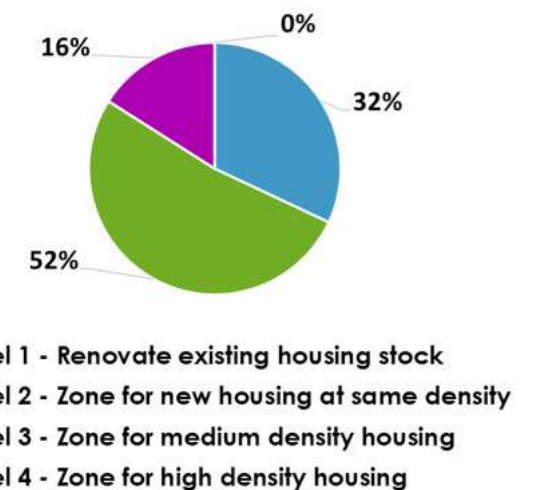
Levels of Street Improvement



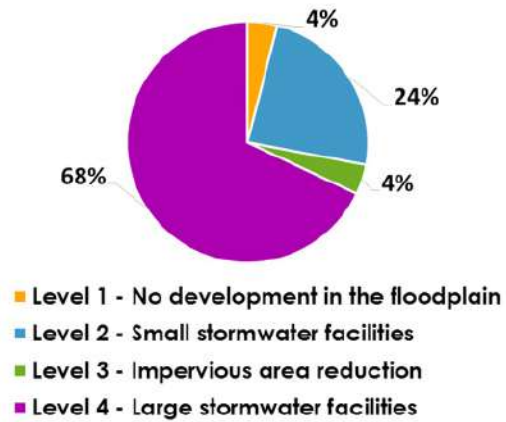
Levels of Bicycle Infrastructure Development



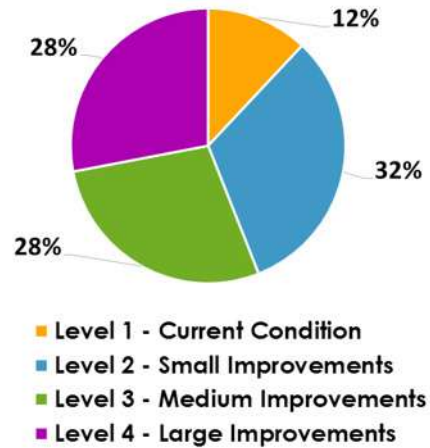
Levels of Housing Density



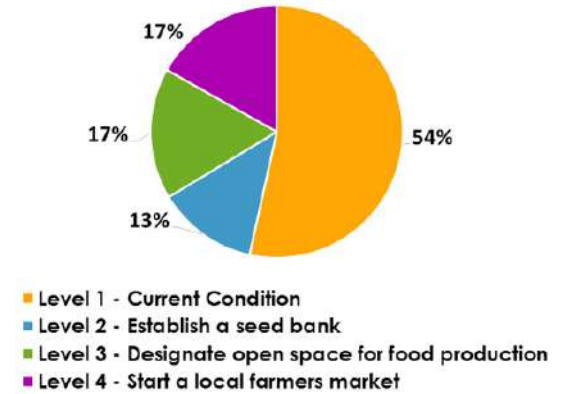
Levels of Stormwater Management



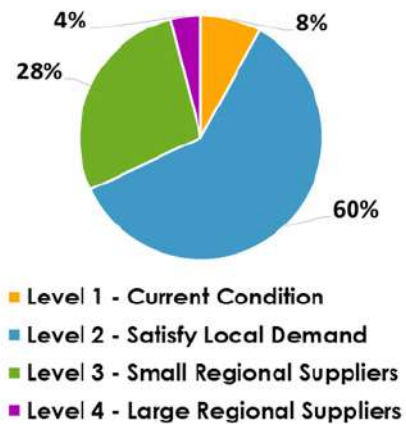
Levels of Water Quality



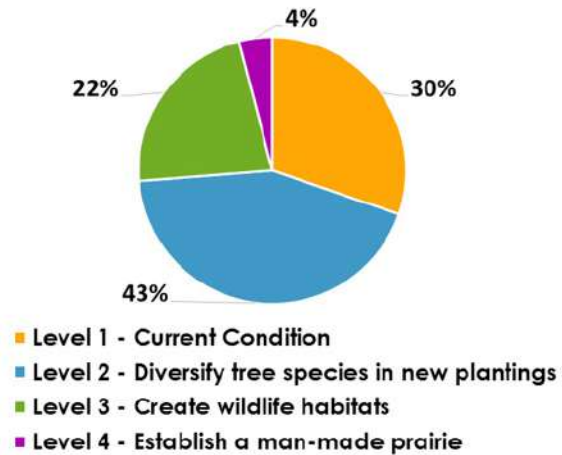
Levels of Local Food Production



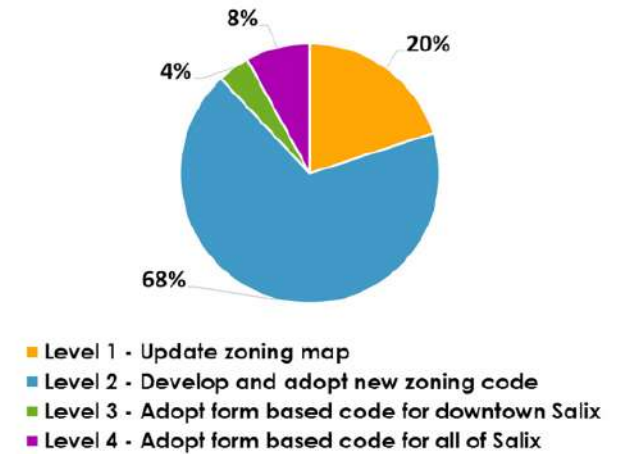
Levels of Economic Development



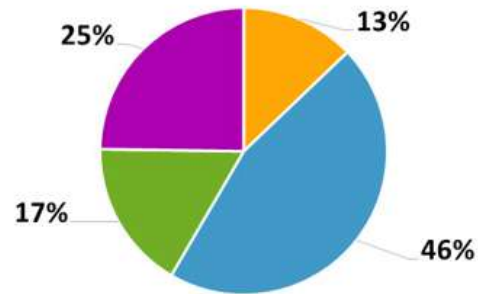
Levels of Biodiversity



Levels of Zoning

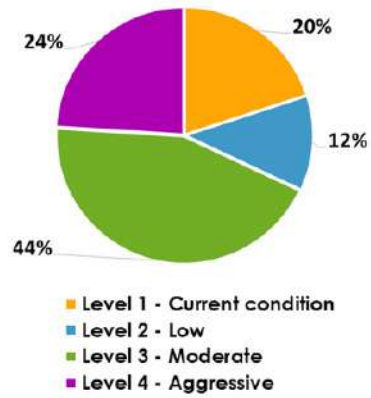


Levels of Green Buffer



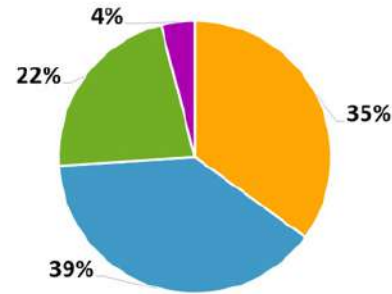
- Level 1 - Pipeline Buffer
- Level 2 - Buffer along industrial zones
- Level 3 - Buffer north side from encroaching development
- Level 4 - Complete buffer surrounding Salix

Levels of Annexation



- Level 1 - Current condition
- Level 2 - Low
- Level 3 - Moderate
- Level 4 - Aggressive

Levels of Green Building



- Level 1 - Current condition
- Level 2 - Retrofit/Reuse existing buildings to reduce energy use
- Level 3 - Use of sustainable utility system in new development
- Level 4 - LEED Certification

Open Ended Questions

In addition to this, residents were asked open ended questions and they could type responses to these questions. The questions and results are shown below.

What park amenities or changes would influence you to use the Salix Community Park?

- Have a small enclosed shelter
- More community activities
- Get baseball games back in town
- Walking and Biking Trails
- No reason to use it
- Sports ball fields
- Splash Pad
- Wifi
- More trees

Did we miss anything you would like to see incorporated into the Salix 2035 Comprehensive Plan?

- Grain elevator eyesore
- Where does funding come from?
- Address re-polling area
- Re-poll Browns Lake area, not represented by enough of residence
- Improve storm sewer system
- Other non-recreational, non-utility community services
- Encourage owners to clear yards, weeds, abate eyesores
- Need younger leadership

What does being from a small town in Iowa mean to you?

- Helping Others
- Community is like family
- Caring communities
- Knowing neighbors
- The terrorists can't reach me
- Family values
- SMALL town
- Living in country and not under city rule
- A homey atmosphere
- Little to no crime

Public Meeting Survey

For Residents of Salix and Browns Lake

We are conducting this survey in order to shape a comprehensive plan that reflects your vision of your community. This survey will obtain information about your preferences for open space, economic development, and utility service. This survey is conducted by graduate students in the School of Urban & Regional Planning at the University of Iowa. Your answers are **anonymous** and **confidential**. Completion of this survey should take no longer than 10 minutes. If you have any questions about this survey, please contact Beth Rumpza at Elizabeth-Rumpza@uiowa.edu. Thank you for your time!



Location

1. Where do you live?

- Salix
- Browns Lake



Land Use

See map on previous page for reference.

2. Rate your desire for these land uses in Salix west of Interstate 29.

Industrial/Manufacturing

(1)	(2)	(3)	(4)	(5)
Not Desired	Somewhat Not Desired	Undecided	Somewhat Desired	Desired
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Commercial/Retail

(1)	(2)	(3)	(4)	(5)
Not Desired	Somewhat Not Desired	Undecided	Somewhat Desired	Desired
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Residential

(1)	(2)	(3)	(4)	(5)
Not Desired	Somewhat Not Desired	Undecided	Somewhat Desired	Desired
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Parks

(1)	(2)	(3)	(4)	(5)
Not Desired	Somewhat Not Desired	Undecided	Somewhat Desired	Desired
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

No Development/Same Use

(1)	(2)	(3)	(4)	(5)
Not Desired	Somewhat Not Desired	Undecided	Somewhat Desired	Desired
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

3. Rate your desire for these land uses in Salix east of Interstate 29.

Industrial/Manufacturing

(1)	(2)	(3)	(4)	(5)
Not Desired	Somewhat Not Desired	Undecided	Somewhat Desired	Desired
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Commercial/Retail

(1)	(2)	(3)	(4)	(5)
Not Desired	Somewhat Not Desired	Undecided	Somewhat Desired	Desired
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Residential

(1)	(2)	(3)	(4)	(5)
Not Desired	Somewhat Not Desired	Undecided	Somewhat Desired	Desired
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Parks

(1)	(2)	(3)	(4)	(5)
Not Desired	Somewhat Not Desired	Undecided	Somewhat Desired	Desired
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

No Development/Same Use

(1)	(2)	(3)	(4)	(5)
Not Desired	Somewhat Not Desired	Undecided	Somewhat Desired	Desired
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Business

4. Please rate your desire for these businesses to locate in Salix.

Gas Station

(1)	(2)	(3)	(4)	(5)
Not Desired	Somewhat Not Desired	Undecided	Somewhat Desired	Desired
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Restaurant

(1)	(2)	(3)	(4)	(5)
Not Desired	Somewhat Not Desired	Undecided	Somewhat Desired	Desired
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Grocery Store

(1)	(2)	(3)	(4)	(5)
Not Desired	Somewhat Not Desired	Undecided	Somewhat Desired	Desired
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Convenience Store

(1)	(2)	(3)	(4)	(5)
Not Desired	Somewhat Not Desired	Undecided	Somewhat Desired	Desired
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Laundry Services

(1)	(2)	(3)	(4)	(5)
Not Desired	Somewhat Not Desired	Undecided	Somewhat Desired	Desired
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Bakery

(1)	(2)	(3)	(4)	(5)
Not Desired	Somewhat Not Desired	Undecided	Somewhat Desired	Desired
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Gym

(1)	(2)	(3)	(4)	(5)
Not Desired	Somewhat Not Desired	Undecided	Somewhat Desired	Desired
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Florist

(1)	(2)	(3)	(4)	(5)
Not Desired	Somewhat Not Desired	Undecided	Somewhat Desired	Desired
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Housing

5. Do you rent or own your home?

- Rent
- Own

6. What do you think of building more multi-family homes in Salix?

(1)	(2)	(3)	(4)	(5)
Oppose	Somewhat Oppose	Undecided	Somewhat Support	Support
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Parks and Recreation

7. How often do you use the Salix Community Park?

- Daily
- Weekly
- Monthly
- 2 – 6 times in the last year
- Once in the last year
- Never

8. How often do you use Browns Lake for fishing, boating, or swimming?

- Daily
- Weekly
- Monthly
- 2 – 6 times in the last year
- Once in the last year
- Never

9. How satisfied are you with the availability of parks in Salix?

(1)	(2)	(3)	(4)	(5)
Unsatisfied	Somewhat Unsatisfied	Undecided	Somewhat Satisfied	Satisfied
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Annexation

10. Rate your desire for Salix to annex adjacent land.

(1)	(2)	(3)	(4)	(5)
Not Desired	Somewhat Not Desired	Undecided	Somewhat Desired	Desired
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

11. Rate your desire for Salix to annex Browns Lake.

(1)	(2)	(3)	(4)	(5)
Not Desired	Somewhat Not Desired	Undecided	Somewhat Desired	Desired
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Public Infrastructure

12. What do you think of expanding water service outside Salix without an annexation requirement?

(1)	(2)	(3)	(4)	(5)
Oppose	Somewhat Oppose	Undecided	Somewhat Support	Support
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

14. What do you think of expanding sewer service outside Salix without an annexation requirement?

(1)	(2)	(3)	(4)	(5)
Oppose	Somewhat Oppose	Undecided	Somewhat Support	Support
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

15. Please rate your satisfaction of the following services in your residential area.

Water & Sewage Service

(1)	(2)	(3)	(4)	(5)
Unsatisfied	Somewhat Unsatisfied	Undecided	Somewhat Satisfied	Satisfied
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Electrical Service

(1)	(2)	(3)	(4)	(5)
Unsatisfied	Somewhat Unsatisfied	Undecided	Somewhat Satisfied	Satisfied
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Natural Gas

(1)	(2)	(3)	(4)	(5)
Unsatisfied	Somewhat Unsatisfied	Undecided	Somewhat Satisfied	Satisfied
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Garbage Collection

(1)	(2)	(3)	(4)	(5)
Unsatisfied	Somewhat Unsatisfied	Undecided	Somewhat Satisfied	Satisfied
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Police Protection

(1)	(2)	(3)	(4)	(5)
Unsatisfied	Somewhat Unsatisfied	Undecided	Somewhat Satisfied	Satisfied
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Fire Protection

(1)	(2)	(3)	(4)	(5)
Unsatisfied	Somewhat Unsatisfied	Undecided	Somewhat Satisfied	Satisfied
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Local Roads

(1)	(2)	(3)	(4)	(5)
Unsatisfied	Somewhat Unsatisfied	Undecided	Somewhat Satisfied	Satisfied
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Sidewalks

(1)	(2)	(3)	(4)	(5)
Unsatisfied	Somewhat Unsatisfied	Undecided	Somewhat Satisfied	Satisfied
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Demographics

Answer the following questions only if you feel comfortable doing so. All information gathered in this survey is **anonymous** and **confidential**.

16. What is your age?

- a. 17 years and under
- b. 18 to 24 years
- c. 25 to 39 years
- d. 40 to 59 years
- e. 60 to 74 years
- f. 75 years and over

17. What is your gender?

- Male
- Female
- Other

18. What is your annual household income?

- Less than \$10,000
- \$10,000 to \$24,999
- \$25,000 to \$49,999
- \$50,000 to \$74,999
- \$75,000 to \$99,999
- \$100,000 to \$149,999
- \$150,000 or more

Thank you for your time!

Appendix 4: Salix in 2015 Research

Growth Trends

Salix's population has been very stable over the last century as the following table shows. The peak population in Salix was 429 in 1980, but after that the population declined. According to the 2010 Census, Salix's population decreased from 429 residents in 1980 to 363 residents in 2010. The population decreased by 1.1% from 2000 to 2010.

Population forecasts are a useful tool for predicting future housing demand. Due to Salix's small population, forecasting future population is very difficult. Salix's recent population decrease is interesting because while the city's population has been decreasing, the Sioux City Metropolitan Statistical Area's population has increased. The following figure shows that Salix's percent change in population has been in flux over the last century. The recent population decline in Salix may be attributed to the natural aging of residents or a lack of growth pressure from nearby municipalities during recent decades. The city's housing vacancy rate increased nearly 5% the over 10 years. It may mean the community is shrinking.

Based on Salix's population over the last century, it is reasonable to assume that the city's future population will remain largely the same. However, many factors could potentially affect the city's population. The continued regional demand for housing and growth could cause Salix's population to increase.

A core element of the comprehensive plan is land use policy, the long-term plan for the use of land within the current boundary, and land within the planning area boundary. Land use policy has a direct impact on the city's ability to achieve the community's aspirations.

Population Trends in Salix, Woodbury County, Sioux City (MSA), and the State of Iowa

Year	1900	1910	1920	1930	1940	1950	1960
Salix	387	390	396	374	392	337	394
Woodbury County	54,610	67,616	92,171	101,669	103,627	103,917	107,849
Sioux City (MSA)	-	-	-	-	-	-	-
Iowa	2,231,853	2,224,771	2,404,021	2,470,939	2,538,268	2,621,073	2,757,537

Year	1970	1980	1990	2000	2010	Population Change*	Percent Change
Salix	387	429	367	370	363	(4)	-1%
Woodbury County	103,052	100,884	98,276	103,877	102,172	3,896	4%
Sioux City (MSA)	-	-	115,018	143,005	143,577	28,599	25%
Iowa	2,824,376	2,913,808	2,776,755	2,926,324	3,046,355	269,600	10%

Population Trends in Salix, Woodbury County, Sioux City (MSA), and the State of Iowa



Transportation

Methodology

Public data sources and public input are essential for the transportation section of this Plan. This section utilized several methods to collect and analyze transportation information.

Online Resources

The primary source of data for this section was the Iowa Department of Transportation (IDOT). IDOT provided crucial Annual Average Daily Traffic (AADT) information for the city's roadways and overall transportation network information. Another important online source was U.S. Highways in Iowa. This site provided detailed information about interstate-29 and old highway 75.

Interview

Interviewing city leaders was also an important resource for creating an informed transportation section of the comprehensive plan. City leaders were in possession of the most current transportation infrastructure data. This was great because online information about Salix's infrastructure spending and history was limited. One of the major takeaways from the Salix Comprehensive Planning Team (SCPT) meeting with city leaders was that current transportation conditions and transportation alternatives should be explored. Public meeting input on transportation related issues and conditions proved to be essential for this plan.

Survey

The public meeting survey proved to be invaluable for gathering public opinion on transportation infrastructure. Salix residents were asked to rank their satisfaction for local roads

and sidewalks at 5 levels: Unsatisfied, Somewhat Unsatisfied, Undecided, Somewhat Satisfied, and Satisfied.

Public Input

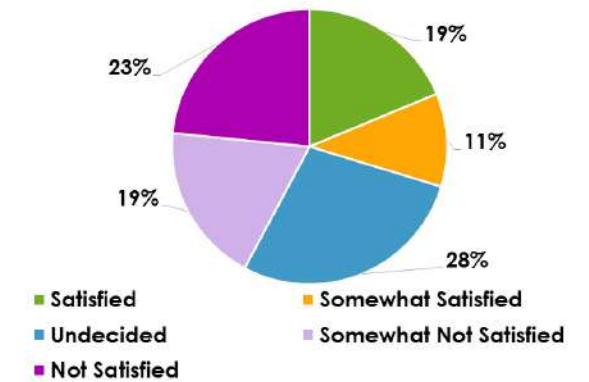
Over half of survey respondents were satisfied or somewhat satisfied with local roads in Salix. There were 66 respondents who indicated their preferences about local roads and 64 respondents indicated their preferences about sidewalks. There were 15 residents who identified as being unsatisfied with sidewalks. Residents spoke of there being few sidewalks, and that access to sidewalks was spotty. Additionally, they hoped to see more sidewalks in Salix in the future.

The pie graph shows that approximately 61% of Salix and Browns Lake residents were identified as being satisfied with local roads. However, 32% of residents identified as being somewhat unsatisfied or unsatisfied with the city's local roads. 8% of residents were undecided. Residents requested street cleaning measures be implemented in order to raise satisfaction levels.

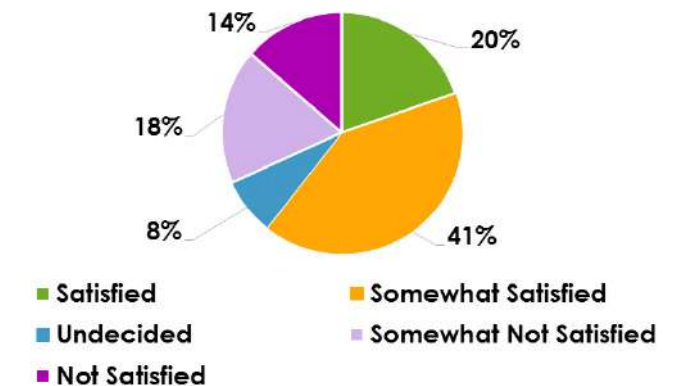
The pie graph shows that approximately 30% of survey takers responded as being some degree of unsatisfied with the current sidewalk stock. However, 42% of participants identified as being some degree of satisfied with the current sidewalk stock.

Based on research and public inputs, Salix has good transportation accessibility. In general, the public is satisfied with local roads in Salix. However, according to public input, sidewalks may be a problem in Salix's transportation system.

Satisfaction with Sidewalks in Salix n=64



Satisfaction with Local Roads in Salix n=66



Natural Resources

Water Quality Details

Browns Lake is 10 feet at its deepest point. The Secchi depth, or the depth to where a disc lowered into the water can no longer be seen, has an average depth of 2.3 feet. The average Secchi depth for the state is 3.9 feet. This can mean that there is more than the average amount of algae in the lake compared to an average Iowa lake. The major source of turbidity in the open water zone of most lakes is typically phytoplankton, or algae. Closer to shore it is common for particulates to be from clays and silts from shoreline erosion or suspended bottom sediments. According to Iowa Department of Natural Resources' data, Browns Lake has lower than average levels of chlorophyll and phosphorous levels than the state, but these numbers have been gradually increasing over the last 10 years. It is important to note that even though these levels are lower than the state average, any lake above 30 ppb of phosphorous will generally begin to exhibit conditions indicative of "highly productive" systems. Browns Lake is at 159 ppb. Highly productive lakes typically have some or all of the following characteristics; decreased water clarity, lack of oxygen, and dominance of blue-green algae, which increases turbidity.

Contamination of this water source is primarily due to the land use surrounding Browns Lake. According to the IDNR, the area surrounding Browns Lake is 61.1% cropland, 22.6% grassland, 7.7% water, 3.9 forest, and 4.7% urban. Many of the inputs into agriculture can result in "pollutants entering water resources, including sediment, nutrients, pathogens, pesticides, and salts" (IDNR). The large percentage of cropland surrounding Browns Lake accounts for the high nitrogen and phosphorous levels due to farmland stormwater runoff.

Methodology

Online Resources

Information was collected from Salix's website, The Woodbury County Conservation website, The Iowa Department of Natural Resources (IDNR) website, and The EPA's website. This information was used in gathering information about each of the parks and on potential water quality issues the community faces.

Survey

The survey completed at the public meeting was an important tool in determining resident satisfaction of the availability of parks in the area and how often parks are utilized by residents. Residents are satisfied with park availability in and around Salix. Browns Lake/Bigelow is utilized more often than the Salix Community Park.

Iowa DNR

Reports were collected from the Iowa Department of Natural Resources on the water quality of Browns Lake. These reports included the Iowa Lakes Information Report and the Iowa Impaired Water Source List. The Lakes Information Report included information on Lake Characteristics, Bathymetries, Stratification and Oxygen, Recreational Information, Surrounding Land Use, Iowa Ecological Regions, Water Clarity (Secchi Depth), Chlorophyll-A, Phosphorous, and Economic Data. The Iowa Impaired Water Source List held information on the type of impairment the water body has, and the cause of the impairment. This information was used to discuss current and future water impairment dilemmas.

Public Safety

Methodology

The methods used to find reliable resources and to investigate the residents' perceptions of public safety were online resources, interviews, the public survey, and data analysis.

Online Resources

Several online resources were used to gather public safety information. Information on public safety related service providers was limited on Salix's website. However, the Woodbury County website was very valuable for finding public safety related service providers. The Woodbury County Communication Center (WCCC) also provided a significant amount of information on public safety operations in Salix. These resources are reliable because they came from local and county government websites.

Interview

Interviewing Salix government officials and residents of Salix and Browns Lake proved to be a very beneficial method of collecting public safety information. Salix government officials provided detailed government files about public safety in Salix. Examples include the Estimated Expenditures of the Salix Government on public safety. Past, current and future conditions and future public safety plans were discussed with city council members, the Planning and Zoning Commission, and city staff members during the community leader meeting in Oct 14th, 2015. Resident opinions were gathered through the Salix Comprehensive Planning Team's (SCPT's) public meeting on November 5th, 2015 and through survey input as well.

Data Analysis

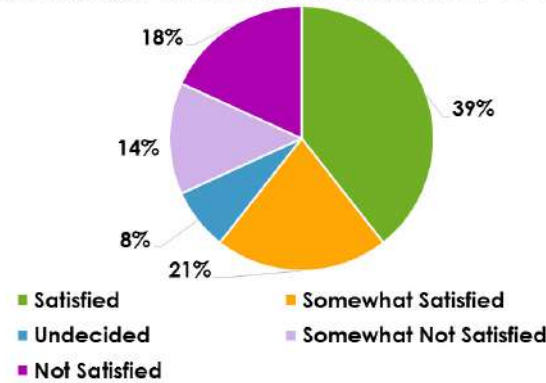
Data collected from the Woodbury County Communication Center’s (WCCC’s) website contained descriptive information on current public safety measures in Salix. One type of information collected was the current budget data for the city’s public safety services. Data was also collected from the SCPT’s public survey.

Public input

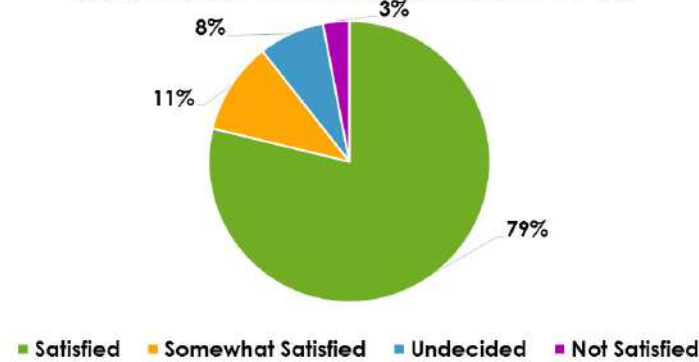
There were 66 public survey respondents who rated public safety satisfaction. Approximately 39% of residents responded as being satisfied with the police service in Salix. Many residents stated they were happier with local police services when they were provided by the Sloan police department. As graph below shows, 39% of the participants were satisfied with the police facilities, 21% are somewhat satisfied, and 18% were unsatisfied.

According to information gathered during in the public meeting, residents are very proud of their fire department. They stated that the fire department makes Salix feel like a safe place to live in. Only 2 out of the 66 residents who participated in the survey were unsatisfied with the fire protection in Salix. Only 4 residents rated undecided on Fire Protection satisfaction. The other 59 respondents stated they are either somewhat satisfied or satisfied with current fire protection levels of service. Approximately 90% of respondents identified as being satisfied or somewhat satisfied with fire protection in Salix, as shown in the following figure.

Satisfaction with Police Protection n=66



Satisfaction with Fire Protection n=66



Revenues and Expenditures

Property Tax Capacity and Effort

The property tax capacity and property tax effort were determined to standardize the relative value of the property tax base. Property tax capacity is the ability of a city to generate revenue; property tax effort is the measure of how much property tax capacity is used by the city (Swenson, 2013).

Both of these indicators are expressed as percentages. If a city has a property tax capacity of more than 100%, it has a larger tax base relative to the average of its peer cities. On the other hand, if a city has a property tax effort of less than 100%, it has not fully utilized its property tax capacity and it is not stressed in collecting property taxes.

There are three components of determining property tax capacity and effort: city size, property tax base, and property tax levy (Swenson, 2013). The city to be analyzed, Salix in this case, should be compared to similarly sized cities. Cities with populations ranging between 300 and 400 were used for the analysis of Salix and Browns Lake.

The local per capita valuation was divided by the per capita valuation of its city class to determine property tax capacity. The property tax effort was determined by dividing local property taxes per capita by the product of the local per capita valuation and the average tax rate of its city class.

The total taxable value of Browns Lake was determined by adding the total assessment values of all the residential properties in the area. This sum was then multiplied with the residential rollback rate in Iowa. The current Iowa residential rollback rate is 55.6259% (Iowa Department of Revenue, 2015). The total tax rate for Browns Lake uses the total tax rate of Woodbury County because it is under the jurisdiction of the county, being an unincorporated area.

The table below reveals that Salix has a relatively low property tax capacity relative to its peer cities. Salix exerts 91% effort despite the relatively low capacity. Therefore, it is not stressed in collecting property tax levy.

Meanwhile, the property tax capacity of Browns Lake is larger than the average of similar cities. It also exerts a lower effort at 87%. This is expected because Browns Lake properties are near the lake, and lakefront properties are usually more expensive.

Property Tax Rate

One of the most heated discussions regarding annexation is the property tax rate. Browns lake residents fear that if their community is annexed to Salix, their property tax rate will increase. This is not necessarily the case. The property tax rate is contingent upon the city budget, after taking into account fees, charges, and intergovernmental transfers. To determine the impact of annexation on property tax rates in both Salix

Property Tax Capacity and Effort in Salix and Browns Lake

Place	2010 Census Population	Taxable Value (\$)	Total Tax Rate (\$)	Property Tax Levy (\$)	Per Capita Valuation (\$)	Per Capita Tax Levy (\$)	Capacity	Effort
Salix	363	8,115,146	8.1	65,733	22,356	181	74%	91%
Browns Lake	275	10,863,223	7.76353	84,337	39,503	307	131%	87%

and Browns Lake, the approximate revenues (excluding property taxes) and expenditures per person in Salix was calculated using figures from Fiscal Year 2014. Then, the same revenue and expenditure amounts per person is applied to the population of Browns Lake. The approximate expenditure amount of the combined Salix and Browns Lake populations is subtracted from the total revenues (excluding property taxes) to determine the expenditures as basis for the property tax rate. The table below shows the detailed computations. Based on 2014 ACS population data, and revenue and expenditure data from Fiscal Year 2014, the approximate property tax rate of both Salix and Browns Lake would be \$7.27917 per \$1,000 of assessed value. This is lower compared to the existing property tax rates in both Salix (at \$8.10) and Browns Lake (at \$7.7653). It should be noted, however, that there is a possibility that property tax rates in Browns Lake may increase, but that is contingent upon the city budget. The property tax rate in Iowa is capped at \$8.10 per \$1,000 in rolled-back assessed value.

Computation of Approximate Property Tax Rate in Salix and Browns Lake

Description	Approximate Amounts
Salix Expenditures (FY 2014)	\$ 452,678
Salix Population	372
Approximate budget per person	\$ 1,217
Salix and Browns Lake Population	738
Approximate Budget for Salix and Browns Lake	\$ 898,055
Salix Revenues Minus Property taxes	\$ 383,120
Approximate Revenue per person	\$ 1,030
Approximate Revenue from Salix and Browns Lake	\$ 760,061
Budget after Fees and Transfers	\$ 137,994
Salix and Browns Lake Taxable Value	\$ 18,957,396
Approximate Property Tax Rate	\$ 7.27917
Property Tax Rate in Salix as of FY 2014	\$ 8.10000
Property Tax Rate in Browns Lake as of FY 2014	\$ 7.76353

Housing

The following is a step-by-step methodology on deriving future housing demand based on the economic impacts of the new jobs from CF Industries and the pork plant. The level of analysis is Woodbury County.

1) The economic impact of the new direct jobs and its labor incomes were determined by using the corresponding job and labor income Type II Multipliers of animal production and nitrogen manufacturing industries in Woodbury County provided by IMPLAN. The resulting economic impacts were then used to compute the average labor income per job created.

2) A job adjustment ratio was calculated by dividing the average labor income per job created by the average wage per job in the county using data from the Bureau of Economic Analysis (BEA). If the income per economic impact job is higher than the county average, then a greater likelihood of in-migration is assumed.

3) A residency adjustment was determined using inflow and outflow data from OnTheMap, an online tool of the US Census Bureau. First, the percentage of county jobs filled by county residents was determined. Then, the percentage of county residents who work within the county was determined. The average of these two figures became the live-and-work probability.

4) The live-and-work probability was applied to the number of economic impact jobs to determine the number of jobholders that are assumed to live and work in the county. Then, the job adjustment ratio was applied to determine those who are assumed to be in-migrants from outside the county and, thus, require housing.

5) The householder-jobholder ratio was determined by dividing the number of persons living in the county by the number of households in the county with all members aged below 65. This ratio was used to determine the number of households that require housing from the number of jobholders as determined in Step 4.

6) The number of households that require housing was compared to the existing vacant housing stock in the county. If demand is larger than the vacant housing stock, this will become the justification for the City of Salix to pursue new housing development.

7) To approximate how many new households requiring housing will reside in Salix, the Huff's Probabilistic Model was used. Selected cities within the 25-mile radius from the proposed industrial mega-site were included in the model.

Below is the data analysis for production jobs at the pork plant. It shows the economic impacts of 902 direct production jobs and its labor incomes.

Economic Impact Summary of Pork Plant Production Jobs

	Indicators	Direct Values	Multipliers	Impacts
1	Direct jobs from the pork factory	902	1.30599	1,178
2	Labor income (\$)	\$ 28,800.00	1.23579	\$ 32,102,832.33
3	Average labor income per impact job (\$)			\$ 27,251.91

Source: IMPLAN

The 902 direct production jobs will support a total of 1,178 jobs (consisting of direct, indirect and induced jobs), paying on average \$27,252 per job.

The following table shows the determination of the jobs adjustment ratio. It takes into account the attractiveness of impact jobs relative to the average wage in the county. The factor is 0.59, as shown in line 6. This means that 59% of jobs are likely to be filled by in-migrants from outside Woodbury County. This ratio will be used later in determining the number of residential job holders requiring housing.

Jobs Adjustment for Pork Plant Production Jobs

	Indicators	Values	Remarks
4	Average wage per job in Woodbury County (\$)	45,097	2013 BEA
5	2015 Average wage per job in Woodbury County (\$)	\$ 46,062.60	BLS CPI Inflation
6	Jobs adjustment factor	0.59	Result of 3/5

Sources: BEA, BLS

The next table shows the residency adjustment. Line 9 shows that 61% of all jobs in the county are filled by county residents. On the other hand, Line 11 shows that 63% of all jobholders in the county work in the county. The average of these two figures is 62%, as shown in Line 12. This represents the probability that the same percentage of new jobholders are expected to live and work within the county. They are referred to as residential jobholders. Thus, from the total of 1,178 economic impact jobs, approximately 731 of them are residential jobholders, as shown in Line 13. The jobs adjustment ratio, the Figure from Line 6, is then applied to the number of residential jobholders. This represents the in-migrant jobholders from outside the county who are assumed to become county residents. Thus, from among the 731 residential jobholders, 433 will be in-migrants. These 433 people will need housing, as shown in Line 14.

Residency Adjustment for Pork Plant Production Jobs

	Indicators	Values	Remarks
7	Living & Employed in Woodbury County	30,931	2013 On The Map
8	Employed in Woodbury County	50,727	2013 On The Map
9	Probability of Woodbury County jobs to be filled by Woodbury County Residents	61%	Result of 7/8
10	Living in Woodbury County	48,987	2013 On The Map
11	Percentage of all people in Woodbury County with jobs who work in the county	63%	Result of 7/10
12	Average	62%	Average of 9 and 11
13	Residency adjustment (no. of jobs)	731	Result of 1*12
14	Residential job holders requiring housing in Woodbury County	433	Result of 6*13

Source: US Census Bureau

The table below shows the number of households requiring housing based on the number of individual jobholders requiring housing. Line 19 shows that there 1.61 jobholders in one household. The 433 residential jobholders that will require housing translates to 269 households, as shown in Line 20. Thus, 269 new households will require housing.

Number of Households needing Housing for Pork Plant Production Jobs

	Indicators	Values	Remarks
15	Households with members 65 years and older	22%	2014 ACS 5-yr estimate
16	Households with members below 65 years	78%	2014 ACS 5-yr estimate
17	Total no. of households	38,898	2014 ACS 5-yr estimate
18	Households with no member 65 years and older	30,496	Result of 16*17
19	Householder/Jobholder Ratio	1.61	Result of 10/18
20	Householders needing housing	269	Result of 14/19

The same process is repeated for pork plant management and administrative jobs. It is repeated yet again for the new CF Industries jobs.

The following table shows the economic impacts of 208 direct management and administrative jobs and its labor incomes. These direct jobs will support a total of 272 jobs, each averaging a labor income of \$50,151 per job.

Economic Impact Summary for Pork Plant Management and Administrative Jobs

	Indicators	Direct Values	Multipliers	Impacts
21	Direct jobs from the pork factory	208	1.30599	272
22	Labor income (\$)	\$ 53,000	1.23579	\$ 13,623,338
23	Average labor income per impact job (\$)			\$ 50,151

The next table shows the jobs and residency adjustments, and the number of households requiring housing in the region. The end result is 114 households, shown in line 27.

Adjustments and Household Data on Pork Plant Management and Administrative Jobs

	Indicators	Values	Remarks
24	Jobs adjustment factor	1.09	Result of 23/5
25	Residency adjustment (no. of jobs)	169	Result of 12*21
26	Residential job holders requiring housing in Woodbury County	184	Result of 24*25
27	Householders needing housing in Woodbury County	114	Result of 26/19

Sources: BEA, BLS, US Census Bureau

The table below shows the economic impacts of 100 direct CF Industries jobs and its labor incomes, this time using multipliers for the nitrogenous fertilizer manufacturing industry. These direct jobs will support a total of 625 jobs, each averaging a labor income of \$13,400 per job.

Economic Impact Summary for CF Industries Jobs

	Indicators	Direct Values	Multipliers	Impacts
28	Direct jobs from the pork factory	100	6.25257	625
29	Labor income (\$)	\$ 55,000	1.52346	\$ 8,379,030
30	Average labor income per impact job (\$)			\$ 13,401

Source: IMPLAN

The following table shows the jobs and residency adjustments, and the number of households requiring housing in the county. The end result is 70 households, shown in line 34.

Adjustments and Household Data on CF Industries Jobs

	Indicators	Values	Remarks
31	Jobs adjustment factor	0.29	Result of 30/5
32	Residency adjustment (no. of jobs)	388	Result of 12*28
33	Residential job holders requiring housing in Woodbury County	113	Result of 31*32
34	Householders needing housing in Woodbury County	70	Result of 33/19

Sources: BEA, BLS, US Census Bureau

Adding all the household figures which require housing (lines 20, 27 and 34) brings the total number of households requiring housing to 453 households. Therefore, the future housing demand in Woodbury County from the impacts of the fertilizer plant expansion and pork plant construction is 453 housing units. Salix can take part in partially supplying this future housing demand because it is a part of the county.

To approximate how many new households needing housing will reside in Salix, the Huff's Probabilistic Model was used. Selected cities within the 25-mile radius from the industrial mega-site was included in the model. Both CF Industries and the pork plant are near to the said site. The P value for each selected city was computed by using the formula as shown below:

$$P \text{ Value} = \frac{\left[\frac{\text{Adjusted Housing Supply of City}}{\text{Travel Time to Industrial Site}^2} \right]}{\sum \left[\frac{\text{Adjusted Housing Supply of each City}}{\text{Travel Time to Industrial Site}^2} \right]}$$

The Adjusted Housing Supply refers to the Housing Supply as weighted for median housing value, and the housing supply in a city in relation to the total housing supply in the selected cities.

The following table shows a summary of how the P values are derived. The Weighted Median Housing Value is the product of the Median Housing Value weighted against the share of housing supply each city has among the selected cities. The Adjusted Housing Supply is the result of dividing the median housing value in a city by the total weighted median housing value, then multiplying it by the housing supply in the city. By doing this adjustment, the desirability of higher-valued housing is factored into the model (Swenson, 2016). Thus, the higher the housing supply and values in a city, the more desirable it is for households to live there.

P Values of Cities near the Industrial Mega-site using Huff's Probabilistic Model

Alternatives	Housing Supply	Percent of Total	Median Housing Value	Weighted Median Housing Value	Adjusted Housing Supply	Travel Time (minutes)	Adjusted Housing Supply / Travel Time ²	P Value
Sioux City	33,445	78.30%	\$ 94,800	\$ 74,228	\$ 31,686	18	97.79	62.07%
North Sioux City	1,217	2.85%	\$ 133,300	\$ 3,798	\$ 1,621	23	3.06	1.95%
South Sioux City	4,751	11.12%	\$ 101,300	\$ 11,267	\$ 4,810	16	18.79	11.92%
Lawton	348	0.81%	\$ 153,500	\$ 1,251	\$ 534	21	1.21	0.77%
Dakota City	722	1.69%	\$ 103,900	\$ 1,756	\$ 750	18	2.31	1.47%
Sergeant Bluff	1,457	3.41%	\$ 169,900	\$ 5,795	\$ 2,474	10	24.74	15.70%
Salix	171	0.40%	\$ 81,300	\$ 325	\$ 139	5	5.56	3.53%
Sioux	460	1.08%	\$ 111,600	\$ 1,202	\$ 513	12	3.56	2.26%
Bronson	143	0.33%	\$ 131,700	\$ 441	\$ 188	19	0.52	0.33%
Total	42,714	100.00%	\$ 1,081,300	\$ 100,064			157.55	

Data Sources: US Census Bureau, Google Maps

Given its housing supply, median home values, and travel distance to the industrial mega-site, there is only a 3.5% chance that new households that need housing will reside in Salix. In addition, it is assumed that only 75% of households may decide to live in the selected cities included in the model (Swenson, 2016). Thus, out of 453 households that need housing, 340 may decide to live in any of the cities listed in the table. Then, out of those 340 households, only 12 households may want to reside in Salix. As of the 2014 ACS 5-year estimate, there are 25 vacant housing units in Salix. The number of existing vacant housing units alone can very well accommodate the expected housing impact. Therefore, Salix cannot justify the addition of housing units based on the projected economic impacts of the new jobs from new plants.

Hazard Mitigation

Capability Assessments

The following tables illustrate the mitigation capabilities of Salix as presented by the Woodbury County Hazard Mitigation Plan, with comments by the Salix Comprehensive Planning Team.

The table below comments on various plans relating to Salix's mitigation capabilities. Although the hazard plan indicated that Salix has a comprehensive plan, the city does not have a comprehensive plan. This comprehensive plan will be the city's first.

Mitigation Capabilities of Salix based on Plans

Capabilities	Comments
Comprehensive Plan	Yes
Capital Improvement Plan	Yes
Local/County Emergency Plan	Yes, Woodbury County Joint Emergency Operation Plan
Local Mitigation Plan	In progress, Woodbury County Multi-jurisdictional Local Hazard Mitigation Plan
Economic Development Plan	Yes, SIMPCO Comprehensive Economic Development Strategy
Transportation Plan	Yes, Siouland Regional Transportation Association 2035 Long Range Transportation Plan
Land Use Plan	Yes
Flood Mitigation Assistance (FMA) Plan	Yes

Source: Woodbury County

SIMPCO's Comprehensive Economic Development Strategy covers the counties of Dakota in Nebraska and Plymouth, Woodbury, Monona, Cherokee, and Ida in Iowa as its focus region. The strategy recognizes that the economic prosperity of the region is contingent on its ability to prevent, withstand or quickly recover from major disruptions to the economic base. One of these disruptions is a weather event. It cited an event of the historic flooding in 2011 wherein the flood destroyed vast amounts of cropland and homes. The flood disrupted travel on Interstate-29. Aside from steady-state initiatives such as emergency operations planning, implementing a hazard mitigation plan was identified as a responsive initiative (Siouxland Interstate Metropolitan Planning Council, 2015).

The Siouxland Long Range Transportation Plan cited past weather-related events that had destroyed transportation infrastructure or caused a delay in transportation. The plan also cited the historic flooding in 2011 which caused the closure of Interstate-29 from Nebraska City in Nebraska to Rock Port in Missouri. It disrupted traffic that affected major travel routes throughout the Midwest. The plan cited another flood event in the spring of 2014 that caused the closure of a section of Interstate-29 near the mouth of the Big Sioux River for about 24 hours (Siouxland Interstate Metropolitan Planning Council, 2015). The potential mitigation efforts that the transportation plan identified include "avoiding transportation improvements that cross or affect wetlands, retaining open spaces and vegetated natural buffers around wetlands, reducing and preventing highway storm water run-off from entering wetlands, and employing low-impact development and construction activities" (Siouxland Interstate Metropolitan Planning Council, 2015).

The next table comments on the mitigation capabilities of Salix in terms of policies and ordinances. The zoning ordinance has not been updated since its last issuance in 1979. "Yes" indicates the ordinance is existing and in effect in Salix. Proper stormwater infrastructure has yet to be built in the city. Most of the city's current floodplain area is located on undeveloped land west of Interstate-29.

Mitigation Capabilities of Salix based on Policies and Ordinances

Policies/Ordinance	Comments
Zoning Ordinance	Yes
Floodplain Ordinance	Yes
Subdivision Ordinance	Yes
Tree Trimming Ordinance	Yes
Nuisance Ordinance	Yes
Storm Water Ordinance	Yes
Drainage Ordinance	Yes
Iowa Wetlands and Riparian Areas Conservation Plan	Iowa DNR
Debris Management Plan	Yes

Source: Woodbury County

The following table comments on the mitigation capabilities of Salix in terms of programs. "Yes" indicates that the program exists in the city. Salix is a participant in the National Flood Insurance Program. It is also a participant in the Woodbury County Mutual Aid Agreement. This means that Salix is expected to assist other towns that may be affected by a hazard. Likewise, other towns are expected to assist Salix if the city is affected by a hazard. Most of the other programs are undertaken through Woodbury County.

Mitigation Capabilities of Salix based on Programs

Policies/Ordinance	Comments
Zoning Ordinance	Yes
Floodplain Ordinance	Yes
Subdivision Ordinance	Yes
Tree Trimming Ordinance	Yes
Nuisance Ordinance	Yes
Storm Water Ordinance	Yes
Drainage Ordinance	Yes
Iowa Wetlands and Riparian Areas Conservation Plan	Iowa DNR
Debris Management Plan	Yes

Source: Woodbury County

The next table comments on mitigation capabilities in terms of staff. "Yes" indicates that staff has been designated for the position. Only three positions (building code official, building inspector, and floodplain administrator) are staffed by the city. The other positions are staffed by the county. Although not formally a member of SIMPCO, Salix looks to join the MPO in the coming years.

Mitigation Capabilities of Salix based on Staff

Staff/Department	Comments
Building Code Official	Yes
Building Inspector	Yes
Mapping Specialist (GIS)	Yes, Woodbury County
Engineer	Yes, Woodbury County and a consultant as needed
Public Works Official	Yes, Public Works Director
Emergency Management Coordinator	Yes, Woodbury County Emergency Management Director
NFIP Floodplain Administrator	Yes
Emergency Response Team	Yes, Fire and Rescue
Regional Planning Agencies	Yes, SIMPCO, Iowa League of Cities

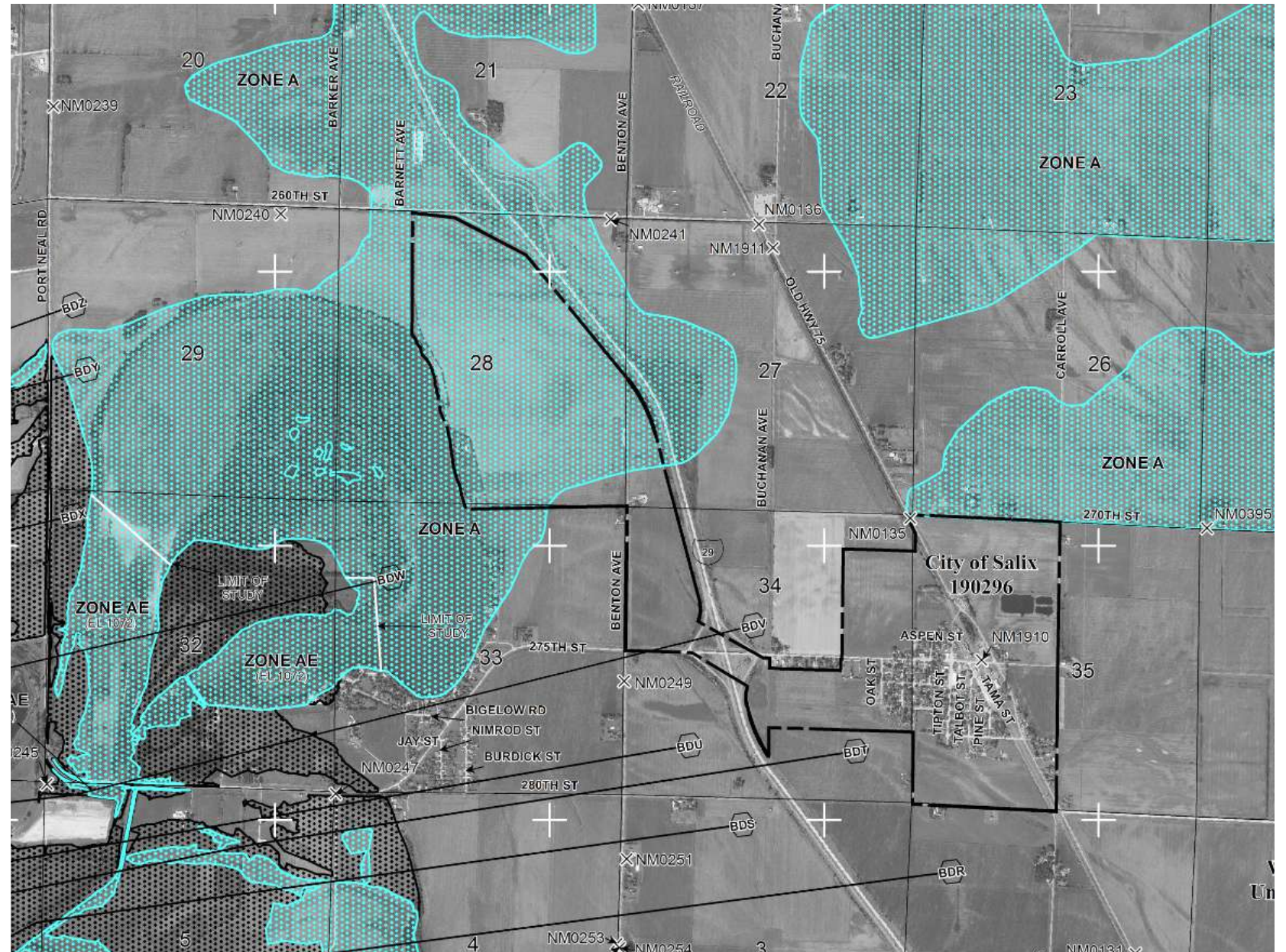
Source: Woodbury County

The following table comments on the mitigation capabilities of Salix in terms of local funding. “Yes” indicates that the city has the ability to pursue a particular funding source. Salix has issued three revenue bonds and a general obligation bond since 2008 for water and paving projects. It has also taken out a loan to fund paving projects (Treasurer of Iowa, 2015). Salix can use these financial resources to implement mitigation measures. The city only collects property taxes (Iowa Department of Management, 2014) and utility fees.

Mitigation Capabilities of Salix based on Funding Sources

Local Funding Available	Comments
Ability to apply for Community Development Block Grants	Yes
Ability to fund projects through Capital Improvements Funding	Yes
Authority to levy taxes for a specific purpose	Yes
Fees for water, sewer, gas or electric services	Yes
Impact fees for new development	Yes
Ability to incur debt through general obligation bonds	Yes
Ability to incur debt through special tax bonds	Yes
Ability to incur debt through private activities	Yes
Ability to withhold spending in hazard prone areas	Yes

Source: Woodbury County



Appendix 5: Additional Tools and Funding

The purpose of this section is to explore all types of funding and financing the City of Salix has at its disposal when funding future projects. Grants, Tax Increment Financing, Special Service Areas, Special Assessment Districts, and Capital Improvement Projects will be explained.

Grants

Grants are a sum of money given by an organization, normally a government agency or corporation, for a specific purpose. There are several grants available for streetscapes, green infrastructure retrofitting, open space preservation, blight reduction, and active transportation. All of these elements were included in recommendations for the municipality to make in the short and long term. The city should contact the Iowa Department of Natural Resources, Long Lines, the Rural Electric Co-Op, Union Pacific Railroad, the Woodbury County Office of Rural Economic Development, and the Siouxland District Health Department about potential grant programs running now and in the future that can be utilized to fund recommended projects. The City of Salix staff should also look for grants hosted by Sioux City area foundations. In the final report, funding sources available will be incorporated into the project descriptions with specific grants identified that pertain to the individual projects.

Tax Increment Financing (TIF)

Chapter 403 of the Code of Iowa, the Urban Renewal Law, is the statutory authority for Tax Increment Financing, or TIF in Iowa. TIF can be used to spur development where it would not otherwise occur. TIF is a special funding tool used in Iowa to promote public and private investment. Funds are used to build and repair roads and infrastructure, clean polluted land,

and put vacant properties back into productive use, usually in conjunction with private development projects. Funds are generated by growth in the Equalized Assessed Valuation (EAV) of properties within a designated district over a period of not more than 20 years (10 year limit for housing that can be increased to 15 years).

Funding levels for specific projects are coordinated with area plans and goals. When an area is declared a TIF district, the amount of property tax the area generates is set as the base EAV amount. As property values increase, all property tax growth above that amount can be used to fund redevelopment projects within the district. The increase, or increment, can be used to pay back bonds issued to pay upfront costs, or can be used on a pay-as-you-go basis for individual projects. At the conclusion of the 20 year period, the increase in revenue over the base amount is distributed annually among the taxing bodies in the city that are based on property values.

Under state law, areas proposed for TIF designation must possess numerous blighting factors to be eligible:

Salix would be a strong candidate for a TIF district and possesses several of these “blighting factors.” There are several conflicting adjacent land uses that are not cohesive from a planning and zoning perspective. The city should consult with private firms about potentially opening a TIF district.

Municipal Bonds

Chapters 384, City Finance, and 419, Municipal Support of Projects, of the Code of Iowa are the statutory authority for municipal bond issuances in Iowa. A Municipal Bond is a debt instrument issued by a municipality. With a municipal bond, the investor buys a bond from a municipality, thus municipality

will get funds. In return, the municipality is bound to pay interest every year for a period of time, and then the principal amount is paid back by the borrower to the investor in the future, usually at the end of term of the bond (Fisher, 2007). There are two types of municipal bonds: General Obligation Bonds and Revenue Bonds. General Obligation Bonds, also called GO Bonds are issued in full faith; meaning, the bond issuer guarantees that it will use any fund source to pay both the interest and the principal amount. Revenue bonds, on the other hand, are payable by a particular fund source. Unlike GO bonds, Revenue Bonds are not guaranteed. If the fund source in question runs out, the investor bears the loss (Fisher, 2007).

Self-Supported Municipal Improvement Districts (SSMIDs)

Chapter 386 of the Code of Iowa, Self-Supported Municipal Improvement Districts (SSMIDs), is the statutory authority for SSMIDs in Iowa. SSMIDs, also known as Business Improvement Districts (BIDs) or Special Service Areas (SSAs) in other states, are local tax districts that fund expanded services and programs through a localized property tax levy within contiguous areas (Special Service Area (SSA) Program). The enhanced services and programs are in addition to those currently provided by the city. Typical SSA-funded projects are shown above.

The city would contract with local non-profits, called Service Providers, to manage SSMIDs. Mayorally-appointed SSMID Commissions for each SSMID district oversee and recommend the annual services, budget, and Service Provider Agency to the city.

Capital Improvement Programs (CIP)

Chapter 384 of the Code of Iowa, City Finance, is the statutory authority for Capital Improvement Programs (CIPs) in Iowa.

A CIP is a plan that summarizes all major capital expenditures planned over the next five years, with a listing of potential projects for the next 15 years. The CIP is comprised of a description of each adopted project, the financial requirements of the projects, and the financing sources. A project qualifies for inclusion in the CIP if it meets the following criteria (Capital Improvement Program):

- Has a minimum value of \$XX,XXX (set by municipality)
- Has a multiple-year useful life; and
- Results in a fixed asset

The document is to be used, primarily, by city staff to assist in planning for the future. CIPs help city staff prioritize projects and determine which ones will be funded over the next five to 15 years.

Iowa Highway Program

The highway section of the Iowa Transportation Improvement Program contains the primary and interstate highway construction-related investments planned for fiscal year (FY) 2016 through FY 2020. In general, contracts awarded during a fiscal year are constructed during the corresponding calendar year. This serves as the long range program for the primary road system and the annual accomplishment program as required by Iowa Code 307A.2(12). The highway section is arranged by county and route.

The Program includes advances in the investment of funding to improve state roads and bridges. These advances are possible

due to additional revenue authorized by Senate File 257 and signed into law on February 25, 2015. As directed by the legislation, 100 percent of the additional revenue allocated to the Iowa Department of Transportation (DOT) will be spent on road and bridge projects that are critical to maintaining Iowa's transportation infrastructure and create opportunities for expanded economic activity. For FY 2016-2020, approximately \$3.2 billion is forecast to be available for highway right of way and construction. Over \$1.3 billion is programmed in FY 2016 through FY 2020 for modernization of Iowa's existing highway system and for enhanced highway safety features. The Program includes over \$1.1 billion of investments in Iowa's state owned bridges, which continues the Commission's objective to improve the condition of Iowa's bridges (Transportation I. D., Iowa Highway Program, 2016).

Secondary Road Construction Program

A Secondary Road Construction Program is adopted by the Board of Supervisors and is approved by the Iowa Department of Transportation on or before April 15th of each year (Transportation O. o., 2015). In Woodbury County, IA, this Program is dedicated to providing safe, efficient construction and to maintain all county secondary roads and related services. During FY 2015 to FY 2019, there are 49 projects with an estimated cost of more than \$22 million over the five years of the Secondary Road Construction (Secondary Roads Department, 2015).

The Salix Pavement Replacement project is a part of this Program. The project is located on Poplar Street, which extends from the Interstate-29 interchange to its intersection with K45.

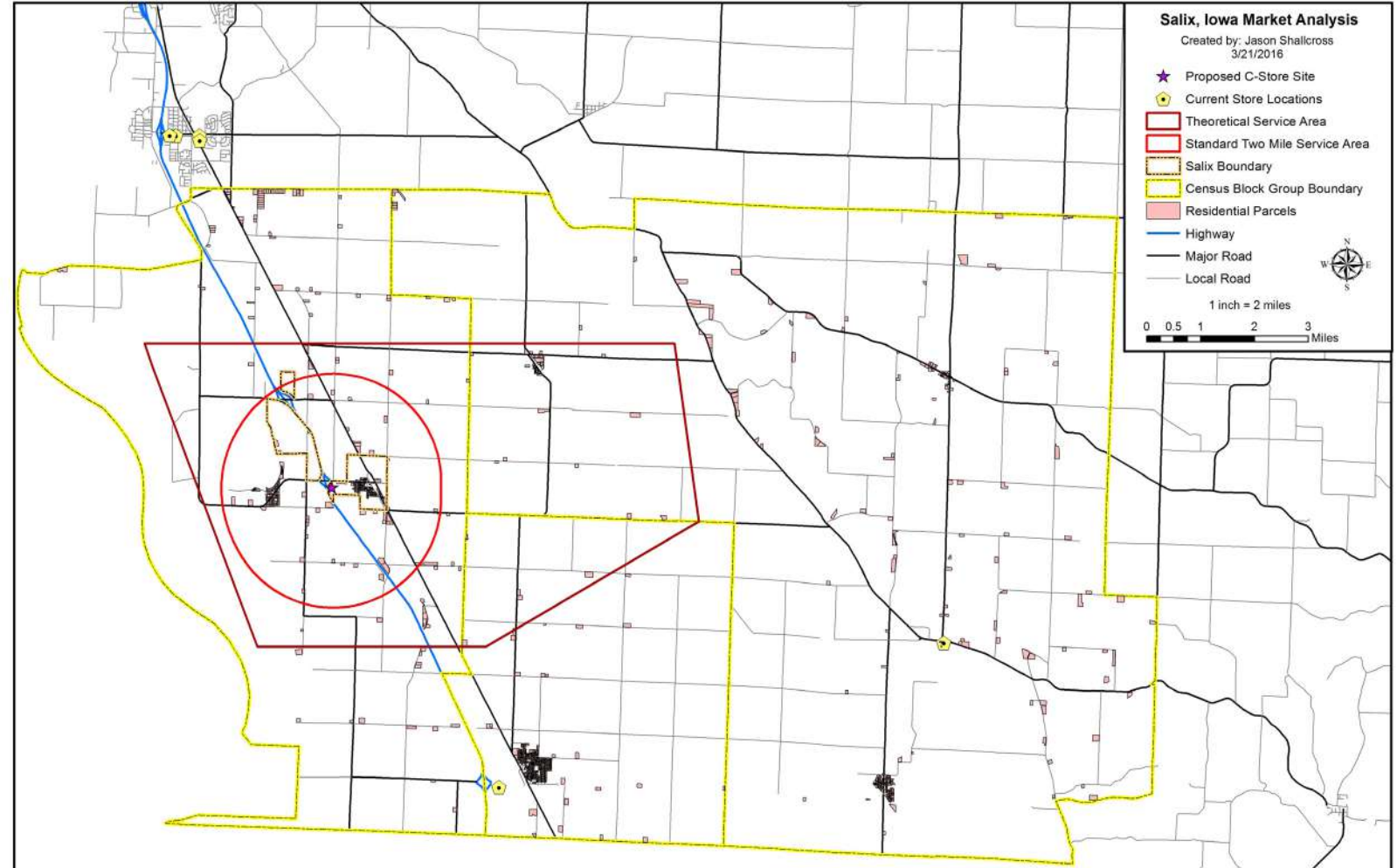
Appendix 6: Market Analysis

The number of grocery stores in Iowa with employees dropped by almost half between 1995 and 2005, from about 1,400 stores to just over 700 just 10 years later. Meanwhile, “supercenter” grocery stores increased by approximately 175% over that same period (Bailey, J. M., 2010). Approximately 43% of grocery stores in towns with populations less than 1,000 closed over that period (Bailey, J. M., 2010). In 2000, the average population needed to maintain a convenience store in Iowa was 2,843. By 2005, the necessary population rose to 3,252 (Bailey, J. M., 2010). Salix’s population is approximately 343, and the total population of the three nearest census block groups combined is 3,401.

Gasoline stations require more than 1,500 people to service one store. Convenience stores require almost 4,000 people to service one store (Henning, K. J., 1998). There are only 1,040 people in the entire Salix Block Group. There are about 750 people in the traditional two-mile service area, occupying approximately 290 homes. There are approximately 950 people in the theoretical service area (369 homes). There are just over 3,400 people in all three combined block groups (1,193 homes). The theoretical service area was enlarged using Fetter’s industry location theory (American Community Survey).

The potential customer base is largely rural in nature. The per capita income of potential customers is approximately \$25,000. The average household size is 2.54. Almost 65% of the population that will be served are over the age of 35 (American Community Survey, 2014). All of this information, coupled with the fact that a gas station in both Salix and Sloan have closed in the last decade make it impossible to recommend the location of a gas station in Salix. If the area continues to grow, a gas station/convenience store may be feasible in Salix. But for

now, it cannot be recommended by the Salix Comprehensive Planning Team.



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