



LONG-TERM COMMUNITY RECOVERY PLAN

NEW HARTFORD, IOWA
DECEMBER 2008



Farmers Cooperative Company

ESF #14 Long-Term Community Recovery (LTCR) is a community-focused Federal, State and local initiative. It helps disaster-impacted communities identify opportunities for a more effective recovery, facilitate partnerships that leverage a community's recovery and maximize the use of recovery resources. One (1) of fifteen (15) Emergency Support Functions (ESFs) authorized in the *National Response Framework* that guides the Federal response to disasters with significant impacts, ESF #14 LTCR is a Federal Emergency Management Agency (FEMA) program.

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DECEMBER 2008

U.S. Department of Homeland Security
Washington D.C. 20472



FEMA Region VII
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TABLE OF CONTENTS

EXECUTIVE SUMMARY	1
INTRODUCTION	5
Overview	5
Butler County	6
How to Use This Document	7
ESF #14 LTCR SUPPORT	11
Community-Based Support	11
What is an ESF #14 LTCR Project?	12
COMMUNITY INVOLVEMENT	17
RECOVERY STRATEGIES	23
RECOVERY PLANNING	29
Housing + Community	31
Infrastructure	35
Economy + Business	43
NEXT STEPS	53
ACKNOWLEDGEMENTS	55
APPENDIX	

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Packwaukee Street New Hartford, circa 1911
Courtesy of Elizabeth Rasmussen Martin Memorial Library

Long-Term Community Recovery (LTCR) Plan (Plan) produced for City of New Hartford is a coordinated effort of City of New Hartford, Iowa Northland Regional Council of Governments (INRCOG), Rebuild Iowa Office (RIO), and Federal Emergency Management Agency (FEMA) Emergency Support Function (ESF) #14 Long-Term Community Recovery (LTCR) Branch.

This *Plan* provides a brief history of New Hartford and the effects of the tornado and Flood of 2008 on the community. It outlines the ESF #14 LTCR planning process utilized to assist New Hartford with initiatives emphasizing long-term recovery. The *Plan* provides recovery strategies, identifies key projects and priorities and outlines next steps.

The ESF #14 LTCR process supported land use planning facilitated by INRCOG. Through conversations with community leaders, design workshops and a community open house event, ESF #14 LTCR engaged the community in a dialog to comprehensively consider alternatives. New Hartford is beginning to see opportunities, understand the importance of a vision for long-term recovery and identify proactive strategies.

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INTRODUCTION	5
Overview	5
Butler County	6
How to Use This Document	7





Main Street looking West From Packwaukee Street, New Hartford, circa 1911
Courtesy of Elizabeth Rasmussen Martin Memorial Library



Geyer Café, 420 Packwaukee Street, New Hartford, circa early 1900s
Courtesy of Elizabeth Rasmussen Martin Memorial Library

OVERVIEW

On May 25, 2008, a powerful EF5 tornado struck the New Hartford community and Butler County. The tornado moved along the northern edge of town, causing significant damage. Forty-one (41) homes in the vicinity were damaged, twenty-six (26) beyond repair. The tornado caused significant damage to the City cemetery. All trees and the entryway were lost and almost every headstone toppled. Uprooted trees and piles of debris were deposited into Beaver Creek.

Two (2) weeks later, after heavy rains, Beaver Creek reached flood level and water poured into the City from several directions. West of town, farm levees broke, causing a washout along Ridge Road with water rising several feet in forty (40) minutes. In the northeast part of town, a major sinkhole in Beaver Street occurred due to the back-up of water from an overloaded culvert in the school athletic fields. Finally, the pump station and heater in the southern part of the City failed after being completely inundated by floodwaters. Extent of the flooding prompted a mandatory evacuation of the City's six hundred fifty-nine (659) residents, who were unable to return to their homes for four (4) to five (5) days.

Approximately eighty-five (85) percent of the City was covered with flood water. Almost every home experienced some level of flooding, ranging from water-filled basements to water reaching second floors. According to residents and City officials, it was the first time certain public facilities had experienced water in their buildings. City officials estimate that all but forty (40) homes in New Hartford were flooded. Floodwaters damaged the library, school, City Hall and post office. Two (2) of the eight (8) flooded businesses remain closed and will not reopen, including the only convenience store + gas station and hardware store in New Hartford.

Beaver Creek flows along the northern edge of the community and has an important presence in the community. Every June the City hosts a two- (2) day festival called Beaver Creek Days. Open space adjacent to Beaver Creek is used for recreation, including riding ATVs and fishing.

A community with a population of six hundred fifty-nine (659) according to the 2000 U.S. Census, City of New Hartford is located in the southeast corner of Butler County. New Hartford enjoys close proximity to Waterloo and Cedar Falls. Dike-New Hartford School District offers excellent schools, which serve as a major draw for the area. Downtown is home to City Hall, a farmers' co-op, public library, fire station, post office and several small businesses. While new development within City limits has been slow, areas outside the floodplain to the north continue to grow with new residential development.

New Hartford is governed by a Mayor with two (2) paid full-time staff members - a City Clerk and Public Works Director. City has a significant portion of its budget in reserve funds. There are no dedicated resources for planning, housing or economic development. Resources are available for those services through County government and Iowa Northland Regional Council of Governments (INRCOG). New Hartford is the home of U.S. Senator Charles Grassley.

BUTLER COUNTY

Located in northeast Iowa, just west of Cedar Falls and Waterloo, Butler County has ten (10) incorporated cities and two (2) unincorporated towns. As of 2000 U.S. Census, the County population was 15,305. Butler County is recognized for its community schools and is home to seven (7) well-regarded K-12 public school systems. County is largely agricultural, supporting 1,160 farms on 345,000 farmland acres. Farming provides more than twenty (20) percent of total employment earnings in the County. There are many attractions, including a Barn Quilt tour with more than twenty (20) Barn Quilt sites.



NEW HARTFORD

Butler County, Iowa
Courtesy of INRCOG

HOW TO USE THIS DOCUMENT

This *Long-Term Community Recovery (LTCR) Plan (Plan)* for City of New Hartford serves as a guide to community recovery decision-making. It is intended that local governing bodies coordinate LTCR-identified strategies, initiatives and projects and identify implementation priorities.

Plan is not a set of specific recovery instructions. Recovery specifics change over time and recovery activities evolve as initiatives are undertaken or as more details become known. It is important to be flexible and assess changes based on the community's vision for its recovery and overall principles of the LTCR process.

It is recommended that someone take responsibility for implementation of identified action steps, guiding ongoing efforts and moving recovery activities forward. In addition to this overall leader or implementation coordinator, each of the strategies, initiatives and projects or tools will require someone who assumes ownership to ensure it moves forward. That person is often called a project champion. In some cases, the project champion and implementation coordinator may be the same. In most instances it is beneficial to have someone who is familiar with the strategy, initiative or project and able to work with appropriate entities needed to accomplish the work. A project champion may be an individual or agency, although one person should be the designated contact if the champion is an agency or organization.

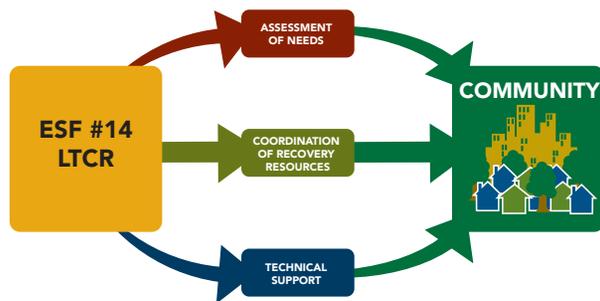
While New Hartford will be the primary user of this *Plan*, State and Federal partners in the long-term recovery effort may also use this document to assist in community recovery. Various State and Federal agencies may be key to acquiring needed funding for project implementation. Project write-ups in the *Plan* may be instrumental in determining appropriate agency match and meeting funding eligibility requirements.

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ESF #14 LTCR SUPPORT	11
Community-Based Support	11
What is an ESF #14 LTCR Project?	12



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COMMUNITY-BASED SUPPORT

ESF #14 Long-Term Community Recovery (LTRC) support is offered in partnership with State and local governments. It uses a community assessment process completed by experienced recovery professionals aided by subject-matter experts. Assessments consider pre-disaster conditions, disaster impacts and post-disaster capacity (remaining staff, functioning workspace, existing building codes, etc.) to manage recovery. Assessment results help guide how ESF #14 LTRC assistance might benefit a community and the level of support needed.

ESF #14 LTRC in partnership with Rebuild Iowa Office (RIO) determined that ten (10) Iowa communities, including City of New Hartford, might benefit from additional recovery resources that ESF #14 LTRC brings to a community. ESF #14 LTRC offers several levels of support. Final determinants of level of support offered are made in partnership with the State and local community based on community need, community willingness to participate in ESF #14 LTRC activities and capacity to respond to the impacts of the disaster.

Initial assessment of New Hartford indicated extreme damage to housing and economy sectors, severe damage to infrastructure and limited capacity to carry out long-term recovery activities. In response, the ESF #14 LTCR assistance included a Team of subject-matter experts to provide intensive, targeted and short-term, on-site recovery guidance and LTCR planning support.

The Team coordinated, facilitated and developed content for a *Design Workshop* at which *Comprehensive Land Use Planning Task Force (Task Force)* members articulated and evaluated potential targeted recovery strategies, initiatives and projects. ESF #14 LTCR supported community outreach events, including an *Open House*, to invite community-based conversation on long-term recovery.

The Team coordinated this support with the comprehensive land use planning process facilitated by the Iowa Northland Regional Council of Governments (INRCOG). INRCOG provided fee-based planning and grant writing services. They developed New Hartford's *2003 Hazard Mitigation Plan* and *City of New Hartford Community Builder Plan (1999)*. As they did with past flood recovery efforts, INRCOG will provide technical assistance, including management of the grant application process for the *Hazard Mitigation Grant Program (HMGP)*. Following the flood, the City hired INRCOG to update its *Comprehensive Land Use Plan Update* and to complete its *New Hartford Hazard Mitigation Plan Update (2008)*. The City of Dubuque, Iowa also provided assistance from its Planning Services Department.

City officials, ESF #14 LTCR Team and INRCOG determined that the LTCR process would support the City's newly established *Task Force*. Team activities were designed to add value to current land use planning and *Task Force* efforts. Team worked directly with INRCOG, *Task Force* and City staff to guide opportunities and projects that enhanced comprehensive land-use planning.



Car wash reopens after the Flood of 2008



Community members waded through waters during the Flood of 2008

WHAT IS AN ESF #14 LTCR PROJECT?

ESF #14 LTCR projects are intended to help communities recover from a disaster. Individual projects are aimed at achieving a community's post-disaster vision and when viewed in a broad context may have an impact beyond their original scope or purpose. Identified within this document are ESF #14 LTCR projects that help build a foundation for community recovery. Project write-ups identify existing conditions and include a project description, understanding of the context and recommended strategies. The write-ups include a list of action steps and preliminary cost estimates which serve as a guide for initial budgeting purposes.

ESF #14 LTCR projects have a Recovery Value. Recovery Value is the designation assigned to a project that indicates its ability to help jump-start a community's recovery from a natural disaster or incident of national significance. Projects that contribute positively to recovery typically address a broad range of issues that promote a functioning and healthy economy, support infrastructure optimization, encourage a full range of housing opportunities and enhance the sustainability of the community. Following is an explanation of the four (4) Recovery Value designations.

High Recovery Value Project

Those projects assigned a High Recovery Value are catalyst projects that serve as important building blocks for recovery. Typically, a High Recovery Value project will:

- Fill a post-disaster community need.
- Provide leveraging and create linkages for other projects and funding.
- Be related to the physical damage from the disaster.
- Encourage private investment.
- Have strong community support.
- Have access to the resources needed to carry out the project.
- Be realistic in its outcome.
- Use resources wisely.

Moderate Recovery Value Project

Projects with a Moderate Recovery Value can be expected to have clear and positive impact on recovery but by their nature are limited in scope, span, impact or benefits and are often sector specific. A Moderate Recovery Value project will typically be related to the physical damage from the disaster.

Low Recovery Value Project

Low Recovery Value projects may have no direct link to the disaster and its damages, lack public support and/or provide few, if any, identifiable benefits to the community related to disaster recovery. These projects still play a role in the recovery process.

Community Interest Project

Projects that are considered Community Interest may be extremely important to a community while not meeting the criteria that defines projects with High or Moderate Recovery Value except that they have significant public support.

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Community members review project concepts at *Open House*

COMMUNITY-DRIVEN PROCESS

The ESF #14 *Long-Term Community Recovery (LTCR) Plan (Plan)* results from a community-driven process. Long-term recovery strategies, design ideas and project concepts outlined in this *Plan* reflect ideas and priorities explored by residents aided by an ESF #14 LTCR Team (Team). The Team held meetings and interviews with representatives of City and County government, school board officials and business, civic leaders and faith-based organizations. Community members participated in an ESF #14 *LTCR Design Workshop and Community Open House*.

The Team coordinated planning efforts with Iowa Northland Regional Council of Governments' (INRCOG)'s *Comprehensive Land Use Planning* process.

COMPREHENSIVE LAND USE PLANNING TASK FORCE

Comprehensive Land Use Planning Task Force (Task Force), facilitated by INRCOG, is composed of approximately twenty (20) members representing a cross section of New Hartford's community. The *Task Force* is formulating a *Comprehensive Land Use Plan Update* in response to the tornado and Flood of 2008. Meeting regularly to discuss New Hartford's future, land use goals, objectives and next steps, the *Task Force* will complete their planning work in approximately six (6) or more months.

The Team supported *Task Force* work sessions and added-value to the development of the *Comprehensive Land Use Plan Update* through *Community Design* and *Open House* events. With assistance from INRCOG, the *Task Force* established land use goals. Through the LTCR process the community identified preliminary vision statements and explored LTCR project concepts.



Locations of New Hartford LTCR Projects

1. Municipal Complex
2. Packwaukee Park Improvements
3. Saratoga Street Soccer Field
4. New Hartford Elementary School Sport and Recreation Facility
5. Existing Fire Station
6. Existing City Hall

DESIGN WORKSHOP

A *Design Workshop* was held October 27, 2008, supplementing ongoing land use planning efforts.

The *Workshop* brought *Task Force* members together with architects, designers, landscape architects and planners to translate land use goals and recovery strategies into design ideas, concepts and projects. The hands-on design experience guided participants toward consensus as they collectively discussed challenges, opportunities and options for New Hartford's future.

Approximately sixteen (16) members of the *Task Force* participated in the *Design Workshop*, providing ideas, input and opinions about various design concepts.

Community goals were identified during the first two (2) *Task Force* meetings and confirmed at the third. *Design Workshop* served as the fourth meeting, building upon earlier work of the *Task Force*. *Design Workshop* was organized around three (3) topics:

- **New Hartford City Limits.** Considering current City facilities, services, infrastructure and housing.
- **Beyond City Limits.** Identifying annexation opportunities out of the floodplain and possible uses for the land.
- **Economic + Business Development.** Considering how improvements to the Central Business District (CBD) and City image can retain existing and attract new businesses.

Issues and project concepts identified through the *Design Workshop* include:

- Improve stormwater drainage.
- Improve Central Business District (CBD).
- Repair or replace City Hall. Identify possible locations and consider combining of facilities.
- Entryways and signage.
- Location of convenience store + gas station and hardware store.
- Uses for vacant lots acquired by the City using the *Hazard Mitigation Grant Program (HMGP)*.
- Annexation or future growth for city housing and industrial opportunities.
- Improve parks and recreation.
- Code Enforcement.
- *Capital Improvements Program (CIP)*.

COMMUNITY OPEN HOUSE

A *Community Open House* was held November 8, 2008, inviting participation in the recovery planning conversation. Design concepts and project ideas generated during *Design Workshop* were displayed for review and comment. More than one hundred (100) people attended.

Participants were given the opportunity to vote for their top recovery projects. The majority wanted to focus on the following top three (3) projects:

- Attracting a convenience store + gas station.
- Improving City drainage and enhancing flood protection.
- Attracting new businesses and supporting existing businesses.

These projects, along with several others, are discussed in detail in the *Recovery Planning* section.



Citizen participation at *Design Workshop*



Citizen input at *Community Open House*



Comments received at *Community Open House*

COMMUNITY INTERVIEWS

To ensure input from all sectors of the community, the Team conducted twenty-seven (27) interviews with individuals from business and civic organizations, City and County officials, education and faith-based organizations. Team members asked interviewees about their ideas and priorities for recovery challenges and opportunities. Those most mentioned included:

- Need and desire for basic services to return to the community, including the convenience store + gas station.
- Identifying land that can be developed, both inside current City limits and outside the floodplain.
- City's ability to make a full recovery.

PRELIMINARY VISION

Based on goal statements identified by the *Task Force* and input at LTCR events, several community vision statements were drafted. These statements look for New Hartford to:

- Maintain a small town character with caring neighbors.
- Attract and retain young people and families.
- Offer a variety of housing options and encourage housing development.
- Provide basic retail and services.
- Revitalize its Central Business District.
- Promote a positive City image.
- Provide good drainage, flood protection and flood control plan.
- Offer a wide range of recreational opportunities.
- Attract and serve new residents while maintaining service for existing residents.
- Continue to offer an excellent school district.

Community feedback and consensus on these preliminary vision statements will allow this *Task Force* to formulate an overall community recovery vision. This vision will guide the development of ESF #14 LTCR projects.



Resident provides comments during *Open House*



Project discussion at *Open House*



Resident participating in *Open House* voting



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Task Force member discussing Land Use Map with residents

COMMUNITY-IDENTIFIED RECOVERY STRATEGIES

As New Hartford charts a path for recovery from the tornado and Flood of 2008, several strategies have emerged to support preliminary community vision statements. The following three (3) *Strategies* were identified during the *Comprehensive Land Use Planning Task Force (Task Force) Meetings, Design Workshop, at the Community Open House* and in previous planning documents (*City of New Hartford Community Builder Plan [1999]* and *New Hartford Hazard Mitigation Plan Update [2003]*):

- *Relocation Strategy.*
- *Community Expansion Strategy.*
- *Rebuild-In-Place Strategy.*

Each strategy is a unique approach with both opportunities and challenges. They are summarized here as discussed by the community.

RELOCATION STRATEGY

Relocation of the City out of the floodplain is an option identified in the aftermath of previous flood events and raised again by community members as a possible recovery strategy in response to the Flood of 2008. Relocation to higher ground is the most effective strategy for minimizing possibility of future flood loss and damage. While the community benefit is recognized, this option faces significant financial and emotional challenges and is not currently being seriously considered.

According to residents, New Hartford has been fortunate that past flood events have not caused irreparable damages to facilities and infrastructure. To date, City has been able to repair rather than completely replace or rebuild. Repairing is cost-effective in the short-term. Relocation would require rebuilding and/or moving buildings.

Residents have a strong emotional attachment to City's current location, particularly the Central Business District (CBD). Relocation would result in the loss of most of New Hartford's historic buildings. This strategy depends on the City's ability to annex land for relocation.

The community has expressed that this is not the direction they want to pursue. As a result this alternative was not explored further.

COMMUNITY EXPANSION STRATEGY

New Hartford has survived previous flood events and is organizing its recovery from the Flood of 2008. To mitigate disaster impacts and ensure New Hartford's future, annexation of lands outside of the floodplain is a priority. This option provides an opportunity for the community to grow without the challenges of the floodplain.

Annexation was identified in past planning documents and supported in *City of New Hartford Community Builder Plan (1999)*. Community leadership and *Task Force* recognize New Hartford must identify developable land outside of the floodplain to advance this strategy. City leaders are exploring voluntary annexation of developable land as a strategy to create housing, business and economic opportunities. The loss of the convenience store + gas station and the difficulty of attracting businesses to floodplain locations makes identifying viable locations for prospective new businesses critical to community survival.

Design Workshop created an opportunity for the *Task Force* to review area maps and discuss ideas for annexation and respective land uses with City officials, residents and interested landowners. *Task Force* identified three (3) locations for consideration, each of which is considered part of the larger community.

Northern Addition

Considering several factors, annexation to the north appears as a natural progression and reasonable solution. North location may be the most cost-effective annexation solution due largely to its proximity to the City. Because the proposed land parcel is a quarter mile from current City limits, near City-owned cemetery, stable residential growth and sewer lagoon, infrastructure expansion to this area appears to be more cost effective. Infrastructure already supports residential development. Existing residents identify with New Hartford and are potentially receptive to annexation.

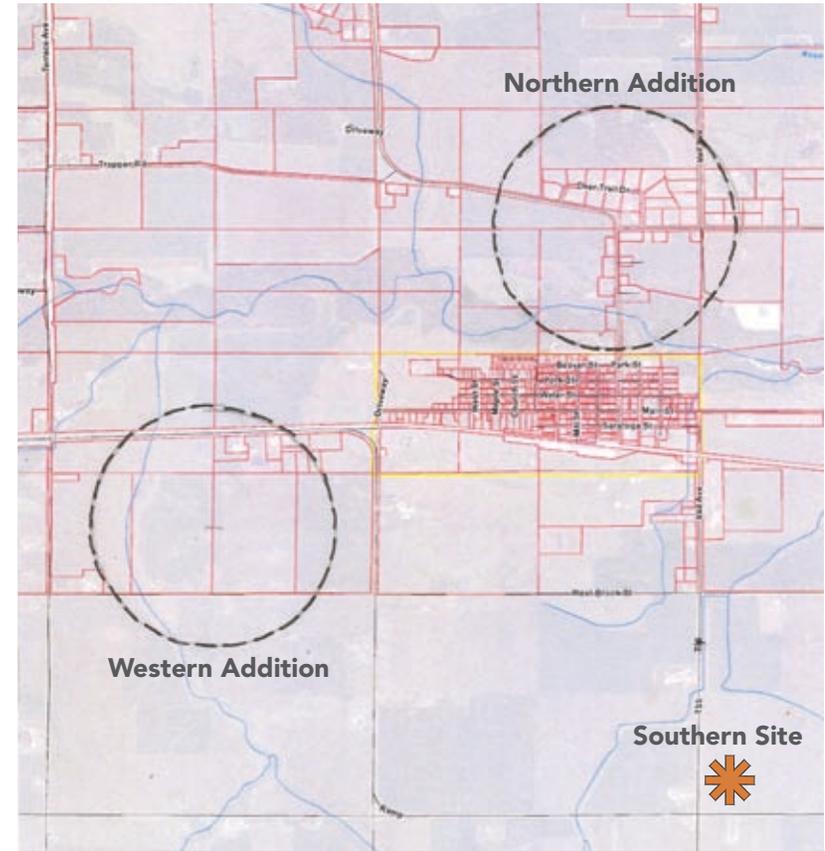
Western Addition

Annexation to the west is viewed as an opportunity to promote industrial and commercial land use development and increase the tax base. The proposed area already supports several related businesses and is close to current City limits. The area is located some distance from residential development, has good highway access and visibility, is served by City utilities and is predominately located outside of the one hundred- (100) year floodplain.

Southern Site

The third area, to the south, was identified as a possible location specifically for a convenience store + gas station. It includes the location of New Hartford's only entry sign. Although the area was identified, it was not as fully explored as the other two (2) options. First, annexation across county lines, while not impossible, does present additional challenges. And second, it is almost two (2) miles from the City. The cost of providing services would be significantly more than the other options.

This strategy properly targets growth outside of this floodplain but faces the challenge of decentralization of the community resulting from annexation of non-contiguous areas.



Map illustrating areas explored for potential annexation

REBUILD-IN-PLACE STRATEGY

Rebuild-in-Place is a strategy preferred by many members of the community. However, adopting this as the sole approach means the City remains constrained by being in a floodplain. The majority of the housing and commercial buildings remain in the one hundred- (100) year floodplain. Without any developable land outside of the floodplain, the City's ability to sustain itself is greatly diminished.

While the Flood of 2008 was the first time many homes, businesses and community facilities flooded, the event is now a new benchmark. *Rebuild-in-Place Strategy* would require City to enforce the Floodplain Ordinance, possibly requiring a building inspector or other paid staff.

The community would prefer to rebuild New Hartford as it was, but realizes that the City can be best sustained by providing opportunities for development outside of the floodplain. *Task Force* and *Team* worked with the community to develop a hybrid of the *Rebuild-in-Place* and *Community Expansion* strategies. This approach accommodates short-term recovery projects that focus on maintaining the City in its current location while identifying possible opportunities for future growth outside of the floodplain through annexation. The project concepts conveyed in this recovery planning section reflect this hybrid strategy as desired by this community.



Aerial photograph New Hartford during the Flood of 2008
Courtesy of Tim Busch, Iowa Flight Training, Cedar Rapids, IA



One of the first businesses to reopen

RECOVERY PLANNING	29
Housing + Community	31
Infrastructure	35
Economy + Business	43



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New Hartford water tower

ESF #14 LTCR PROJECT CONCEPTS

This section outlines community-identified Long-Term Community Recovery (LTCR) project concepts that support the combination of *Rebuild-in-Place* and *Community Expansion* strategies. These project concepts are important to New Hartford's recovery and address key areas within the community.

- **Housing + Community.** Explore neighborhood design opportunities for proposed annexation areas and opportunities to increase capacity within the City. Propose methods for sustaining the City's sense of community and character.
- **Infrastructure.** Address parks and recreation improvements, public facilities and stormwater improvements and support and protect future and existing development.
- **Economy + Business.** Build upon existing strengths, enhance the Central Business District (CBD) and explore location options for retail businesses and entryway signage near annexation areas.

All project concepts consider impacts to the existing City and residents while providing support for future residents and businesses. LTCR project concepts reinforce ideas developed during community meetings and ESF #14 LTCR and Iowa Northland Regional Council of Governments (INRCOG) planning processes.

Each project write-up identifies existing conditions and includes a description, understanding of the context and recommended strategies. The write-up also includes the goal of the project, a list of action steps and a preliminary cost estimate when available to serve as a guide for initial budgeting purposes. Projects are conceptual, meant to capture and reinforce ideas developed during the LTCR process. Combined, these projects inform New Hartford's overall recovery plan.



Community members give input on conceptual project ideas during Design Workshop



Residents discuss ideas about City signage



Stakeholders review maps to consider possible rebuilding options



HOUSING + COMMUNITY SECTOR

Recovery activities that replace housing lost to the tornado and flood and bring back displaced residents are a priority. Expanding the City's boundaries and increasing its capacity to address the challenges of recovery will allow safe, affordable and more energy-efficient housing to be developed and the social fabric of New Hartford to be restored.

The tornado and Flood of 2008 significantly impacted housing in New Hartford and surrounding community. The tornado struck just outside of town damaging forty-one (41) homes. According to City staff, twenty-six (26) of these houses were completely destroyed. Two (2) weeks after the tornado, floodwaters inundated the City affecting all two hundred seventy (270) homes.

Properties that are acquired by the City using *Hazard Mitigation Grant Program (HMGP)* funds are removed from City tax rolls and must remain undeveloped open space. Six (6) months after the flood, the list of properties proposed to be acquired through the City's HMGP program had decreased from seventy-nine (79) to thirty-one (31) as residents decided to stay and repair their homes.

Many current and displaced residents wish to continue to live in New Hartford. The City's high-quality schools, affordable housing, proximity to Cedar Falls and Waterloo and sense of community are among the characteristics which attract residents. However, loss of tax revenue due to public acquisition of property is a significant challenge for New Hartford. Vacant undevelopable lots will be scattered throughout the City. Replacement housing for displaced citizens will be needed. Identifying locations for housing presents a challenge as there is not a sufficient amount of developable land within City limits to support what is needed. While there are a few infill lots available, residents realize the challenges of building within a one hundred- (100) year floodplain; meeting elevation requirements and enforcing the *Floodplain Ordinance* will be critical to minimizing future flood damage.

At LTCR community events, residents identified options to address these housing challenges. The following project concepts were developed to provide new housing opportunities while sustaining the existing Central Business District and City core.

- *Expand City Limits.*
- *Increase Code Review and Enforcement Capacity.*

Community leaders are considering not only the use of infill properties as sites for housing units, but also the annexation of land to permit residential development within extended City limits. In taking on complex recovery strategies such as annexation and rebuilding, local staff and community leadership will be strained. Outside assistance and training can help build capacity to implement projects identified in the *Long-Term Community Recovery (LTCR) Plan (Plan)* and enhance the sustainability of the community for the long-term.



EXPAND CITY LIMITS

RECOVERY VALUE (HIGH)



Annexation enables expansion of housing and commercial development outside of the floodplain. Accommodating new homes and businesses within expanded City limits will affect in a positive manner New Hartford's tax base, financial stability of local businesses and sense of community.

BACKGROUND

Located within the one hundred- (100) and five hundred- (500) year floodplains of Beaver Creek, New Hartford experiences frequent flooding. Although rebuilding options are limited, many property and business owners wish to remain at their present location. Citizens identified annexation of adjacent land as one option to address this problem and revitalize their community.

PROJECT DESCRIPTION

This project involves evaluating potential areas for community expansion, determining landowners' interest in having their property annexed and completing legal procedures for annexation.

Annexation provides developable land with the opportunity of municipal services, encouraging development of businesses and homes for new and displaced residents. Development of annexed land would increase the City's tax base.

New Hartford has identified three (3) sites for potential annexation, but have focused on two (2) as priorities: *Northern Addition* and *Western Addition*.

Northern Addition (Residential Land Use)

This area along County Road T55 and Beaver Valley Road lies mostly outside of the one hundred- (100) year floodplain. With existing residences and interest in developing on available parcels, Northern Addition is well suited for residential development. It could also accommodate compatible commercial development and parks or open spaces. Because of the community's interest in maintaining New Hartford's small-town character, a compact development pattern could be promoted.

Western Addition (Commercial Land Use)

This site is composed of multiple parcels to the west of New Hartford along Iowa Highway 57 (IA 57). As in the case of the Northern Addition, the majority of the land within this proposed addition lies outside of the one hundred- (100) year floodplain.

Currently there are a number of light industrial businesses located in this area, suggesting the area has potential for further commercial or light industrial development. High visibility of this area from IA 57 makes it a desirable location for a convenience store + gas station. Because this site is somewhat removed geographically from residential portions of the City, potential impacts of commercial activities would be less likely to affect local residents.

Development of additional commercial or industrial properties within this addition would increase the City's tax base and provide local employment opportunities. Businesses could take advantage of Butler County's low tax rates.

ACTION STEPS

- Maintain visibility of this project during comprehensive planning process.
- Coordinate with INRCOG and City of Dubuque regarding legal requirements for annexation, potential impacts of annexation on City services and other development issues.
- Conduct community outreach regarding plans for annexation.
- Prepare annexation documents and conduct legal review.
- Coordinate annexation with *Capital Improvements Program (CIP)*.



SUSTAINABLE OPPORTUNITIES

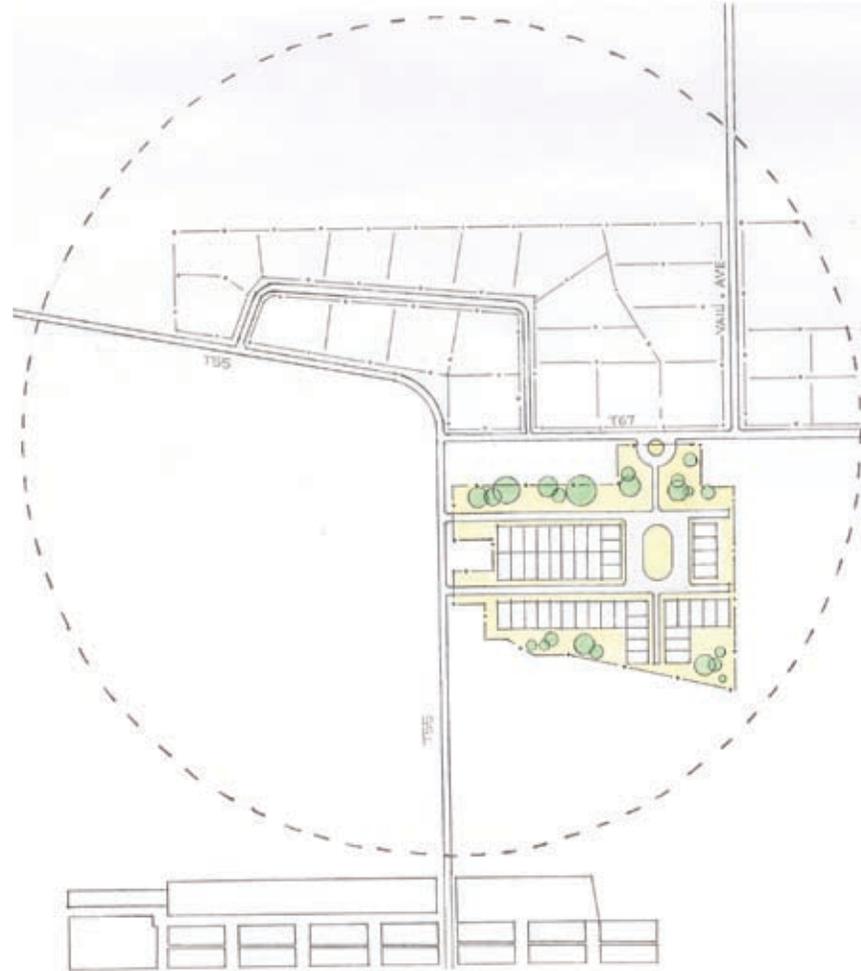
- Consider design standards for low-impact development.
- Incorporate smart growth (sustainable) standards into zoning and subdivision regulations.

PRELIMINARY COST

Technical Assistance provided by INRCOG and City of Dubuque

POTENTIAL RESOURCES

- City of New Hartford General Revenue Fund.
- INRCOG.
- City of Dubuque.



Conceptual drawing of Northern Addition housing possibilities



INCREASE CODE REVIEW AND ENFORCEMENT CAPACITY

RECOVERY VALUE (MODERATE)

This project provides increased capacity for community rebuilding. With properly trained permitting and inspection staff, rebuilding of homes and businesses will proceed more efficiently.

BACKGROUND

Damages caused by the tornado and Flood of 2008 left a number of homes and buildings unsafe. Prior to the flood, New Hartford had only two (2) full-time employees. With an increased number of residents and business owners applying for building permits and inspections, combined with the potential increase due to community expansion, current personnel levels are not sufficient to handle permitting and inspection duties.

PROJECT DESCRIPTION

Code enforcement is needed to monitor progress and determine that permits are in place and local requirements are followed as residents of New Hartford rebuild and development increases. To accommodate demand for permits and inspections, an experienced building inspector could be supplied by another jurisdiction on short-term or part-time basis. Through an agreement with INRCOG and/or Butler County, a part-time code enforcement position could be provided to the City.

ACTION STEPS

- Discuss code enforcement assistance with INRCOG and Butler County.
- Develop a scope of work and job description.
- Draft an agreement outlining shared staff arrangement including expenses.
- Identify funding strategy to support additional position.

SUSTAINABLE OPPORTUNITIES

- Train permitting staff to understand *Leadership in Energy and Environmental Design (LEED)* to serve as a community resource.
- Develop codes to incorporate requirements or incentives for energy and water conservation and reductions in stormwater run-off.

PRELIMINARY COST

0.5 FTE (annual) \$ 25,000

POTENTIAL RESOURCES

- Permit and inspection fees.
- Reciprocal agreements with participating entities.
- U.S. Department of Labor.



INFRASTRUCTURE SECTOR

Community facilities play an important role in economic well-being and quality of life. The Flood of 2008 directly impacted several critical facilities. New Hartford Elementary School, Dike-New Hartford Junior High School and the Elizabeth Rasmussen Martin Memorial Library flooded for the first time in City history. Flood waters destroyed the Library’s interior and almost all the contents. Critical community facilities in the Central Business District were flooded including Post Office and City Hall. None of these community facilities had flood insurance. The fire station experienced flooding but its metal frame and raised, concrete floors mitigated some flood impacts.

During public meetings New Hartford residents expressed a desire for better drainage and flood protection. The flood was an unfortunate event but provides an opportunity to improve key facilities. Several LTCR project concepts have been identified by the community as important to its long-term recovery:

- *Improve Stormwater Drainage System.*
- *Establish a Capital Improvements Program (CIP).*
- *Improve and Develop Recreational Facilities.*
- *Design a Municipal Complex.*

Stormwater drainage system improvements are critical to flood protection and are a link to the community’s economic stability, City image and quality of life. A *CIP* will assist in planning storm sewer and other improvements. Park improvements provide a wide range of recreation opportunities to enhance existing parks and utilize recently-vacated property. The proposed improvements include a youth soccer field, concession stands additional parking and drainage upgrades.

Through the public planning process, discussions have started regarding the development of a Municipal Complex. This facility would house City Hall, Community Center, Fire Station and Emergency Operations Center in a joint facility at an elevated location and conserves space and utilities while providing essential additional services that protect and preserve the community.

Infrastructure projects concepts consider concerns voiced during the *Comprehensive Land Use Plan Process* and reinforce ideas developed during community meetings. These projects provide enhancements to quality of life, community image and economic strength. Infrastructure projects concepts provide needed utilities and services to support housing strategies and economic development.



Words of encouragement on the fence of Packwaukee Park



ESTABLISH A CAPITAL IMPROVEMENTS PROGRAM

RECOVERY VALUE (LOW)



A *Capital Improvements Program (CIP)* enables the City to make planned and strategic investments in community infrastructure and facilities and provides opportunities for coordinating projects with other governing agencies. Coordination allows agencies to leverage funding for project implementation.

BACKGROUND

The need for a *CIP* was realized when the issue of improving stormwater drainage system was discussed during the LTRC planning process with the *Comprehensive Land Use Planning Task Force (Task Force)*. The City indicated they did not have a plan in place to guide them in making infrastructure decisions, but acknowledged they needed to create one.

Capital projects are significant community investments. Examples of capital improvement projects are sewer, water, stormwater systems, buildings such as a fire hall or library and at times equipment such as motor graders or snow plows. Forecasting what will be needed is an important component of *CIP* development. Therefore public involvement is critical.

The planning process helps to define where existing systems need to be extended or expanded to handle future demand. Because the *CIP* includes financing, the municipality may want to seek advice regarding creative financing options.

PROJECT DESCRIPTION

This project outlines the steps to create a *CIP*. The first step in this project is organizing a *Capital Improvements Planning Committee* that will identify capital projects, expenses, schedules and options for financing projects. Capital programming assures potential projects are consistent with community vision and goals. The *CIP* is also a public relations and economic development tool. It enables the City to communicate to citizens what will be accomplished and coordinate projects in a manner that create economic opportunities.

ACTION STEPS

- Establish a *Capital Improvements Planning Committee*.
- Inventory existing capital assets.
- Assess financial capacity for project implementation.

- Identify, evaluate and prioritize projects for one (1), three (3) and ten (10) years.
- Determine staff responsibility for managing *CIP*.
- Solicit community input and confirm priorities.
- Incorporate *CIP* project into the *Comprehensive Land Use Plan Update* and other community planning activities.
- Identify resources to assist developing preliminary cost estimates.
- Review and adoption by City Council.

SUSTAINABLE OPPORTUNITIES

CIP policies can be developed to promote inclusion of "green" technologies in capital projects such as:

- *Leadership in Energy and Environmental Design (LEED) Certification* for buildings.
- Alternative systems for collecting, holding and releasing stormwater such as rain barrels.
- Use energy-efficient equipment and appliances.

- Include recycled materials in capital projects.
- Include recycling plans for scrap/waste construction material.

PRELIMINARY COST

Technical assistance

POTENTIAL RESOURCES

- Iowa Northland Regional Council of Governments (INRCOG).
- American Planning Association.
- FEMA.
- University of Northern Iowa Institute for Decision Making.
- Iowa County Engineers Association.
- Iowa League of Cities.



IMPROVE STORMWATER DRAINAGE SYSTEM

RECOVERY VALUE (HIGH)



Without a stormwater drainage system, rebuilding will be affected by poorly drained streets and lots that are difficult to develop. Efficient conveyance of stormwater is highly visible and critical to the recovery of the community.

BACKGROUND

A citywide stormwater drainage system is a priority for New Hartford. Streets are frequently impassable or have standing water after normal rain events. The City currently has only one (1) primary stormwater line and pump station, which serves the west side of town.

Stormwater systems increase the capacity of a community to protect property and maintain operation during storm events. Improved drainage reduces the threats that limit public and private investment.



Driving through high waters during the Flood of 2008

PROJECT DESCRIPTION

This project identifies the improvements necessary to convey stormwater during typical storm events. Elements include design, repair and construction of a complete conveyance system including underground pipe, ditches and swales, catch basins, retention/detention ponds and other improvements as necessary. Phasing and timing low impact design and development of strategies are important considerations. Improvements and expansions will provide a complete stormwater drainage system to decrease flood impacts and accommodate all storms up to a one hundred- (100) year flood event.

ACTION STEPS

- Retain engineer to prepare stormwater master plan and incorporate proposed projects into CIP.
- Identify leveraging potential and cost-saving opportunities through linking of community projects.
- Determine scope and select phase of project to be completed.
- Prepare preliminary design and cost estimate.

SUSTAINABLE OPPORTUNITIES

- Incorporate Low Impact Development (LID) strategies to reduce stormwater runoff and improve infiltration.
- Incorporate stormwater best management practices in the design.

PRELIMINARY COST

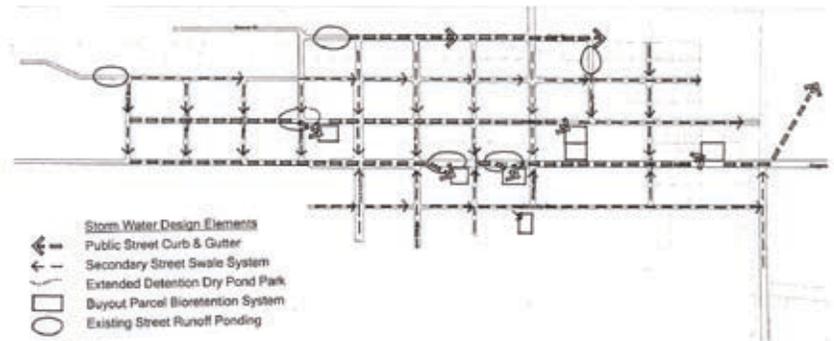
Design and Improvements

Phase I Swales and Ditches	\$ 750,000
Phase II Curb and Gutter	\$ 2,750,000
Indirect Costs	\$ 700,000
Contingency	\$ 400,000

Total \$ 4,500,000

POTENTIAL RESOURCES

- City of New Hartford General Revenue Funds.
- Butler County General Revenue Funds.
- Community Development Block Grant (CDBG) Water and Sewer Fund.



Conceptual stormwater runoff plan



IMPROVE AND DEVELOP RECREATIONAL FACILITIES

RECOVERY VALUE (MODERATE)

Parks improve quality of life and increase opportunities to attract visitors and new residents.

BACKGROUND

Floods severely damaged sports and recreation facilities. Damaged facilities include a football practice field, baseball field and concession stand at the elementary school. In addition, damage occurred to playground equipment and a concession stand at Packwaukee Park. Several residences and businesses also sustained damage and New Hartford stands to gain up to thirty-one (31) vacant lots as a result of the Flood of 2008. Although they cannot be redeveloped with structures, these lots can provide open space and recreation opportunities.

One of the goals identified by the *Comprehensive Land Use Task Force* is to improve existing park and recreation areas and use recently vacated lots to increase recreational opportunities.

PROJECT DESCRIPTION

This project concept explores improvements to three (3) recreational facilities:

- Packwaukee Park.
- Saratoga Street youth soccer facility.
- Elementary school recreation facilities.

Packwaukee Park improvements include a concession stand and utilizing existing utilities and water. This project links park repairs and improvements to a picnic pavilion and playground equipment.

The lot at 421 Saratoga Street was identified through *Design Workshop* as a property likely to be acquired through City's property acquisition program using HMGP funds that would accommodate recreation improvements. The community expressed a desire for youth soccer facilities throughout the planning process and the Saratoga Street property is of adequate size and character to create a regulation soccer field, sidewalk, parking and landscaping.

The elementary school recreation facilities improvements would include constructing a one-half (0.5) mile long walking path, parking and landscaping. An option exists to purchase the north adjoining lot to allow public access to Beaver Creek. Additional parking would serve a dual use for school events as well as sporting and leisure use.

Acquired or vacant lots can be used for a variety of parks opportunities. Potential uses include stormwater detention facilities, community gardens, dog parks and other multi-use spaces.

ACTION STEPS

- Incorporate this project into the *City Land Use Plan Update* and *CIP*.
- Prioritize improvements for City-owned park sites.
- Retain consultant for site design services.
- Coordinate with Dike-New Hartford School District for improvements to recreational facilities.
- Develop operations and maintenance plan.



Packwaukee Park



SUSTAINABLE OPPORTUNITIES

- Use native, low maintenance plants and landscape materials.
- Use grass paver system for parking.
- Include recycling containers at all park locations.
- Include park amenities such as picnic tables, benches and trash receptacles that are made with recycled materials.
- Use composting toilets in park restrooms.
- Prepare and incorporate a park element in the *Comprehensive Land Use Plan Update*.

PRELIMINARY COST

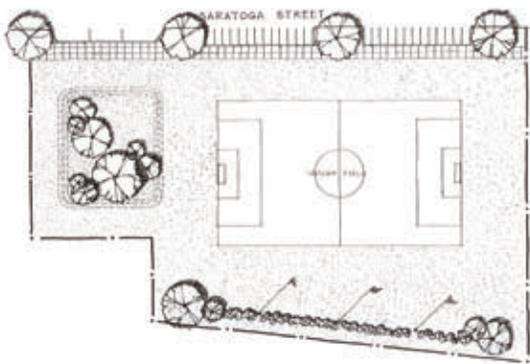
Packwaukee Park	\$ 45,000
Concession Stand/Bathroom	\$ 45,000
Saratoga Street Soccer Facility	\$ 103,000
Street and Sidewalk	\$ 60,000
Grading and Landscaping	\$ 40,000
Goalposts	\$ 3,000
School Recreation Facility	\$ 130,000
Asphalt Trail and Parking	\$ 55,000
Athletic Turf Mix Seeding	\$ 30,000
Concession Stand/Bathroom	\$ 45,000
Total	\$ 278,000

POTENTIAL RESOURCES

- Iowa Department of Natural Resources.
- *The Arbor Day Foundation Grant Program*.
- Iowa Department of Natural Resources Land and Water Conservation Fund.



Conceptual expansion of Elementary School recreation facility



Saratoga Street soccer facility concept



PREPARE A MUNICIPAL COMPLEX MASTER PLAN

RECOVERY VALUE (HIGH)



The proposed complex combines multiple municipal services and mitigates the impacts of floods.

BACKGROUND

City Hall and fire station are both located in the one hundred- (100) year floodplain. Flood damage left no appropriate facility to serve as an emergency operations center or staging area during the Flood of 2008. Even before the flood, existing City facilities were not sufficient for the needs of New Hartford. While the fire station has served as an emergency operations center in the past, it is not large enough to provide a fully functional facility and the current location does not allow for expansion. The need for a larger facility to accommodate large equipment and additional department requirements was identified previously in *New Hartford Hazard Mitigation Plan Update* (2003).

City Hall was significantly damaged by Flood of 2008. Prior to the flood, the building did not provide adequate space or accessibility for public meetings. City Council meetings were held at the library to accommodate the public. Residents identified the need for a community center to provide space large enough to host community gatherings and events.

City leadership, in partnership with ESF # 14 LTCR, explored combining City Hall and community center in one building, a new fire station, ambulance barn and emergency command center in a second building and locating both buildings within a new Municipal Complex.

PROJECT DESCRIPTION

This project is the evaluation of alternatives and preparation of a *Municipal Complex Master Plan*. The proposed Municipal Complex may include a new City Hall, fire station and public meeting space. Consolidation of facilities can achieve significant cost savings over construction of independent new buildings. Shared resources among municipal operations would result in lower operation costs for the City. Besides lowering operational and construction costs, co-location has many other advantages.

ACTION STEPS

- Identify specific program needs for City Hall, Fire Station, Ambulance Services, and Emergency Response staff.
- Determine site selection criteria for project and evaluate alternatives.
- Identify possible shared resources.
- Retain architectural consultant to prepare preliminary design concepts for facilities.
- Conduct community outreach including a design workshop with project stakeholders to build consensus.
- Develop this project in coordination with *Comprehensive Land Use Plan Update* and hazard mitigation goals.
- Identify technical assistance resource to support the process and the project.



City Hall



SUSTAINABLE OPPORTUNITIES

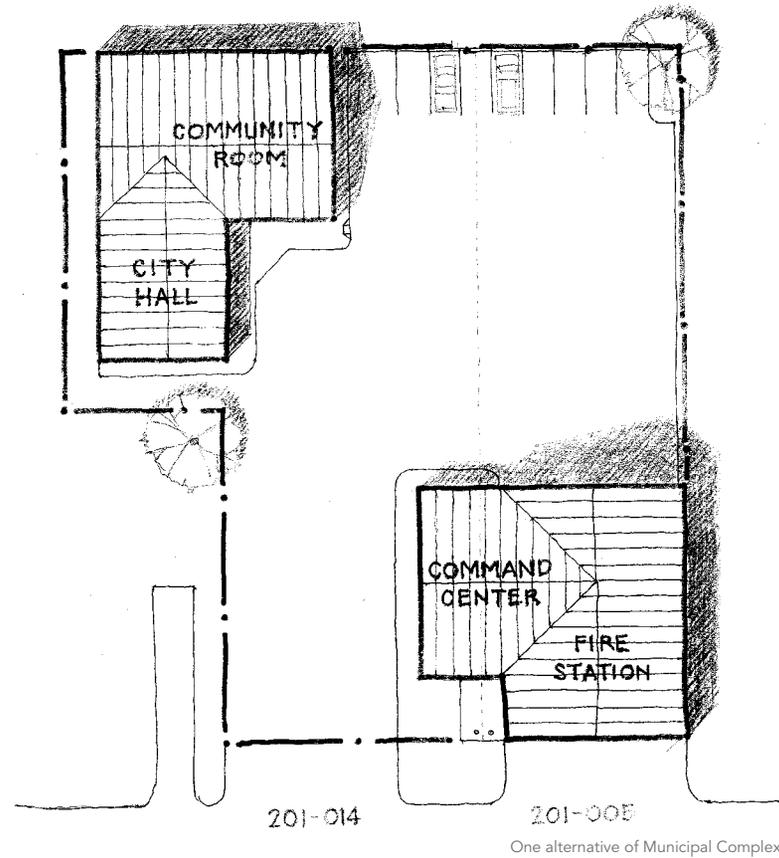
- Design building to *Leadership in Energy and Environmental Design (LEED) Certification* standards.
- Install energy efficient building systems (lighting, heating, cooling).
- Utilize recycled building materials when possible.
- Use energy-efficient appliances.

PRELIMINARY COST

Design/Construction	\$ 1,250,000
Land Acquisition	\$ 25,000
Site Improvements	\$ 125,000
Total	\$ 1,500,000

POTENTIAL RESOURCES

- City of New Hartford General Revenue Funds.
- FEMA Preparedness Grant Funding.
- Butler County Economic Development Corporation.



One alternative of Municipal Complex



Fire station and ambulance barn

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ECONOMY + BUSINESS SECTOR

Economy + Business are central considerations for long-term recovery. The flood caused the permanent closure of the two (2) out of the City's twelve (12) businesses: the hardware store and convenience store + gas station. Additionally the day care provider closed as an indirect result of the flood. In the community for twenty-two (22) years and never having flooded, the convenience store + gas station was the only local source for groceries and gas.

At the *Community Open House*, attendees expressed that getting a convenience store + gas station back in New Hartford was a top priority. Residents identified restoration of Central Business District (CBD) as another important activity. Many community members recognized that a revitalized local economy encourages housing and infrastructure as well as restores the general well-being of the community.

Based on residents' ideas generated at community events, four (4) project concepts were identified:

- *Develop a Convenience Store + Gas Station.*
- *Enhance CBD Streetscape.*
- *Design and Install City Gateway Signage.*
- *Establish New Hartford Business Association (NHBA).*

Economy + Business projects have the potential to attract new business, increase City revenue and enhance a stable, self-supporting local economy. This cooperative is part of maintaining a strong economy and linked to the revitalization of the CBD.



City's only convenience store + gas station flooded for the first time



ESTABLISH A BUSINESS DEVELOPMENT PROGRAM

RECOVERY VALUE (MODERATE)



A strong business core positively affects other sectors, particularly housing, by providing residents with local goods and services. A strong business district also contributes to the tax base and has a positive impacted on property values in the community.

BACKGROUND

Business in New Hartford was in decline prior to the Flood of 2008. Flooding impacted the eight (8) operating businesses, including the hardware and convenience stores. These two (2) stores will not be reopening; a significant emotional and financial loss to the community. Both these businesses were community gathering places; particularly the convenience store.

During the ESF #14 LTCR planning process, the need for revitalizing business in New Hartford became an important recovery priority. Identifying a way to replace the convenience store and how that store can be a catalyst for other development, became a topic of discussion at nearly every Land Use Task Force and City Council meeting. During the LTCR *Design Workshop*, residents provided ideas for where possible locations. They also discussed methods to identify a developer for the project or for organizing a local cooperative to develop and operate the store.

From these discussions, it became clear that the community needed to organize its efforts to support business development.

PROJECT DESCRIPTION

The *Business Development Program* identifies and communicates business retention and attraction strategies. The program becomes a guide for public and private decision makers regarding economic development initiatives. An economic development program will:

- Set community economic development goals, targeting appropriate industries and businesses.
- Identify which public and private actions are needed to retain and attract new businesses and manufacturers.
- Identify appropriate incentives and the criteria for determining their use and implementation.
- Identify linkages between public and private decision making and achievement of community economic development goals.

For example, the *Strategy* can be utilized by the City for its decision making process when identifying and selecting a location for a convenience store + gas station that is well-suited for the community.

It is recommended that this be an undertaking coordinated with neighboring jurisdictions, Butler County Economic Development Corporation and Iowa Northland Regional Council of Governments (INRCOG) as well as the local business association as it becomes established. Coordinating with these agencies may help to identify other private sector partners who can be included in the project. New Hartford should take the lead in initiating this project. Re-establishing small businesses provides a viable and vibrant community for residents and visitors.



Suggested location for convenience store + gas station

ACTION STEPS

- Meet with Butler County Economic Development Corporation and INRCOG to obtain suggestions.
- Work with technical assistance providers to develop the program.
- Identify a funding strategy.
- Utilize the *New Hartford Business Association* as part of implementation.

SUSTAINABLE OPPORTUNITIES

- Develop incentives for *Leadership in Energy and Environmental Design (LEED) Certification* construction.
- Promote infill development practices, reusing previously developed land existing site utilities.

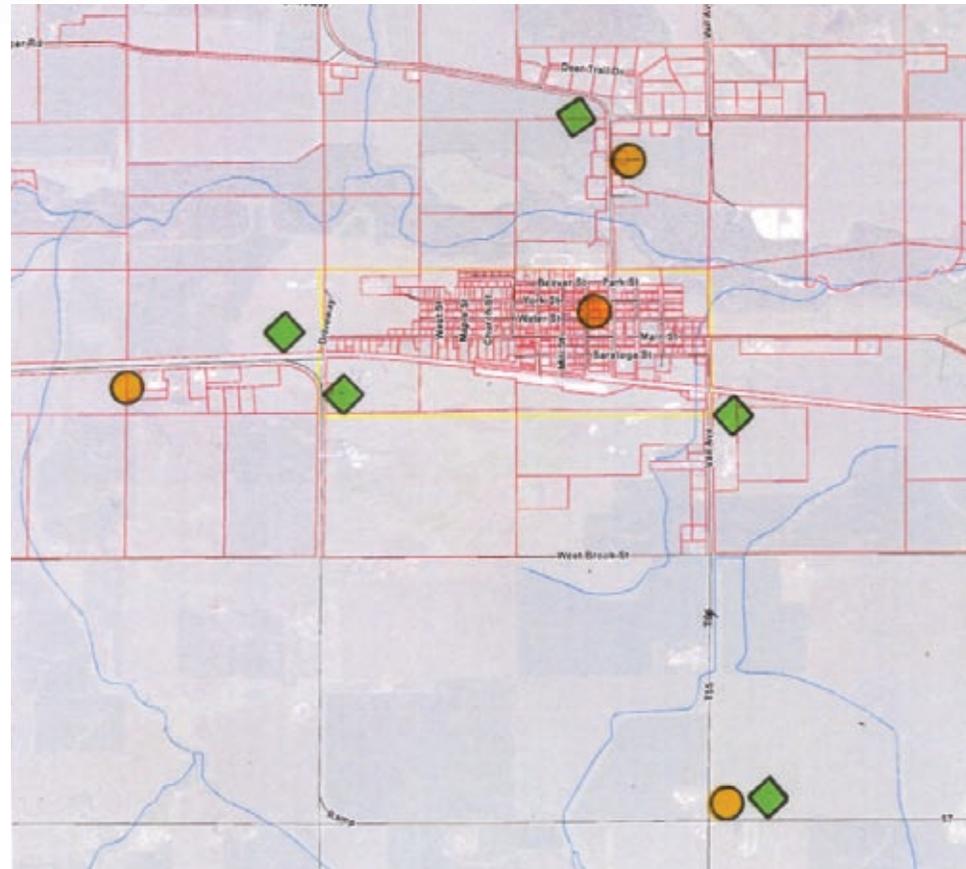
PRELIMINARY COST

TBD

POTENTIAL RESOURCES

- City of New Hartford General Revenue Funds.
- U.S. Department of Housing and Urban Development (HUD) *Community Development Block Grant (CDBG)*.
- Private donation and partnering.

● Convenience Store Locations
◆ Entry Sign Locations



Map depicting potential convenience store + gas station locations



ENHANCE CENTRAL BUSINESS DISTRICT STREETScape

RECOVERY VALUE (MODERATE)

Updating and enhancing the Central Business District (CBD) with streetscape improvements provides an attractive and inviting environment for businesses and customers.

BACKGROUND

New Hartford’s Central Business District (CBD) is located at the intersection of Main Street and Packwaukee Street and lies within the one hundred- (100) year floodplain. In decline before the Flood of 2008, CBD once provided a defined sense of place for the community. Six (6) of the twelve (12) buildings, including the building which housed the hardware store are now vacant and most need improvements. All but one (1) of these, City Hall, are privately owned buildings.

PROJECT DESCRIPTION

During *Design Workshop, Land Use Task Force Meetings*, and the *Community Open House*, participants identified the need to visually improve CBD. Residents discussed how streetscape improvements would help retain and attract new businesses. This project concept explores certain public improvements to enhance the CBD Streetscape.

These improvements include: curb and gutter, stormwater drainage, sidewalks, street lights, street furniture, parking, trees and other landscaping elements.

Enhancements to the CBD Streetscape could be completed in phases as funding allows. Project could also serve as a phase of the City’s stormwater sewer project to leverage additional resources.

ACTION STEPS

- Conduct a design workshop with business owners, residents and City to build consensus for project.
- Develop a theme or design and select features consistent with design.
- Ensure project is in accordance with land use and hazard mitigation goals.
- Conduct community outreach for project support.
- Identify technical assistance programs and grants to support the project.
- Develop criteria for professional services and advertise Request for Qualifications (RFQ).
- Retain engineering/architectural consultants to facilitate design conversations, design improvements and develop cost estimates.
- Coordinate with the *New Hartford Business Association (NHBA)* for participation in public input and confirm project direction.

SUSTAINABLE OPPORTUNITIES

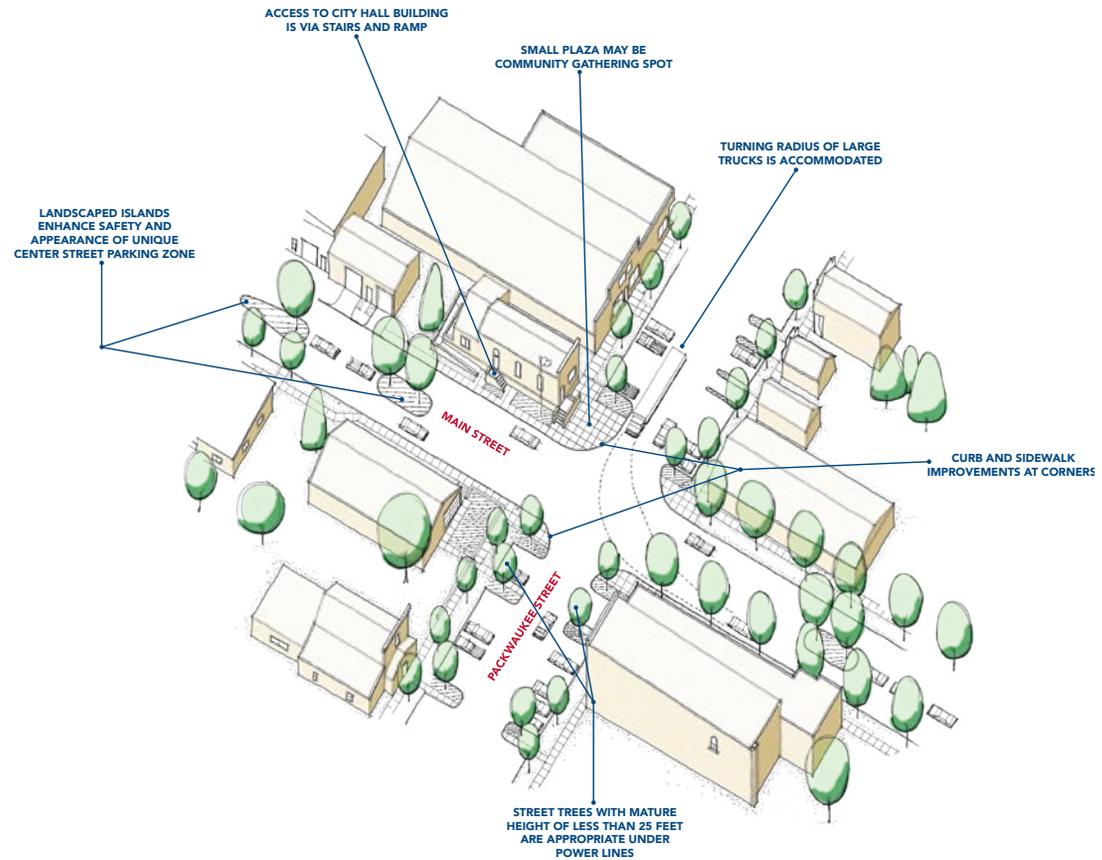
- Promote infill development for the more efficient use of existing resources.
- Create a pedestrian-friendly environment to encourage physical activity and reduce energy consumption and pollution from automobile travel.
- Street trees provide natural shading and cooling for pedestrians and buildings, reducing energy consumption for building air conditioning.

PRELIMINARY COST

Drainage and Utility Work	\$	120,000
Paving, Curb and Gutter, Sidewalks	\$	210,000
Street Lights, Trees and Furniture	\$	135,000
Indirect costs	\$	155,000
Total	\$	620,000

POTENTIAL RESOURCES

- City of New Hartford General Revenue Funds.
- Iowa Department of Natural Resources *Iowa's Living Roadways Program*.
- Butler County General Revenue Fund.
- Butler County Economic Development Corporation.
- U.S. Department of Housing Development (HUD) *Community Development Block Grant (CDBG)*.
- U. S. Department of Agriculture (USDA) Rural Development.
- Iowa Department of Economic Development *Main Street Program*.



Conceptual streetscape improvements for Central Business District



DESIGN AND INSTALL CITY GATEWAY SIGNAGE

RECOVERY VALUE (LOW)



Gateway entry signage contributes to a positive first impression for visitors and instills community pride.

BACKGROUND

Residents view signs and gateways as important elements for enhancing City image, fostering community pride and improving economic health. The existing City sign is an elevated, flat, painted wood structure with no landscaping. It is located at the intersection of IA57 and T55 (Vail Avenue). No other welcome or gateway signage exists.

PROJECT DESCRIPTION

This project concept involves the design and construction of gateway signage. *Design Workshop* attendees wanted to convey that New Hartford is recovering from the disaster and a viable location for families and businesses.

Well-designed signage makes a positive first impression and celebrates community pride. Landscaping surrounding signage further defines the gateway, greatly expands the impact of the signage and reinforces the natural environment.

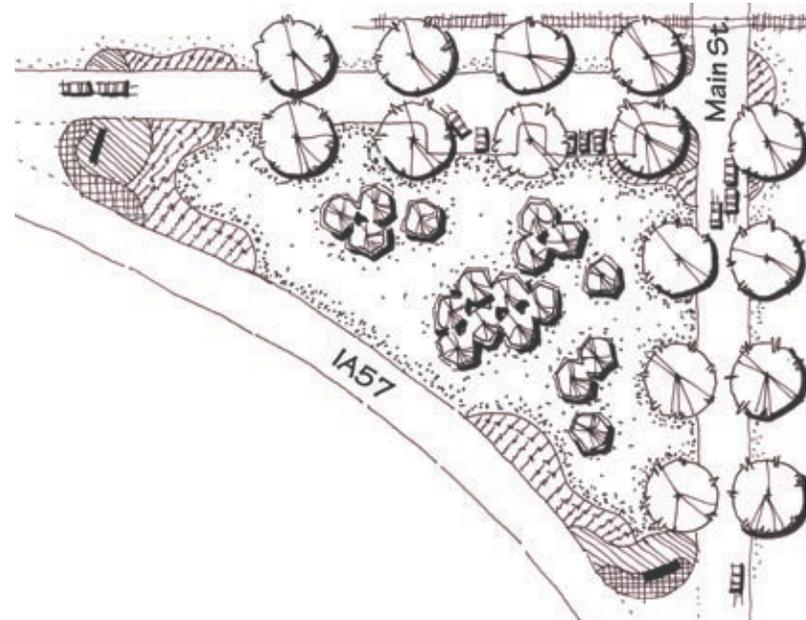
Participants at the *Design Workshop* and the *Community Open House* identified four (4) potential sites for gateway signage. They discussed the possibilities based on traffic patterns, visibility and impact. LTRC Team explored gateway signage possibilities and developed preliminary cost estimates for signage, including improvements at the IA57 right-of-way.

To increase recognition, identity and unity, development of a City logo is recommended for incorporation into gateway signage. To support connectivity within the community, signage could be sponsored by local businesses, civic groups or other organizations.

While the community has already had input to the process through the *Design Workshop* and *Community Open House*, it is recommended that City Council identify a group of citizens that represent a cross-section of the community to develop recommendations for design, funding resources, professional services and community support.

ACTION STEPS

- Identify community action team to evaluate and consider options.
- Apply to *Iowa's Living Roadways Community Visioning Program* for technical assistance with design of a City logo, gateway signage and landscaping.
- Coordinate with INRCOG to identify grants to assist with financing of signage construction and landscape improvements.
- Retain professional services to provide final signage design and construction management services.



Conceptual sketch for IA57 right-of-way improvements and signage

- Coordinate with Iowa Department of Transportation (Iowa DOT) and Butler County to leverage scheduled highway improvements for signage sites located in the IA57 right-of-way.

SUSTAINABLE OPPORTUNITIES

- Gateway signs could incorporate native plantings and landscaping to increase wildlife habitat and communicate the importance of the natural environment.
- Signs could incorporate a theme based on and communicating the importance of the natural environment to New Hartford.
- Signage could be constructed using recycled materials and renewable resources.

PRELIMINARY COST: OPTION 1

Wood Signage

Site preparation	\$	300
Plant materials	\$	300
10' x 12' wood sign	\$	2,000
Indirect costs	\$	700

Total \$ **3,300**

PRELIMINARY COST: OPTION 2

Lighted Masonry Signage

Site preparation	\$	300
Plant materials	\$	500
Lighted sign with bronze letters	\$	15,000
Indirect costs	\$	5,200

Total \$ **21,000**

PRELIMINARY COST: OPTION 3

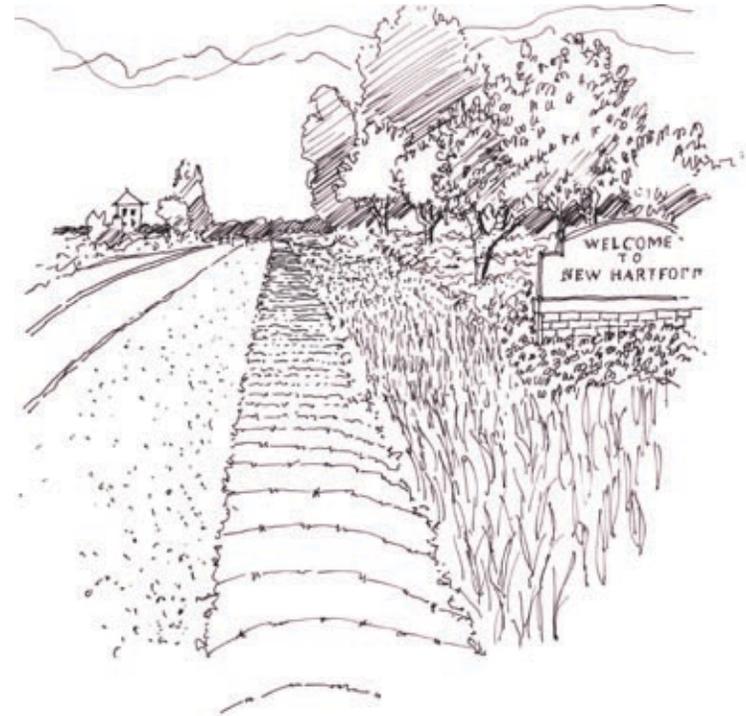
IA57 Right-of-Way Improvements + Signage

Site preparation	\$	8,000
Plant materials	\$	32,000
Lighted sign with bronze letters	\$	15,000
Indirect costs	\$	18,000

Total \$ **73,000**

POTENTIAL RESOURCES

- Trees Forever, Inc.
- Iowa's Living Roadways Community Visioning Program.
- Community Foundation of Northeast Iowa.
- INRCOG.
- Iowa Department of Transportation (Iowa DOT) - Enhancement Funds.
- The Conservation Fund.



Conceptual sketch of car level gateway signage



ESTABLISH NEW HARTFORD BUSINESS ASSOCIATION

RECOVERY VALUE (Low)



The New Hartford Business Association (NHBA) can serve as a mechanism for local businesses to address issues collectively and a conduit for accessing business support and technical assistance.

BACKGROUND

Currently there is no organization for business in New Hartford. All local businesses were affected by the Flood 2008, resulting in two (2) business closings. Remaining business owners identified the need for an organization to support and promote the local business owners impacted by the disaster. This project establishes the New Hartford Business Association.

PROJECT DESCRIPTION

New Hartford Business Association (NHBA) is a business-to-business organization assisting with marketing, business promotion, training and coordination with elected officials. An example of activities that this organization would undertake include resource coordination, access to

technical assistance, market research and analysis, identifying sources of funding for business improvements and promoting all local businesses in the community. The NHBA will be directly involved in the Business Development Program. This will provide a single coordinated voice for advocating the needs of local business as business development programs are being developed.

In addition to business promotion and development activities the NHBA will develop, sponsor, host or coordinate local events such as Beaver Creek days. This activity will provide exposure to all businesses in the community and provide an opportunity to attract additional customers. As the NHBA matures into a formal operation a Web Site would be established. This site would provide community information as well as information about goods and services for available from local businesses.

ACTION STEPS

- Identify potential business association participants, contact them and set-up a meeting to start the association.
- Establish guidelines, leadership and by-laws.
- Set measurable goals to be achieved during the first year.
- Collaborate with City leaders on Business Development Programs.
- Work with Renew Rural Iowa, Greater Cedar Valley Chamber of Commerce and Iowa State University Extension Office to obtain guidance, technical advice and leadership training.

PRELIMINARY COST

TBD

POTENTIAL RESOURCES

Development of NHBA is expected to require minimal expenditures for organizational set-up fees and other expenses. Use of low-cost technical assistance from local universities and colleges may also help decrease the cost of this program.



Farmers cooperative



State Bank & Trust Company



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Historic building on Packwaukee Street

NEXT STEPS

Responsibility for adopting and implementing recovery strategies, initiatives and projects remains with the community guided by its civic and elected leadership. Assessing each project's impact on recovery should guide defining implementation priorities. For example: *Does one step make four others possible? Does the step being considered depend upon the completion of some other action or activity? Does completing this recovery project build excitement and community momentum? Restore hope?* The answers to these questions, in part, help a community determine both immediate and long-term value of the project to community recovery.

The following principles guide implementation priorities:

- Focus on projects and strategies that will have the most impact on recovery when completed.
- Move forward on projects and strategies that can be completed quickly, have significant public support or have available resources. Completion of these initiatives or projects creates significant visibility for recovery and helps solidify community and political support for continued recovery activities.

ESF #14 LTRC Technical Assistance Team (Team) in conjunction with local officials identified critical next steps to build upon the provided targeted technical assistance support.

New Hartford has a number of resources available to its leaders and community to support its recovery. The Team encourages community leadership to continue momentum in developing and implementing community-identified recovery strategies, initiatives and projects. Next steps towards implementing this *Plan* include:

- Increase the community's rebuilding capacity by hiring a recovery coordinator to handle day-to-day activities, coordinate project implementation and manage communications about recovery activities.
- Plan for capital improvements and future growth with a technical assistance program to establish a *Capital Improvements Program* and supplement code enforcement staff.
- Coordinate with Iowa Northland Regional Council of Governments (INRCOG) and City of Dubuque to further explore potential impacts of annexation on the community, including City services, infrastructure, and sense of place.

The ESF #14 *Long-Term Community Recovery Process* is complete. The INRCOG *Comprehensive Land Use Planning Process* will continue, taking the concepts, recommendations and projects set forth in the *LTRC Plan* and work with the community to advance them.



FEMA

City of New Hartford
Comprehensive Land Use Planning Task Force
Iowa Northland Regional Council of Governments (INRCOG)

Dike-New Hartford School District
Elizabeth Rasmussen Martin Memorial Library
The New Hartford Newsletter

Butler County
City of Dubuque

Rebuild Iowa Office (RIO)
State of Iowa

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APPENDIX
Annexation Sites

*Conceptual Stormwater
Runoff Plan*

Potential Project Locations

*Convenience Store/Entryway
Sign Locations*

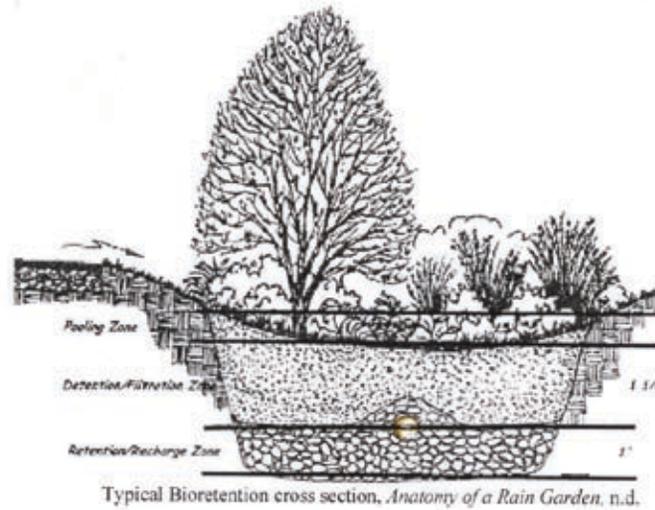
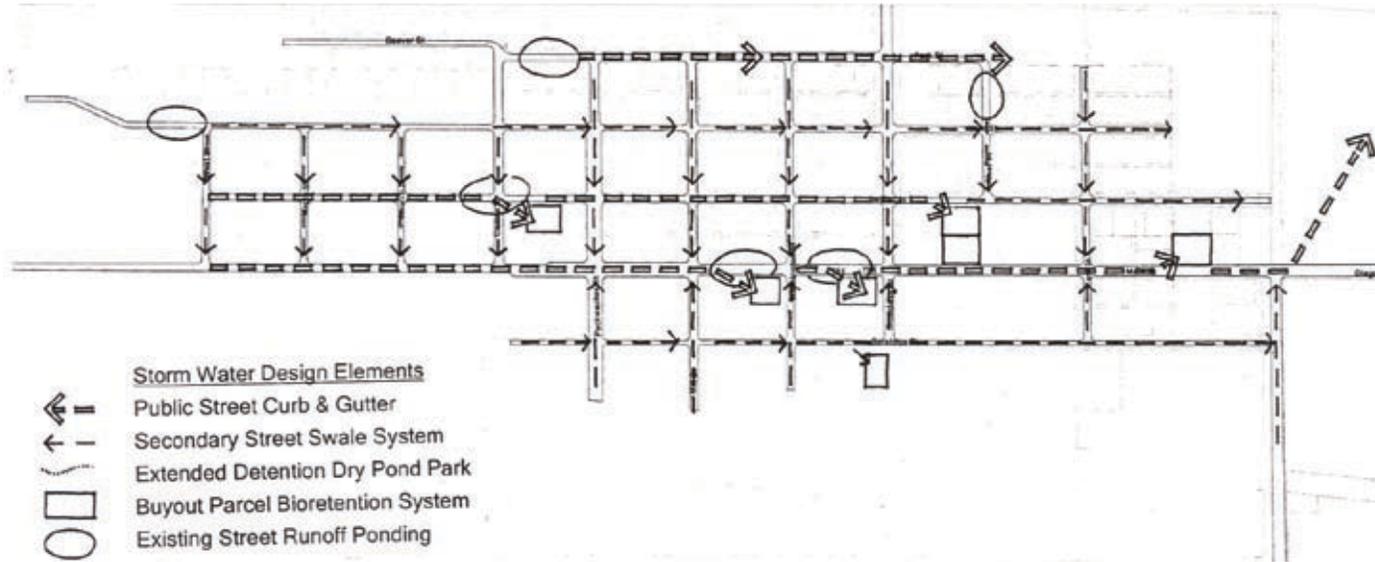
*Main Street Conceptual
Streetscape Improvements
Project*



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CONCEPTUAL STORMWATER RUNOFF PLAN

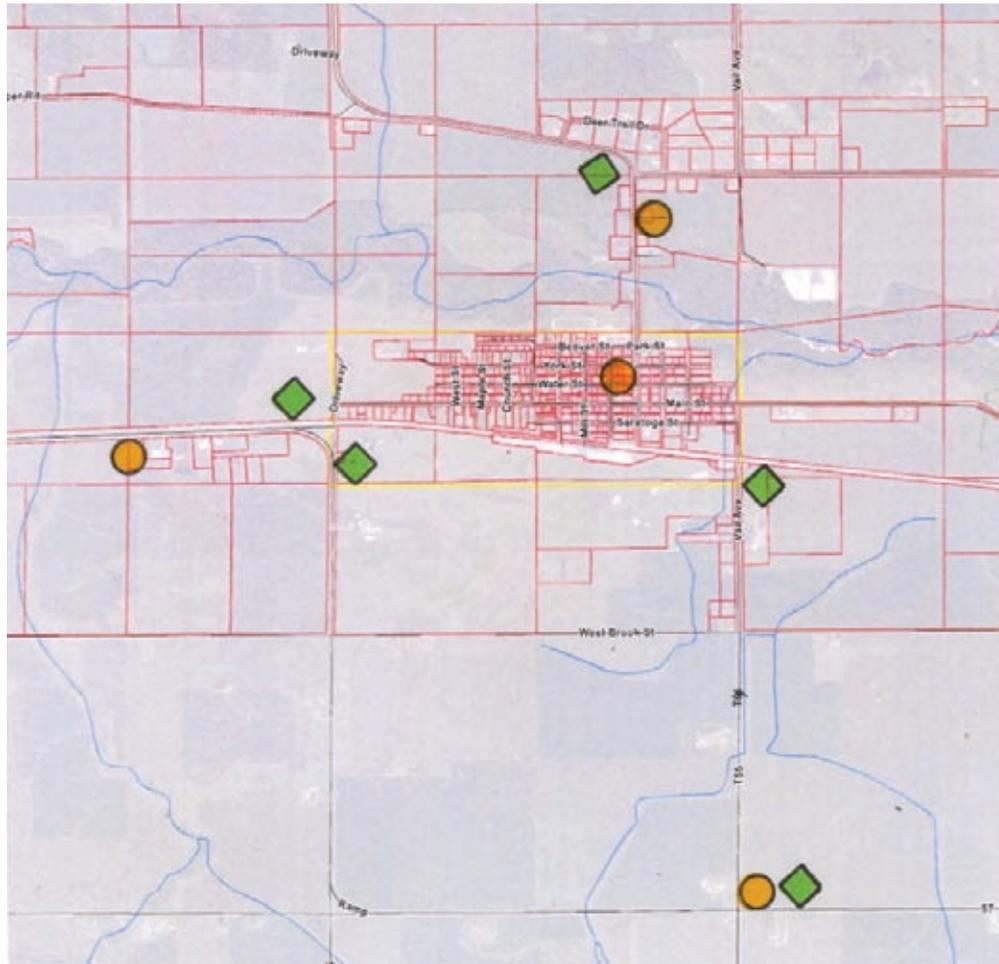


POTENTIAL PROJECT LOCATIONS



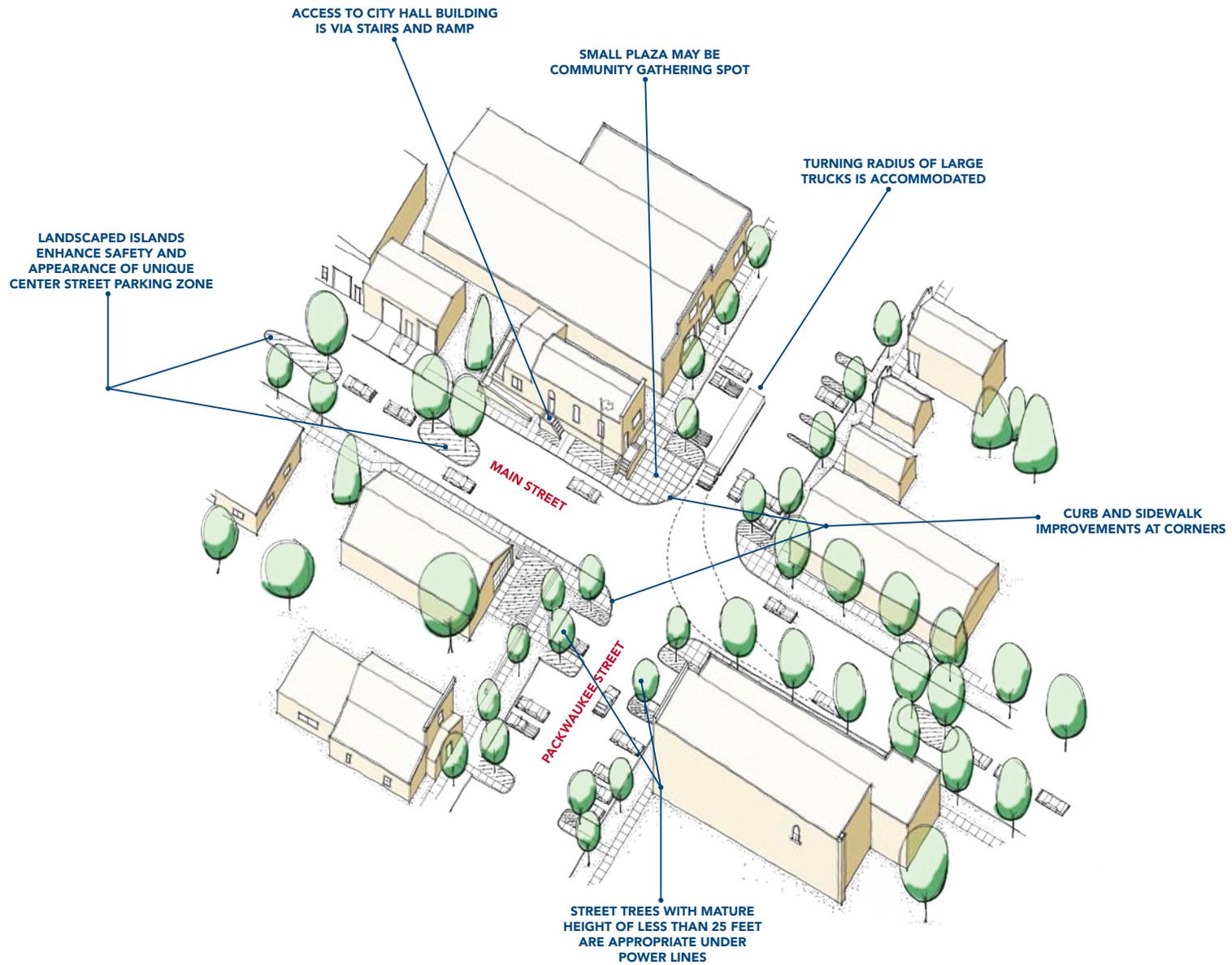
1. Municipal Complex
2. Packwaukee Park Improvements
3. Saratoga Street Soccer Field
4. New Hartford Elementary School Sport and Recreation Facility
5. Existing Fire Station
6. Existing City Hall

CONVENIENCE STORE/ENTRY SIGN LOCATIONS



- Convenience Store Locations
- ◆ Entry Sign Locations

MAIN STREET CONCEPTUAL STREETScape IMPROVEMENTS PROJECT



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NEW
HARTFORD



