



City Council Annual Planning Session

Wednesday, November 29, 2023 at 5:00 pm

LOCATION OF MEETING:

Region XII, Council of Governments, Training Room, 1009 East Anthony Street, Carroll, Iowa 51401

AGENDA

1. Roll Call
 2. Planning Session - 2023
 3. Adjourn
-

December Meetings:

- * Board of Adjustment - December 4, 2023 - City Hall - 627 N Adams St
- * City Council – December 11, 2023 – City Hall – 627 N Adams St
- * Airport Commission – December 11, 2023 – Airport Terminal Building - 21177 Quail Ave
- * Planning and Zoning Commission – December 13, 2023 – City Hall - 627 N Adams St
- * Library Board of Trustees – December 18, 2023 – Carroll Public Library – 118 E 5th St
- * City Council – December 18, 2023 – City Hall – 627 N Adams St

www.cityofcarroll.com

The City of Carroll will make every attempt to accommodate the needs of persons with disabilities, please notify us at least three business days in advance when possible at 712-792-1000, should special accommodations be required.

| Agenda published on 11/27/2023 at 12:08 PM

City of Carroll

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Carroll, Iowa 51401-2799

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CITY OF CARROLL

MISSION STATEMENT

THE OVERALL PURPOSE OF THE CITY OF CARROLL IS TO ENHANCE CITIZENS' OPPORTUNITIES TO ENJOY A SUPERIOR QUALITY OF LIFE, TO DELIVER EFFICIENT SERVICES AND PROGRAMS, AND TO PROMOTE COMMUNITY GROWTH AND DEVELOPMENT, THROUGH A SYSTEM OF REPRESENTATIVE SELF GOVERNMENT AND A HIGHLY TRAINED DEDICATED STAFF.

OUR CITIZENS

The citizen is the most important person in this city.

Without them, there would be no city.

We are dependent on them.

They are not to be hurried away so we can do our own thing.....

they are our thing.

They are not an interruption to our work, but the purpose of it.

COME FIRST

CITY OF CARROLL, IOWA

2022 LEADERSHIP - GOAL SETTING –

STRATEGIC PLANNING WORK SESSION

EXECUTIVE SUMMARY



**Executive Summary Written by
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**CITY OF CARROLL, IA
2022 LEADERSHIP – GOAL SETTING – PLANNING WORK SESSION**

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CITY OF CARROLL, IA
2022 LEADERSHIP – GOAL SETTING – PLANNING WORK SESSION

I INTRODUCTION

The City Council of the City of Carroll held a Leadership – Goal Setting – Strategic Planning Work Session on November 2, 2022. The work session was held at Region XII Council of Governments. The work session was facilitated by Elizabeth Hansen, president of Midwest Municipal Consulting, LLC of Ankeny, Iowa.

Participants at all or part of the session were:

Mark E. Beardmore	Mayor
Tom Bordenaro	Council Member
Misty Boes	Council Member
Kyle Bauer	Council Member
Carolyn Siemann	Council Member
LaVern Dirkx	Council Member
JJ Schreck	Council Member
Mike Pogge-Weaver	City Manager
Jeff Cayler	Interim City Manager
Brad Burke	Police Chief
Dan Hannasch	Fire Chief
Wendy Johnson	Library Director
Randy Krauel	Public Works Director
Laura Schaefer	City Clerk/Finance Director
Chad Tiemeyer	Parks and Recreation Director

Also present was the Carroll Airport Commission Member Norman Hutcheson.

The primary objectives of the session were:

- 1) To provide the opportunity for all members of the City's leadership team to be part of the planning process
- 2) To enhance communication and develop renewed team spirit among the participants
- 3) To review progress being made by the City
- 4) To discuss changes that are likely to impact the City
- 5) To develop consensus on issues and opportunities facing the City (one to three-year perspective)
- 6) To develop an updated goals program for the City (one to three-year perspective)
- 7) To review the roles of the City's leadership team
- 8) To be an educational and enjoyable day

This report summarizes the results of the session and includes recommendations for follow-up actions to be taken.

II INTRODUCTORY REMARKS

Mayor Mark Beardmore opened the goal setting – strategic planning work session thanking everyone for attending. He said that he appreciated everyone taking the time this evening to do some of the most important work the city leaders will do. City Manager Mike Pogge-Weaver added that this work is the foundation for the budget and most impactful. He said the staff needs guidance and specific, clear goals and objectives for the coming year. Mike stressed the need for the goals to be attainable and feasible. He then introduced the meeting facilitator, Elizabeth Hansen.

III COMMUNICATION ENHANCEMENT

After introductory remarks were made, the facilitator reviewed the agenda, and went over some ground rules. She then explained the importance of having a goal setting – strategic planning session and indicated that one of the primary objectives of the retreat was to enhance communication among the participants. The first activity began the communication process by providing participants the opportunity to share backgrounds, perspectives on the greatest challenges facing the City, and expectations for the session.

The facilitator pointed out that there is passion, dedication, loyalty, and skills among the group; that they are serving for all the right reasons.

Many of the challenges cited were incorporated into later discussions on issues and opportunities facing the City.

**See attachment A for the
Greatest Challenges Facing the City
and Expectations for the Session**

IV REVIEW OF CALENDAR YEAR 2022 NEW INITIATIVES WORK PLAN

The first review was of the previous adopted strategic plan from calendar year 2022. The facilitator reviewed the responses of the questionnaire to affirm which New Initiatives were completed and ones that should remain on the list.

**See attachment B for the Review
of Calendar Year 2022**

V REVIEW OF PROGRESS BEING MADE

The next activity focused on a review of progress being made by the City over the last year. It was agreed that significant progress has been made in several areas. Participants agreed there have been numerous successes. The facilitator suggested review and celebration of these accomplishments by including the comprehensive list in an upcoming City newsletter, on the City's website, continuous social media posts and/or in the local newspaper.

**See attachment C for the Review
of Progress being made by the City**

**VI CHANGES THAT HAVE, AND ARE EXPECTED TO, IMPACT THE CITY:
ISSUES AND OPPORTUNITIES FACING THE CITY**

Participants discussed significant changes that have impacted the City over the past five years, and those anticipated changes that are expected to impact the City in the next five years.

**See Attachment D for a Listing of Issues
Facing the City**

VII MANAGEMENT IN PROGRESS

Participants identified projects, programs, and major tasks that the City Manager and Department Directors are currently working on.

**See Attachment E for a Listing of
Current Projects**

VIII UPDATING THE CITY'S GOALS: POTENTIAL SOLUTIONS

Participants identified several issues and opportunities facing the City from a one to three-year perspective. The listing provided a fresh update and consensus on issues, both external and internal, to be addressed by the City.

**See Attachment F for a Listing
of Significant Initiatives (Solutions)**

IX THE GOALS PROGRAM

The identified issues and opportunities were then converted into a proposed goals program for the City. The proposed goals program needs to be further discussed and refined, agreed-upon, and then implemented.

**See Attachment G for the Proposed
Goals Program for Calendar Year 2023
and Department Director Recommendations**

X ROLES AND RESPONSIBILITIES

Participants reviewed the major roles and responsibilities of the City Council, individual council members, the Mayor, City Manager, Department Heads, City employees and citizens. The facilitator recommended the group refer to the City's organizational chart and code of ordinance for further clarification as well as job descriptions, which can specify additional roles and responsibilities. The facilitator also reminded the group that by hiring a professional City Manager and adopting the Mayor-Council Form of Government, they are protecting themselves and the City from liability. It was suggested to speak to the City Attorney if they had any questions.

**See Attachment H for the Listing
of Major Roles and Responsibilities**

XI CLOSING REMARKS

The session concluded with the facilitator challenging the participants to make a positive impact in their leadership roles. She pointed out the inter-dependency of the City Council and staff, and the need to be mission and goal driven. The facilitator thanked the participants and wished them well in their tenure serving Carroll.

XII RECOMMENDED FOLLOW-UP ACTIONS

It was agreed that considerable progress was made at the work session and that follow-up actions are needed.

The recommended sequence of actions is:

- 1) The Interim City Manager reviews the Executive Summary of the session
- 2) The Interim City Manager fine-tunes the prioritized issues and the suggested goals program
- 3) The Interim City Manager reviews the Executive Summary with the City Council
- 4) The City Council acts on the proposed goals program, including the action plan

- 5) Action plan is developed for each goal under the direction of the Interim City Manager
- 6) The City Council and Interim City Manager monitor progress on achievements of the goals regularly
- 7) A follow-up work session be scheduled in two years to evaluate progress and update the goals program

**CHALLENGES FACING THE CITY AND
EXPECTATIONS FOR THE WORK SESSION**

(From the Enhancing Communication Worksheet)

CHALLENGES

- 1) Recruitment and Retention of quality employees
- 2) Limited population growth and business loss
- 3) Inflation and increased costs (of infrastructure and the bidding climate)
- 4) Affordable and workforce housing and unemployment
- 5) Tourism
- 6) Economic Development – Recruitment and seeking developers

EXPECTATIONS

- 1) Have a shared list of goals and common direction
- 2) Create solutions that will be our roadmap
- 3) Guide the budget
- 4) Provide advice and be helpful.
- 5) To have an open dialog to create a path forward
- 6) Set new clear and realistic goals
- 7) Listen, take in information, learn from others' experiences and hear different perspectives and viewpoints

REVIEW OF CALENDAR YEAR 2022 ON-GOING PROJECTS AND NEW INITIAIVES WORK PLAN
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From this list of On-Going Priorities provided from the city's 2021 Goal Setting Report, which items have been completed and should be removed? Which ones need to remain in order to continue work?

	Creating a Vibrant Community	Completed/Remain
1.	Recreation Center Improvements, including HVAC, locker rooms, plumbing and backflow improvements and raised running track and gym.	Remain– FY24
2.	Graham Park District Improvements, including parking and enclose shelter	Remain - Unscheduled
3.	Continue the Master Trails Plan – prioritize with the Culture, Parks and Recreation Board	Remain – FY24 On-Going
4.	All-inclusive playground system at Northeast Park/Kellan's Kingdom, including exercise stations and enclose shelter	Remain – FY23
5.	Miracle Field – complete dugouts, fencing, scoreboard, sidewalks, shelter and storage with help of donations	
6.	Restrooms at the Cemetery – complete maintenance on the roof, soffit and bathrooms	Completed
7.	Train Horn Mitigation – Fund QZ improvements and implement (TIF)	Remain – FY24/25
8.	Continue Streetscape of Phase XI	Remain – FY25
	Efficient and Effective Governance	
9.	Adoption of Financial Policies	Management in Progress
10.	Review all sustainability efforts of the aquatic center, golf course and rec center, including fiscal and rate reviews	Management in Progress
11.	Review and revise the City's zoning and subdivision ordinance. This needs to be a process that uses an open and inclusive process to help guide the future.	Remain Subdivision - FY24 Zoning – FY25
	Economic Opportunity	
12.	Implement a Housing Study <ul style="list-style-type: none"> ○ Recruit Builders ○ Consider creating an incentive program 	Study Complete Recruitment On-going Incentive Complete
13.	Acting on the RDG/Retail Coach Plan - The City needs to become more proactive in economic development—promoting Carroll—its assets/opportunities—in the media, especially social media, online at the City	Remain Review for 2023 Merge with #14

	website, small events? Develop an ongoing marketing plan.	
14.	Loss of downtown retailers; need Downtown Revitalization and continue to aggressively recruit new retail businesses. Need façade improvement program.	Remain Review for 2023 Merge with #13
	Infrastructure	
15.	Adams Street Road Reconstruction Project. The Adams Street reconstruction project from US Highway 30 (6 th Street) north to 13 th Street in 2022 will be a good project addressing just one of many streets that need to be totally rebuilt. This project could be as much as \$4 million to complete.	Remain – FY23/24
16.	Wastewater Treatment Plant Improvements <ul style="list-style-type: none"> ○ Nutrient Reduction - 2023 ○ Copper Compliance – 2024 ○ Implement multi-year plan 	Remain
17.	Drainage Study/Improvements	Remain – FY24

From the list of New Projects, Programs, Policies and Initiatives provided from your Strategic Priorities Plan, these items have been completed, thus will be removed and some will be moved to the On-going Priorities list in order to continue work.

	Item	Completed/Remain
1.	Consider LED light Replacement for airport runway.	Remain – FY23/24
2.	Sidewalk connecting Timberline to Pleasant Ridge	Remain – FY24
3. (Tie)	Create a 5-10 year plan/phases for implementing the Carroll Corridor of Commerce Plan 2.0.	Remain – Unscheduled
3. (Tie)	Update the 2013 City Comprehensive Plan.	Remove
3. (Tie)	Commit funds to repair and preserve the cemetery's stone walls, fence, pillars, and monuments.	Remain – FY24 Stone Wall

**REVIEW OF PROGRESS BEING MADE BY THE CITY:
WHAT IS WORKING WELL?**

THE SUCCESSES

Strategic, Reliable, & Sustainable Infrastructure – Projects and Improvements

- Streets Building nearly complete
- Graham Park/Drain 77 improvements completed
- Hwy 30 E Sewer project
- Rezoned Koethe property/NE Carroll
- Annual Street restoration project completed
- Adams Street project keep moving forward
- Water Distribution Main Improvements
- Water Supply Well Replacement
- Downtown Streetscape Phase 10
- Airport Runway Maintenance Project
- Received/discussed final Train Horn Mitigation study report from Bolton & Menk.
- Meet with the EPA in Washington DC to help with our copper issue
- Reserves at Governors Field moving forward

Fiscal Responsible Governance - Finance

- Non-profit agency agreements in place
- Achieved Moody's Aa3 bond rating
- Ongoing community planning to budget responsibly
- Sanitary Sewer Service Charges
- Strong overall financial position; met goal of General Fund carry over of 25%, including strong fund balances as of 6/30/22
- Carrying low debt per PFM; substantially under legal limit.
- Rec Center bonds financed @ 3.49%
- Strong LOST/Hotel-Motel Collections
- Positioned in upper 1/3 of taxable value compared to Carroll's 14 peer cities
- Audit review, only had a few small comments we need to work on
- Did lots of projects and finished "in the black" on budget

**Community and Economic Vitality - Community & Economic Development/
Housing/Parks & Recreation/Library**

- Rec Center compromise plan underway
- Improvements at Northeast Park/Kellan's Kingdom/Parking lot
- Utilization of youth baseball/softball/soccer tournaments
- IHSA State Baseball 3-year Agreement
- Municipal Golf Course, fantastic year, great playing conditions
- New Program Coordinator for Adult/Teen programming – library
- Added Makerspace programming – library

- Teen/tween programs – library
- Outreach – book drops to seniors and daycares
- New Library Director
- Community events and promoting tourism – Merchant’s Field and Live + Local
- New Parks & Rec Director
- Approved aggressive infill housing incentive policy
- Overland Property Group received IFA tax credits for 35 townhome rental properties
- Hired a rental housing inspector. Rental Code enforcement is going well; nuisances are being addressed
- City continues to partner with the Retail Coach/CADC
- Townhouses completed/for rent at 224 Main St./former City Hotel location
- Sauk Trail Project grant match of \$100,000
- Pickleball Courts
- Filled Aquatic/Fitness Position
- Increased pay for part-time staff
- Soda blasting/painting of stone cemetery fence continued; 50/89 sections remain on east fence. Completed north stone fence & all 80 sections of the black metal fence on Grant Rd.

Effective, Efficient & Strategic Government – City Operations/Human Resources/Policies

- Public communication has improved
- Business/Industry canvassing/dialogue initiative underway
- New website active
- Learning the Work Comp policies and procedures
- Weekly department head meetings
- Department heads attending council meetings
- Overarching personnel policies – same for each department
- Water System Risk, Resilience Assessment, and Emergency Response Plan
- Added an option for employees to purchase dental coverage at their expense
- New Server Added
- City’s partially self-funded health insurance plan remains in a strong position
- We are maintaining our work force
- Visibility/accessibility to city council meetings

Safe and Secure - Public Safety

- New Fire Chief / Building Inspector employed
- Considering new ATV/UTV ordinance
- New Rescue Unit for the fire dept
- Positive police presence- putting up no parking signs for Band Day
- Both the Police and Fire Departments’ continued focus on training and updated equipment is critical to performing their jobs safely and effectively
- The Police Department is operating at full staff; operating with low overtime costs due to efficient scheduling; and the eight Traditional Problem Areas are trending downward—per Chief Burke’s Fiscal Year 2021-2022 report
- Carroll is labeled one of Iowa’s safest cities

- Maintained staffing level
- Purchases of hybrid patrol vehicles to combat the continued increase in gas prices
- Internal promotion of a sergeant for afternoon watch
- Updated duty pistols with red dot sights

<p>CHANGES THAT HAVE IMPACTED AND ARE EXPECTED TO IMPACT THE CITY: ISSUES AND OPPORTUNITIES</p>
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WHAT IS NOT WORKING WELL?**WHAT IS THE CITY CURRENTLY DOING THAT IT SHOULD NOT BE DOING?**

The following were identified as issues, concerns, trends, and opportunities that may affect future City services, policies, finances, or operations:

Please note that (S) indicates a note from Staff and (E) indicates a note from Elected Officials.

Item

- Streets are generally good but aging and extremely costly to repair/rebuild (E)
- Increased citizen expectations vs tax consequences (E)
- Wastewater Treatment upgrade demands (E)
- General inflation and effects on local economy (E)
- Fuel prices (E)
- Workforce: mostly private needed but city needs lifeguard recruitment (E)
- Fewer and fewer project bidders – often only one or none! (E)
- Lack of field space- Baseball/Softball (S)
- Parking at various sporting areas is inadequate (S)
- Maintenance of Bandshell. High cost of renovation versus demolish and replace (S)
- Carroll Family Aquatic Center- need new features, “too boring” (S)
- Old/deteriorating golf carts (S)
- More attractions- Splash Pad, outdoor work out area, mini pitch, utilizing green spaces properly for added communal improvement (S)
- Waiting on financial aid (grants) for Merchants Park Improvements (S)
- Less LOST funds to work with due to REC Project. (S)
- Aging infrastructure (S)
- New city manager search (S)
- Train crossing (S)
- Water Distribution. Pressures and Chlorine residual compliance. (S)
- Shortage of daycare services (S)
- Struggling downtown retail – empty retail spaces (S)(E)
- Carroll needs to be more aggressive and keep focusing on strategies/policies to retain/recruit residents, businesses, contractors, etc. (E)
- People believe there is a need for a variety of new restaurants. (E)
- People believe an array of activities & amenities, for all ages, will retain/attract workers, businesses, retirees, etc. (E)

- Residents and employers believe we need more housing across a range of price points—to attract workers with a variety of skills: laborers & professionals. (E)
- Copper discharge- major issue in the future (E)
- Retail Coach- Need more progress/Action (E)
- Special assessments on road projects (S)
- Spending money on wants while the needs get ignored (S)
- Figure out how to lower taxes to reduce the burden on residents due to high inflation costs. Carroll has the lowest taxes in the state per capita. (S)
- Balancing the budget; tax levy rate with competitive wages and employee retention. (S)
- Need to implement classification and compensation study (S)
- It is the role of city government to create a pro-growth climate by investing in itself and creating policies that incentivize others to invest in Carroll. (E)
- Economic competitiveness is critical to avoid stagnation; embracing the status quo means Carroll will not be able to compete with other cities that are moving forward and our tax base will decline. (E)
- Carroll is at a crossroads: what is our vision for Carroll for the next 5, 10, 20 Years? Our decisions/policies will determine whether Carroll grows or stagnates. Long-term sustainability/viability should be the city's goal. (E)
- Other cities are growing by investing in quality of life amenities: recreation centers, trails, parks, sports centers, etc. People move to & invest in towns with an array of amenities. Carroll needs to continue to set the standard for other towns. (E)
- We have aggressively pursued solutions to our housing shortage; there is a 3 year rotation plan in place for street rehab/reconstruction. It is time to keep adding to/modernizing our quality of life recreation/cultural amenities—to meet current needs/expectations—to move forward/grow. (E)

MANAGEMENT IN PROGRESS

These are projects, programs, and major tasks that the City Manager and Department Directors are currently working on.

1.	In-house reorganization of physical items
2.	Computer upgrades – 4/year
3.	Budgeting to include another part-time position
4.	Team building – several new staff
5.	Expand shelving in children’s area to house graphic novels
6.	Street Maintenance Facility
7.	Adams Street Reconstruction
8.	Downtown Streetscape Phase 11
9.	Pleasant Ridge Road – Timberline Road Sidewalk
10.	Union Pacific Railroad Quiet Zone Study
11.	US 30 E. Sanitary Sewer Extension
12.	WWTP VLR Replacement Air Piping
13.	WWTP Capacity Rerating Study
14.	WWTP Digester Evaluation
15.	Wastewater Copper compliance
16.	Wastewater Nutrient Reduction
17.	Water System Preliminary Engineering Report
18.	Water System Lead Service Line Inventory
19.	LED light replacement at airport
20.	Restoration of stone fence/structures at cemetery
21.	Graham Park Creek
22.	New City Manager search and selection
23.	UTV Ordinance
24.	Adopt a new permit for fencing in yards
25.	Complete prior work on downtown Façade program
26.	RAGBRAI possible
27.	Police and Public Works unions contract negotiations- Fall '22

**SIGNIFICANT INITIATIVES OR PROGRAMS (SOLUTIONS) -
WHAT IS THE CITY NOT DOING
THAT IT SHOULD BE DOING?**

	Item (What is the solution to an issue?)	New Initiative (Action Needed) Or On-Going
1.	Create a Cinco de Mayo celebration and other Latino welcoming initiatives.	New
2.	Upgrading traffic signals. Plan to keep traffic moving on Highway 30 by removal of some traffic lights.	New
3.	Construct a dedicate Mini Pitch court	New
4.	Construct a small attraction splash pad	New
5.	New-Reviewing Golf Course Rates-due to inflation	MIP
6.	Updating job descriptions/Implement pay scale for employees	MIP/New
7.	Conduct System Analysis for Wastewater Treatment. Chloride, Selenium and Thallium compliance in 2027	New
8.	Hire an Economic Development Coordinator (similar to Coon Rapids) to create policies and incentives to encourage others to invest in Carroll.	New, Merge with #12
9.	Citizens believe the city needs to develop a plan for a referendum on the Rec Center indoor pool modernization project for 2024/soon after the Rec Center project is completed.	New
10.	Finally, the Rec Center theater modernization must remain a high priority.	MIP
11.	Dedicate staff time and resources to work with the state on upstairs housing in the downtown	New
12.	Dedicate staff to work with downtown business owners on available grants (housing/revitalization) to let them know what is available	New, Merge with #8
13.	Have more updates/ meeting with Retail coach & Chamber – With a plan to get more new businesses interested in Carroll with positive end results. Last meeting of Sept. was told of all the reasons why not. Or why it wouldn't work.	MIP
14.	Look for ways to continue housing initiative and Incentives after the first 20 lots are sold.	MIP
15.	Declare Carroll to be Slum & Blight to be more aggressive with tax abatement in the future	New
16.	Soccer Complex Parking – Location by Carroll High School and Middle School. This is used by soccer, football etc.	MIP

17.	Graham Park updates – Parking, Lighting, Shelter House – Would be beneficial for events at the stadium	MIP
18.	Review Water/ Sewer Rates planning for future to help fund copper compliance, and Nutrient Reduction	MIP
19.	Support a Student Resource Officer (SRO) Program	New
20.	Renovate the Graham Park Bandshell	New
21.	Commit to Merchant Park Improvements - \$300,000 match, grants, donation and other fundraising efforts	New
22.	Demolish and Replace the Graham Park Bandshell	New
23.	Analysis of downtown parking	New

THE CITY'S GOALS PROGRAM FOR CALENDAR YEAR 2023
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	Creating a Vibrant Community	Quarterly Update
1.	Recreation Center Improvements, including HVAC, locker rooms, plumbing and backflow improvements and raised running track and gym. FY24	
2.	Graham Park District Improvements, including parking and enclosure shelter. Unscheduled.	
3.	Continue the Master Trails Plan – prioritize with the Culture, Parks and Recreation Board. FY24	
4.	All-inclusive playground system at Northeast Park/Kellan's Kingdom, including exercise stations and enclosure shelter. Miracle Field – complete dugouts, fencing, scoreboard, sidewalks, shelter and storage with help of donations. FY23	
5.	Train Horn Mitigation – Fund QZ improvements and implement (TIF) FY24/25	
6.	Continue Streetscape of Phase XI. FY25	
7.	Commit funds to repair and preserve the cemetery's stone walls, fence, fence and pillars. FY 23/24	
	Efficient and Effective Governance	
8.	Review and revise the City's zoning (FY25) and subdivision ordinance (FY24).	
	Economic Opportunity	
9.	Recruit Builders	
10.	Acting on the RDG/Retail Coach Plan - The City needs to become more proactive in economic development—promoting Carroll—its assets/opportunities—in the media, especially social media, online at the City website, small events. Develop an ongoing marketing plan. Loss of downtown retailers; need Downtown Revitalization and continue to aggressively recruit new retail businesses. Need façade improvement program.	
11.	Create 5-10 year plan/phases for implementing the Carroll Corridor of Commerce Plan 2.0 (Unscheduled)	
	Infrastructure	
12.	Adams Street Road Reconstruction Project. The Adams Street reconstruction project from US Highway 30 (6 th Street) north to 13 th Street in 2022 will be a good project addressing just one of many streets that need to be totally rebuilt. This project could be as much as \$4 million to complete. FY23/24	
13.	Wastewater Treatment Plant Improvements <ul style="list-style-type: none"> ○ Nutrient Reduction - 2023 ○ Copper Compliance – 2024 Implement multi-year plan	

14.	Drainage Study/Improvements, FY24	
15.	Consider LED light replacement for airport runway. FY 23/24	

**THE MANAGEMENT TEAM'S ON-GOING PRIORITIES
FOR CALENDAR YEAR 2023**

	MANAGEMENT IN PROGRESS	Quarterly Update
1.	Adoption of Financial Policies	
2.	Review all sustainability efforts of the aquatic center, golf course and rec center, including fiscal and rate reviews	
3.	In-house reorganization of physical items	
4.	Computer upgrades – 4/year	
5.	Budgeting to include another part-time position	
6.	Team building – several new staff	
7.	Expand shelving in children’s area to house graphic novels	
8.	Street Maintenance Facility	
9.	Adams Street Reconstruction	
10.	Downtown Streetscape Phase 11	
11.	Pleasant Ridge Road – Timberline Road Sidewalk	
12.	Union Pacific Railroad Quiet Zone Study	
13.	US 30 E. Sanitary Sewer Extension	
14.	WWTP VLR Replacement Air Piping	
15.	WWTP Capacity Rerating Study	
16.	WWTP Digester Evaluation	
17.	Wastewater Copper compliance	
18.	Wastewater Nutrient Reduction	
19.	Water System Preliminary Engineering Report	
20.	Water System Lead Service Line Inventory	
21.	LED light replacement at airport	
22.	Restoration of stone fence/structures at cemetery	
23.	Graham Park Creek	
24.	New City Manager search and selection	
25.	UTV Ordinance	
26.	Adopt a new permit for fencing in yards	
27.	Complete prior work on downtown Façade program	
28.	RAGBRAI possible	
29.	Police and Public Works unions contract negotiations- Fall '22	
30.	Conduct System Analysis for Wastewater Treatment. Chloride, Selenium and Thallium compliance in 2027	

<p>THE CITY'S PROPOSED NEW INITIATIVES CALENDAR YEAR 2023</p>
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of VOTES

6	Commit to Merchant Park Improvements - \$300,000 match, grants, donation and other fundraising efforts
4	Implement pay scale for employees
3	Construct a small attraction splash pad
3	Conduct System Analysis for Wastewater Treatment. Chloride, Selenium and Thallium compliance in 2027 (moved to Management In Progress)
3	Hire an Economic Development Coordinator (similar to Coon Rapids) to create policies and incentives to encourage others to invest in Carroll. Dedicate staff to work with downtown business owners on available grants (housing/revitalization) to let them know what is available
3	Dedicate staff time and resources to work with the state on upstairs housing in the downtown
2	Declare Carroll to be Slum & Blight to be more aggressive with tax abatement in the future
1	Create a Cinco de Mayo celebration and other Latino welcoming initiatives.
1	Upgrading traffic signals. Plan to keep traffic moving on Highway 30 by removal of some traffic lights.
1	Citizens believe the city needs to develop a plan for a referendum on the Rec Center indoor pool modernization project for 2024/soon after the Rec Center project is completed.
1	Renovate the Graham Park Bandshell
1	Demolish and Replace the Graham Park Bandshell
1	Analysis of Downtown Parking
0	Construct a dedicate Mini Pitch court
0	Support a Student Resource Officer (SRO) Program

<p>DEPARTMENT DIRECTORS RECOMMENDED NEW INITIATIVES CALENDAR YEAR 2023</p>

of VOTES

6	Implement the pay scale for employees
6	Conduct System Analysis for Wastewater Treatment. Chloride, Selenium and Thallium compliance in 2027
6	Commit to Merchant Park Improvements - \$300,000 match, grants, donation and other fundraising efforts
5	Upgrade traffic signals. Plan to keep traffic moving on Highway 30 by removal of some traffic lights
3	Hire an Economic Development Coordinator (similar to Coon Rapids) to create policies and incentives to encourage others to invest in Carroll.
3	Demolish and Replace the Graham Park Bandshell
2	Create a Cinco de Mayo celebration and other Latino welcoming initiatives
2	Construct a small attraction splash pad
2	Support a Daycare (to help find a way to retain workers)
1	Construct a dedicate Mini Pitch court
1	Dedicate staff time and resources to work with the state on upstairs housing in the downtown
1	Declare Carroll to be Slum & Blight to be more aggressive with tax abatement in the future
1	Support an SRO Program
1	Renovate the Graham Park Bandshell

**ROLES AND RESPONSIBILITIES
OF THE CITY COUNCIL**

MOST SIGNIFICANT

1. To provide leadership, direction, and long-range planning for the City
2. To determine policy for the City
3. To hire and monitor the performance of the City Manager (Manager to manage city operations)
4. To adopt an annual budget for the City
5. To represent the collective best interests of the City and the citizens of the City
6. Determine vision, values and set the “tone” for the City

**ROLES AND RESPONSIBILITIES
OF INDIVIDUAL COUNCIL MEMBERS**

MOST SIGNIFICANT

1. To represent the citizens and be accessible to them
2. To make leadership and policy decisions for the greater good of the City
3. To be prepared for, and participate in, council meetings
4. To act professionally and listen respectfully to other council members, staff, and citizens
5. To share information and communicate openly with the City Manager and other council members (Manager to share and direct staff)
6. Listeners, educators, promoters, supporters

**ROLES AND RESPONSIBILITIES
OF THE MAYOR**

MOST SIGNIFICANT

1. To conduct orderly and effective City council meetings
2. To represent the City at public functions
3. To facilitate discussions on agenda items and help resolve conflict among council members
4. To make advisory committee appointments
5. To sign the City's legal documents
6. To also function as a council member

**ROLES AND RESPONSIBILITIES
OF THE CITY MANAGER**

MOST SIGNIFICANT

1. To prepare and provide information for the council, make policy recommendations based on the information, and implement adopted policies
2. To be a liaison between the council and staff
3. To provide leadership and foster a positive work environment for the City's employees
4. To develop and administer the City's annual budget
5. To recommend the appointment of and terminate (when necessary) City employees
6. Mediates and resolves conflicts, negotiator, timer, educator, evaluator, and cutter

ROLES AND RESPONSIBILITIES OF DEPARTMENT HEADS

MOST SIGNIFICANT

1. To provide leadership and goals for their departments
2. To manage the day-to-day quality operations of their departments
3. Analyze issues, evaluate services, and develop professional recommendations as experts
4. To prepare and administer the department's annual budget
5. To communicate and cooperate with other entities in the City
6. To keep the City Manager and department staff informed
7. To provide training and development opportunities for department employees
8. To recommend new hires to the City Manager
9. Researchers, planners, preparers, cutters, shock absorbers

**ROLES AND RESPONSIBILITIES
OF ALL CITY EMPLOYEES AND CITY
OFFICIALS**

MOST SIGNIFICANT

1. To understand the relationship between the Mayor, Council, Administration and Staff
2. To act in accordance with defined roles
3. To have a positive attitude towards their job and when dealing with the public
4. To be team players
5. To be fiscally responsible
6. To be a positive representative and ambassador of the City
7. To have a strong work ethic
8. To be receptive to, and participate in, training and development opportunities
9. To be innovative problem solvers

**ROLES AND RESPONSIBILITIES
OF THE CITIZENS**

MOST SIGNIFICANT

1. To vote in City elections
2. To provide fiscal support for City services and operations; I. E., to pay their taxes
3. To keep informed on issues that affect the City and to communicate their concerns to the City's elected officials and staff
4. To be involved in community affairs
5. To be positive contributors to the community

CITY OF CARROLL, IOWA

2021 LEADERSHIP - GOAL SETTING –

STRATEGIC PLANNING WORK SESSION

EXECUTIVE SUMMARY



**Executive Summary Written by
Elizabeth Hansen, President**

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**CITY OF CARROLL, IA
2021 LEADERSHIP – GOAL SETTING – PLANNING WORK SESSION**

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**CITY OF CARROLL, IA
2021 LEADERSHIP – GOAL SETTING – PLANNING WORK SESSION**

I INTRODUCTION

The City Council of the City of Carroll held a Leadership – Goal Setting – Strategic Planning Work Session on November 16, 2021. The work session was held at the Swan Lake Conservation Education Center. The work session was facilitated by Elizabeth Hansen, president of Midwest Municipal Consulting, LLC of Ankeny, Iowa.

Participants at all or part of the session were:

Dr. Eric Jensen	Mayor
Mike Kots	Council Member
Misty Boes	Council Member
Carolyn Siemann	Council Member
Jerry Fleshner	Council Member
LaVern Dirkx	Council Member
Mark Beardmore	Mayor-Elect
JJ Schreck	Council Member-Elect
Kyle Bauer	Council Member-Elect
Mike Pogge-Weaver	City Manager
Laura Schaefer	City Clerk/Finance Director
Randy Krauel	City Engineer/Public Works Director
Greg Schreck	Building Official/Safety/Fire Chief
Jack Wardell	Parks and Recreation Supervisor
Chad Tiemeyer	Parks and Recreation Director
Brad Burke	Police Chief
Rachel Van Erdewyk	Library Director

The primary objectives of the session were:

- 1) To provide the opportunity for all members of the City's leadership team to be part of the planning process
- 2) To enhance communication and develop renewed team spirit among the participants
- 3) To review progress being made by the City
- 4) To discuss changes that are likely to impact the City
- 5) To develop consensus on issues and opportunities facing the City (one to three-year perspective)
- 6) To develop an updated goals program for the City (one to three-year perspective)
- 7) To review the roles of the City's leadership team
- 8) To be an educational and enjoyable day

This report summarizes the results of the session and includes recommendations for follow-up actions to be taken.

II INTRODUCTORY REMARKS

Mayor Dr. Eric Jensen opened the goal setting – strategic planning work session thanking everyone for coming. City Manager Mike Pogge-Weaver shared his appreciation of the Council for taking the time to go through the process, which helps with the budget. Pogge-Weaver shared the City has gone goal setting sessions for over 30 years. It is valuable to obtain the feedback and open and clear direction from the city's leadership. The City Manager then introduced the meeting facilitator, Elizabeth Hansen.

III COMMUNICATION ENHANCEMENT

After introductory remarks were made, the facilitator reviewed the agenda, and went over some ground rules. She then explained the importance of having a goal setting – strategic planning session and indicated that one of the primary objectives of the retreat was to enhance communication among the participants. The first activity began the communication process by providing participants the opportunity to share backgrounds, perspectives on the greatest challenges facing the City, and expectations for the session.

The facilitator pointed out that there is passion, dedication, loyalty, and skills among the group; that they are serving for all the right reasons.

Many of the challenges cited were incorporated into later discussions on issues and opportunities facing the City. The refreshment breaks, meals, and group discussion and action planning provided additional opportunities to further enhance communication.

**See attachment A for the
Greatest Challenges Facing the City
and Expectations for the Session**

IV REVIEW OF CALENDAR YEAR 2021 ON-GOING PRIORITIES AND NEW INITIATIVES

The first review was of the previous adopted strategic plan from fiscal year 2019/2020. The facilitator reviewed the responses of the questionnaire to affirm which On-Going Priorities were completed and ones that should remain on the list. Next the facilitator did the same with the previously approved New Initiatives.

**See attachment B for the Review
of Calendar Year 2021**

V REVIEW OF PROGRESS BEING MADE

The next activity focused on a review of progress being made by the City over the last year. It was agreed that significant progress has been made in several areas. Participants agreed there have been numerous successes. The facilitator suggested review and celebration of these accomplishments by including the comprehensive list in an upcoming City newsletter, on the City's website, continuous social media posts and/or in the local newspaper.

**See attachment C for the Review
of Progress being made by the City**

**VI CHANGES THAT HAVE, AND ARE EXPECTED TO, IMPACT THE CITY:
ISSUES AND OPPORTUNITIES FACING THE CITY**

Participants discussed significant changes that have impacted the City over the past five years, and those anticipated changes that are expected to impact the City in the next five years.

**See Attachment D for a Listing of Issues
Facing the City**

VII UPDATING THE CITY'S GOALS: POTENTIAL SOLUTIONS

Participants identified several issues and opportunities facing the City from a one to three-year perspective. The listing provided a fresh update and consensus on issues, both external and internal, to be addressed by the City.

**See Attachment E for a Listing
of Significant Initiatives (Solutions)**

VIII THE GOALS PROGRAM

The identified issues and opportunities were then converted into a proposed goals program for the City. It was pointed out that department heads met prior on November 3, 2021 and provided a recommendation to help the elected officials determine what the top goals should be. The proposed goals program needs to be further discussed and refined, agreed-upon, and then implemented.

**See Attachment F for the Proposed
Goals Program for Calendar Year 2022
and Department Head Recommendations**

After the Council voted, the results indicated that there was a three-way tie for the remaining goals. The Council elected to implement the top 5 goals as indicated in Attachment F.

IX PRELIMINARY ACTION PLANS TO ACHIEVE THE GOALS

The facilitator expressed the importance of developing an action plan for the highest priorities. City Manager Mike Pogge-Weaver will oversee the further development of action plans to address each of the goals. He will present the action plan to the Council in a separate report for consideration and approval.

X ROLES AND RESPONSIBILITIES

Participants reviewed the major roles and responsibilities of the City Council, individual council members, the Mayor, City Manager, Department Heads, City employees and citizens. The facilitator recommended the group refer to the City's organizational chart and code of ordinance for further clarification as well as job descriptions, which can specify additional roles and responsibilities.

**See Attachment G for the Listing
of Major Roles and Responsibilities**

XI CLOSING REMARKS

The session concluded with the facilitator challenging the participants to make a positive impact in their leadership roles. She pointed out the inter-dependency of the City Council and staff, and the need to be mission and goal driven. The facilitator thanked the participants and wished them well in their tenure serving Carroll.

XI RECOMMENDED FOLLOW-UP ACTIONS

It was agreed that considerable progress was made at the work session and that follow-up actions are needed.

The recommended sequence of actions is:

- 1) The City Manager reviews the Executive Summary of the session
- 2) The City Manager fine-tunes the prioritized issues and the suggested goals program
- 3) The City Manager reviews the Executive Summary with the City Council
- 4) The City Council acts on the proposed goals program, including the action plan
- 5) Action plan is developed for each goal under the direction of the City Manager
- 6) The City Council and City Manager monitor progress on achievements of the goals regularly
- 7) A follow-up work session be scheduled in two years to evaluate progress and update the goals program

**CHALLENGES FACING THE CITY AND
EXPECTATIONS FOR THE WORK SESSION**

(From the Enhancing Communication Worksheet)

CHALLENGES

- 1) Infrastructure
- 2) Communications and uniformed citizens
- 3) Housing stock
- 4) Political tension and lack of local government trust
- 5) Aging Population - Population draw and retaining young people
- 6) Small business and retail growth
- 7) Maintaining financial health – Reduced funds and rising costs
- 8) Wages and workforce

EXPECTATIONS

- 1) Build a plan and move forward
- 2) Take in information and learn from others
- 3) Clear direction for staff
- 4) Gather initiatives to guide others
- 5) Must have vision, leadership, communication and the right people to
implement the goals of the city
- 6) Find solutions to issues

<p>REVIEW OF CALENDAR YEAR 2021 ON-GOING PROJECTS AND NEW INITIATIVES WORK PLAN</p>
--

From this list of On-Going Priorities provided from your Calendar Year 2021 Goal Setting Report, which items have been completed and should be removed? Which ones need to remain to continue work?

	Item	Completed/Remain
1.	Adoption of Financial Policies	Remain
2.	Wastewater Treatment Plant Improvements <ul style="list-style-type: none"> ○ Nutrient Reduction - 2022 ○ Copper Compliance – 2023 ○ Implement multi-year plan 	Remain
3.	Continue Streetscape on planned Basis <ul style="list-style-type: none"> ○ Phase X ○ Phase XI - 2024 	Phase X Complete Phase XI Remain
4	Implement a Housing Study <ul style="list-style-type: none"> ○ Recruit Builders ○ Consider creating an incentive program 	Remain
5.	Graham Park District Improvements, including parking and enclose shelter	Remain
6.	<ul style="list-style-type: none"> ○ Continue the Master Trails Plan – prioritize with the Culture, Parks and Recreation Board 	Remain
7.	All-inclusive playground system at Northeast Park/Kellan’s Kingdom, including exercise stations and enclose shelter	Remain
8.	Miracle Field – complete dugouts, fencing, scoreboard, sidewalks, shelter and storage with help of donations	Remain
9.	Hire Code Enforcement Officer to handle Rental Housing and Code Enforcement programs. We need to improve the public’s perception that Carroll is not as well maintained as in the past. The City needs to identify/prioritize where sidewalks are needed due to safety issues—and figure out funding.	Complete
10.	Drainage Study/Improvements	Remain 75%, in 2019 Community Survey, Infrastructure support storm water/drainage improvements as a high/med priority
11.	Plan Timberline Road short- and long-term solutions	Complete
12	Review all sustainability efforts of the aquatic center, golf course and rec center, including fiscal and rate reviews	Remain
13	Restrooms at the Cemetery – for roof, soffit and bathrooms	Remain Budget FY 21-22 Hotel/Motel \$10,000

From the list of New Projects, Programs, Policies and Initiatives provided from your Strategic Priorities Plan, these items have been completed, thus will be removed and some will be moved to the On-going Priorities list in order to continue work.

	Item	Completed/Remain
1.	Street rehabilitation: Full-depth reconstruction program. Significantly increase current funding obligation.	Complete: Scenarios created for a street reconstruction project every 3 years through bonding & regular street rehab projects annually between reconstruction projects. Council approved a plan to do \$2.5-3.3M or \$1.46 debt service levy to fund CIP, bond issuance every 3 years.
2.	Reviewing Rec Center current operations (programming, membership, financing, operational and physical improvements). After the successful LOST vote, the City should add to the \$1million commitment in LOST revenue for the Rec Center Project G.O. bonds—given the 5% per year construction inflation projected by RDG Architects—to hold down debt (c). Recreation Center Plan—Do the plan as presented. Consider a future attempt to bring Rec Center bonding to vote in November 2021.—Recreation Center Improvements, including HVAC, locker rooms, plumbing and backflow improvements and raised running track and gym.	Remain Currently RDG is designing and preparing construction documents. The schedule is: -Bidding 12/8 – 1/18/22 - Bid Opening 1/18/22 -City Council Approval 1/24/22 -Construction starts after award of Contract Jan-April 2022 Council reviewed 4 options and voted on scaled back plan; use LOST bonds and \$1M.
3.	Review and revise the City’s zoning and subdivision ordinance. This needs to be a process that uses an open and inclusive process to help guide the future.	Remain Per work plan, start subdivision in FY 21 and consider zoning in FY 22
4.	Acquiring homes that are in bad shape and tear down like we did with the hotel.	Remove \$\$ better spent on streets
5.	Acting on the RDG/Retail Coach Plan - The City needs to become more proactive in economic development—promoting Carroll—its assets/opportunities—in the media, especially social media, online at the City website, small events? Develop an ongoing marketing plan.	Remain New website to launch in summer 2022.
6.	Train Horn Mitigation – Update the study, Fund QZ improvements and implement	Study complete Remain
7.	Miracle Field – Fund and Implement plan for parking, shelter, and trail	Remain. Move to #8 on the On-going list.

**REVIEW OF PROGRESS BEING MADE BY THE CITY:
WHAT IS WORKING WELL?**

THE SUCCESSES

Project/improvement

Streetscape Phase X completed
Disinfection system at the Wastewater Plant is complete and on-line
2021 street rehabilitation project is complete
The Street Maintenance Facility project is under construction
Major maintenance work on the airport runway
Pickleball Court Complex completed
Southside Park Basketball Court
IHSAA State Baseball Tournament
1st Youth Soccer Tournament
Started Miracle Field with the assistance of many volunteers
Carroll Trails Phase II
Rental inspection program implemented
Water Storage Tower Rehabilitation
Water Supply Well Replacement
Water Distribution Main Replacements
Middle Raccoon River Streambed Stabilization
US 30 East Sanitary Sewer Extension - Design
Carroll City – Mt. Olivet Cemetery improvements – soda blasting, painting, metal fence

Finance

Even in light of COVID-19 the City ended FY 2021 strong. Increased general funds reserves by \$552,801.05. Overall, across all funds, increased reserves by \$1,089,815.87. LOST funds continue to grow. The August 2021 LOST fund projections from the Iowa Department of Revenue are projecting a 5.12% increase, or \$86,989.22, in LOST funds in the coming year. In September 2021 the Iowa Department of Revenue revised their projections based on the 2020 census and increase the projections an additional 2.05% or to a total of 7.28%, or \$123,625.41, over the prior year.
Maintained Moody's Aa3 credit rating
City's low taxes compared to peer cities
City's low GO Debt amount
Refinancing debt at lower rates

Economic Development

Retail Coach. Continue to partner with CADC to grow retail opportunities in Carroll with the work through the Retail Coach. Five businesses are looking for a site in Carroll with five additional businesses looking for a franchisee to operate a location in Carroll.
Expansion of the Urban Revitalization Area to City wide in order to offer residential tax abatement.
Redevelopment of the City Hotel site is underway.

Residential building permit numbers are back up to a more normal level for the City. Through Oct 25, 2021 the City has issued permits for 16 residential units in the City for the year. This compares to 7 in 2020, 19 in 2018, 22 in 2017, 23 in 2016, 13 in 2015, and 10 in 2014.

DMACC expansion

Willingness to implement economic incentives for new business

Willingness to offer incentives to improve housing stock.

Land east of the Collison edition was purchased by a developer for potential housing development

Hired RDG to complete the Corridor of Commerce 2.0

Contributed \$100,000 of LOST for COVID relief grants to local businesses

Housing Workshops

Population grew from 10,103 to 10,321 since 2010

City Operations/Human Resources/Policies

Staff worked hard through the challenges of the COVID-19 pandemic

Major review of City personnel policies and City Manager contract

Added new policy for the City's health insurance internal service fund

Union Pacific Railroad Quiet Zone Study Update

Water System Risk and Resilience Assessment and Emergency Response Plan

Sanitary Sewer Rate Study/Service Charges

Frequent comments about the friendly/helpful city staff

Public Safety

Hired two more police officers to be at the full, authorized number of sworn officers

Hired a code enforcement officer and got a rental housing program started

Carroll being rated a safe city

Appropriate response to S/E 18th and Grant apartments issues (Fairview Village). Great improvements at Fairview Apartments

Receive frequent positive comments about both departments. Good Summary of Traditional Problem Areas in the FY 21 Police Department Report

**CHANGES THAT HAVE IMPACTED AND ARE
EXPECTED TO IMPACT THE CITY:
ISSUES AND OPPORTUNITIES**

WHAT IS NOT WORKING WELL?**WHAT IS THE CITY CURRENTLY DOING THAT IT SHOULD NOT BE DOING?**

The following were identified as issues, concerns, trends, and opportunities that may affect future City services, policies, finances, or operations:

Item

- ◆ Communication. Public feels that the City taxes high when in fact the City has one of the lowest tax rates. For City only taxes the City is the 3rd lowest of our 18 peer city and the lowest consolidated tax rates of our peer cities. In fact, of the 77 cities in Iowa with a population of 5,000 and more, the City of Carroll has the LOWEST consolidated levy rate. The average rate of cities with a population of 5,000 and less is \$39.12. Carroll's rate is \$26.40. For the City only property tax rate, the City is 20th lowest at 11.65 for cities with a population of 5,000 or less. The average city only levy rate of cities with a population of 5,000 and less is \$14.61.
- ◆ Roads. They have done a great job maintaining the road system; however, the City has done little in the way of total road reconstruction for decades and some of the 62 miles of roads are reaching end of life where overlays will not be an effective solution. The City needs to begin reconstructing roads which will be a major cost and require new funding.
- ◆ Wastewater treatment plant. Copper continues to be an issue at the wastewater treatment plant. This could be a high dollar issue if a solution cannot be found outside of a filtration.
- ◆ Limited new housing construction – discussion on incentives of some type. Shortage of contractors, builders and laborers to build affordable housing
- ◆ Qualified workforce, retention and expansion
- ◆ Aging infrastructure
- ◆ Unfunded mandates from the federal or state government
- ◆ Opportunity: Youth Sports Complex Field 8 Rebuilt for future use by Merchants and schools
- ◆ Parking lot Carroll Soccer Complex; not enough space and don't own it and costly to improve
- ◆ New slide at the Carroll Family Aquatic Center. Need a new slide
- ◆ Improvements to Merchants Park and grants
- ◆ Trails Master Plan Update – need to update the priorities with the board
- ◆ Maintenance of the Bandshell
- ◆ Retaining young people
- ◆ Loss of downtown retailers; Business/retail retention/expansion
- ◆ Water Distribution pressures and chlorine residual compliance
- ◆ Recent tax increases and perceived wasteful spending
- ◆ Moving forward on Rec upgrades ignoring public referendum
- ◆ Lack of trust of elected officials

- ◆ Little or no response when contacting elected officials
- ◆ Overbuilding projects (EX: Cemetery building, Library, Streets Building)
- ◆ Concerns with levy rate the same with impending increased 2023 valuations resulting in tax increase
- ◆ Need airport hangar space
- ◆ Ongoing training of police for new challenges needs to continue
- ◆ Everything is an issue in Carroll. Many of the negative feedback is fueled by misconception and flat out lies. A media / public relations person would do wonders
- ◆ Lots to do. We need housing, we need workers, we need more jobs available. Very hard to do all at once, and each is equally important
- ◆ Continue to pay for studies, and not follow through. Has been better this last year, however; I hope the new council does not allow this to happen.
- ◆ Street Maintenance building cost
- ◆ Nuisance Properties (Clark and Main Street)
- ◆ People believe Carroll needs to maintain the Tax base, but add a variety of amenities, retail, and restaurants. Must do better
- ◆ People remain concerned about taxes, especially now with inflation at the grocery store, fuel and heating costs over the winter

**SIGNIFICANT INITIATIVES OR PROGRAMS (SOLUTIONS) -
WHAT IS THE CITY NOT DOING
THAT IT SHOULD BE DOING?**

	Item (What is the solution to an issue?)	New Initiative (Action Needed) Or On-Going
1.	Recreation Center. The City has been discussing improvements at the 44-year-old Rec Center since 2001. The Council moved the project forward based on the passing of the LOST vote in 2020 and entered into a design contract with RDG Planning and Design in the amount of \$492,805.00 plus expenses incurred for this work at cost plus 10%, not to exceed \$20,000.00 for the Carroll Recreation Center Building Improvements Project - 2021. The project is not just new gym but also raised running track, addressed deferred maintenance issues with the locker rooms, HVAC system, and pool backflow system.	On-going
2.	Adams Street Road Reconstruction Project. The Adams Street reconstruction project from US Highway 30 (6 th Street) north to 13 th Street in 2022 will be a good project addressing just one of many streets that need to be totally rebuilt. This project could be as much as \$4 million to complete.	On-going
3.	Commit additional funds for street improvements. Street rehabilitation/reconstruction: Identify funding that accomplishes both rehabilitation and reconstruction needs.	New
4.	Consider hiring a Communication Specialist/PR/PIO to create a new, fresh marketing plan for the Rec Center. Public perception of what the city is doing needs to improve. Consider a summary of council meetings published. Similar to supervisors. More concentrated effort to market the city and the city's amenities.	New
5.	Recreation Center Operations, Rates, and Fiscal Review	On-going
6.	Trails Master Plan Update	On-going
7.	Loss of downtown retailers; need Downtown Revitalization	On-going
8.	Citizen Survey: Update as necessary to assure that citizen priorities are identified and addressed	New
9.	We just need to continue to aggressively recruit new retail businesses	On-going
10.	Consider LED Light replacement for airport runway	New
11.	Train horn mitigation has been a topic for my entire 10 years on council. It continues to be a 3/3 split. When we use the citizen survey to justify improvements that passed at 54% as the majority of the people want it, but not an item that passed at 53%, I think we lose faith with the public in hearing their voices.	On-going

	This issue seems to be split with the citizens of Carroll as well. The major factor I have determined to be, if you are from Carroll, it is not an issue. If you did not grow up here, it is an issue. With that in mind, we all have said we want Carroll to grow, and for people to come here. If this one topic is a deterrent, and 53% have asked for it, we need to restore the faith in the voters and move forward with it. Need funding to mitigate the horns. (E)	
12.	I would like to see a viaduct on the west side of Carroll for Police, fire and ambulance (E)	New
13.	Create a 5-10 year plan/phases for implementing the Carroll Corridor of Commerce Plan 2.0 (E)	New
14.	Update the 2013 City Comprehensive Plan (E)	New
15.	Commit funds to repair and preserve the cemetery's stone walls, fence, pillars, buildings, and monuments (E)	New
16.	Sidewalk connecting Timberline to Pleasant Ridge (City versus property owner)	New
17.	Repair/replacement of parking lot behind Library and PD	New

**THE CITY'S GOALS PROGRAM
FOR FISCAL YEAR 2022**

**THE CITY'S ON-GOING PRIORITIES
FOR FISCAL YEAR 2022**

ON-GOING PRIORITIES

Creating a Vibrant Community

1.	Recreation Center Improvements, including HVAC, locker rooms, plumbing and backflow improvements and raised running track and gym.
2.	Graham Park District Improvements, including parking and enclosed shelter.
3.	Continue the Master Trails Plan – Work with the Culture, Parks and Recreation Board to prioritize next phases of trail development.
4.	All-inclusive playground system at Northeast Park/Kellan's Kingdom, including exercise stations and enclosed shelter
5.	Miracle Field – complete dugouts, fencing, scoreboard, sidewalks, shelter and storage with help of donations
6.	Restrooms at the Cemetery – complete maintenance on the roof, soffit and restrooms
7.	Train Horn Mitigation – Update the study, Fund quiet zone (QZ) improvements and implement
8.	Continue Streetscape of Phase XI - 2024

Efficient and Effective Government

9.	Adoption of Financial Policies
10.	Review all sustainability efforts of the aquatic center, golf course and rec center, including fiscal and rate reviews
11.	Review and revise the City's zoning and subdivision ordinance. This needs to be a process that uses an open and inclusive process to help guide the future.

Economic Opportunity

12.	Implement a Housing Study <ul style="list-style-type: none"> ○ Recruit Builders ○ Consider creating an incentive program
13.	Acting on the RDG/Retail Coach Plan - The City needs to become more proactive in economic development—promoting Carroll—its assets/opportunities—in the media, especially social media, online at the City website, small events? Develop an ongoing marketing plan.
14.	Loss of downtown retailers; need Downtown Revitalization and continue to aggressively recruit new retail businesses

Infrastructure

15.	Wastewater Treatment Plant Improvements <ul style="list-style-type: none"> o Nutrient Reduction - 2022 o Copper Compliance – 2023 o Implement multi-year plan
16.	Drainage Study/Improvements
17.	Adams Street Road Reconstruction Project. The Adams Street reconstruction project from US Highway 30 (6 th Street) north to 13 th Street in 2022 will be a good project addressing just one of the many streets that need to be totally rebuilt. This project could be as much as \$4 million to complete.

**THE CITY’S PROPOSED NEW INITIATIVES
FISCAL YEAR 2022**

New Initiatives moving forward for considerations in FY 2022

of
VOTES Rank

8	1.	Consider LED Light replacement for airport runway. (E)
6	2.	Sidewalk connecting Timberline to Pleasant Ridge (City versus property owner)
5	3. (Tie)	Create a 5-10 year plan/phases for implementing the Carroll Corridor of Commerce Plan 2.0 (E)
5	3. (Tie)	Update the 2013 City Comprehensive Plan (E)
5	3. (Tie)	Commit funds to repair and preserve the cemetery’s stone walls, fence, pillars, buildings, and monuments (E)

New Initiatives not moving forward for consideration in FY 2022

of
VOTES Rank

4	6. (Tie)	Replacement of parking lot behind Library and PD
4	6. (Tie)	Consider hiring a Communication Specialist/PR/PIO to create a new, fresh marketing plan for the Rec Center (S) Public perception of what the city is doing needs to improve. Consider a summary of council meetings published. Similar to supervisors. (E) More concentrated effort to market the city and the city’s amenities (S)
1	8.	Citizen Survey: Update as necessary to assure that citizen priorities are identified and addressed (S)
0	9.	I would like to see a viaduct on the west side of Carroll for Police, fire and ambulance (E)

DEPARTMENT HEADS RECOMMENDED NEW INITIATIVES CALENDAR YEAR 2022
--

of
Votes

6	Consider hiring a Communication Specialist/PR/PIO to create a new, fresh marketing plan for the Rec Center (S) Public perception of what the city is doing needs to improve. Consider a summary of council meetings published. Similar to supervisors. (E) More concentrated effort to market the city and the city's amenities (S)
3	Citizen Survey: Update as necessary to assure that citizen priorities are identified and addressed (S)
2	Consider LED Light replacement for airport runway. (E)
0	I would like to see a viaduct on the west side of Carroll for Police, fire and ambulance (E)
5	Create a 5-10 year plan/phases for implementing the Carroll Corridor of Commerce Plan 2.0 (E)
1	Update the 2013 City Comprehensive Plan (E)
0	Commit funds to repair and preserve the cemetery's stone walls, fence, pillars, buildings, and monuments (E)
2	Sidewalk connecting Timberline to Pleasant Ridge (City versus property owner)
2	Repair/replacement of parking lot behind Library and PD

**ROLES AND RESPONSIBILITIES
OF THE CITY COUNCIL**

MOST SIGNIFICANT

1. To provide leadership, direction, and long-range planning for the City
2. To determine policy for the City
3. To hire and monitor the performance of the City administrator/manager (to manage City operations)
4. To adopt an annual budget for the City
5. To represent the collective best interests of the City and the citizens of the City
6. Determine vision, values and set the “tone” for the City

**ROLES AND RESPONSIBILITIES
OF INDIVIDUAL COUNCIL MEMBERS**

MOST SIGNIFICANT

1. To represent the citizens and be accessible to them
2. To make leadership and policy decisions for the greater good of the City
3. To be prepared for, and participate in, council meetings
4. To act professionally and listen respectfully to other council members, staff, and citizens
5. To share information and communicate openly with the City manager and other council members
6. Listeners, educators, promoters, supporters

**ROLES AND RESPONSIBILITIES
OF THE MAYOR**

MOST SIGNIFICANT

1. To conduct orderly and effective City council meetings
2. To represent the City at public functions
3. To facilitate discussions on agenda items and help resolve conflict among council members
4. To make advisory committee appointments
5. To sign the City's legal documents
6. To also function as a council member

**ROLES AND RESPONSIBILITIES
OF THE CITY
ADMINISTRATOR/MANAGER**

MOST SIGNIFICANT

1. To prepare and provide information for the council, make policy recommendations based on the information, and implement adopted policies
2. To be a liaison between the council and staff
3. To provide leadership and foster a positive work environment for the City's employees
4. To develop and administer the City's annual budget
5. To recommend the appointment of and terminate (when necessary) City employees
6. Mediates and resolves conflicts, negotiator, timer, educator, evaluator, and cutter

ROLES AND RESPONSIBILITIES OF DEPARTMENT HEADS

MOST SIGNIFICANT

1. To provide leadership and goals for their departments
2. To manage the day-to-day quality operations of their departments
3. Analyze issues, evaluate services, and develop professional recommendations as experts
4. To prepare and administer the department's annual budget
5. To communicate and cooperate with other entities in the City
6. To keep the City manager and department staff informed
7. To provide training and development opportunities for department employees
8. To recommend new hires to the City manager
9. Researchers, planners, preparers, cutters, shock absorbers

**ROLES AND RESPONSIBILITIES
OF ALL CITY EMPLOYEES AND CITY
OFFICIALS**

MOST SIGNIFICANT

1. To understand the relationship between the Mayor, Council, Administration and Staff
2. To act in accordance with defined roles
3. To have a positive attitude towards their job and when dealing with the public
4. To be team players
5. To be fiscally responsible
6. To be a positive representative and ambassador of the City
7. To have a strong work ethic
8. To be receptive to, and participate in, training and development opportunities
9. To be innovative problem solvers

**ROLES AND RESPONSIBILITIES
OF THE CITIZENS**

MOST SIGNIFICANT

1. To vote in City elections
2. To provide fiscal support for City services and operations; I. E., to pay their taxes
3. To keep informed on issues that affect the City and to communicate their concerns to the City's elected officials and staff
4. To be involved in community affairs
5. To be positive contributors to the community

**LOCAL OPTION SALES TAX COLLECTIONS
FY 23/24 BUDGET PROPOSAL
June 30, 2023**

	<u>Actual</u> <u>FY 20/21</u>	<u>Actual</u> <u>FY 21/22</u>	<u>Actual</u> <u>FY 22/23</u>	<u>BUDGET</u> <u>FY 23/24</u>	<u>Projected</u> <u>FY 24/25</u>	<u>Projected</u> <u>FY 25/26</u>	<u>Projected</u> <u>FY 26/27</u>
July 1 Balance	\$ 583,708	\$ 878,760	\$ 743,979	\$ 632,646	\$ 995,871	\$ 751,108	\$ 1,379,946
One time set aside (\$50,000)	-	-	-	-	-	-	-
Estimated Revenue:							
Local option sales tax	1,905,365 **	2,041,932 **	2,162,626 ^	2,000,000 ^	2,000,000 ^	2,000,000 ^	2,000,000 ^
Library/City Hall Unspent LOST Funds	43,896	-	-	-	-	-	-
CARES Grant	-	74,872	-	-	-	-	-
Interest income	9,065	7,254	30,028	5,000	5,000	5,000	5,000
P&I set aside	-	-	-	-	-	-	-
Expenses:							
Tax relief	(467,786)	(500,492)	(556,033)	(477,888)	(501,250)	(501,250)	(501,250)
Rec Center Building Debt pmt	-	-	(391,067)	(397,713)	(394,313)	(395,713)	(391,713)
Downtown Restrooms (water/cleaning)	-	(3,773)	(4,149)	(4,200)	(4,200)	(4,200)	(4,200)
Railroad Crossing Study	-	(19,791)	(359)	-	-	-	-
Southside Shelterhouse Imp	(15,777)	(14,783)	-	-	-	-	-
Rec Center - Craft/Activities Room Reno	-	-	-	(60,000) #	-	-	-
Retail Recruitment Project	(50,000)	(50,000)	(50,000)	-	-	-	-
US Hwy 30 4-Lane Study	-	-	(5,000)	-	-	-	-
Cemetery wall repair	-	-	-	(20,000) #	-	-	-
Skate park repairs	-	-	-	(15,000)	-	-	-
Slow pitch ballfield wall repair	-	-	(9,300)	(40,700)	-	-	-
Batting cages at Youth Sports Complex	-	-	-	(25,000)	-	-	-
35 new golf carts	-	-	-	(101,275)	-	-	-
US 30 Corridor Plan	(62,212)	-	-	-	(100,000)	-	-
Transfers (Projects):							
Streets Rehab Projects	(650,000)	(680,000)	(710,000)	(75,000)	(675,000)	(325,000)	(325,000)
Trails	-	(38,500)	-	(150,000)	(150,000)	(150,000)	(150,000)
Merchants Park Improvements	-	-	(153,080) ?	-	-	-	-
Golf Pump Booster Pump Station Project	-	-	(425,000)	(275,000)	-	-	-
Timberline Sidewalk - Design	(7,500)	-	-	-	-	-	-
Graham Park Creek Project	(150,000)	-	-	-	-	-	-
Rec Center Bldg Project	(260,000)	(740,000)	-	-	-	-	-
Northeast Park Parking Lot	-	(111,500)	-	-	-	-	-
Rec Center - HVAC Upgrades	-	(100,000)	-	-	-	-	-
Aquatic Center Slide	-	-	-	-	(425,000)	-	-
Carryover Balance	<u>\$ 878,760</u>	<u>\$ 743,979</u>	<u>\$ 632,646</u>	<u>\$ 995,871</u>	<u>\$ 751,108</u>	<u>\$ 1,379,946</u>	<u>\$ 2,012,783</u>

** - LOST vote passed August 7, 2012 to continue collections January 1, 2014 - December 31, 2023. Estimate based on information received from the IA Dept. of Revenue LOST vote to extend tax collection with no sunset was passed September 8, 2020.

^ - Beginning Oct 2022, LOST collections based upon actual collections and not an estimate from IA Dept. of Revenue.

? - The amount is contingent upon the award of a Destination Iowa Grant.

- Projects not completed as June 30, 2023. Proposed as carryover projects for FY 2024.

**HOTEL/MOTEL TAX COLLECTIONS
FY 23/24 BUDGET PROPOSAL
JUNE 30, 2023**

	<u>Actual FY 20/21</u>	<u>Actual FY 21/22</u>	<u>Actual FY 22/23</u>	<u>BUDGET FY 23/24</u>	<u>Projected FY 24/25</u>	<u>Projected FY 25/26</u>	<u>Projected FY 26/27</u>
July 1 Balance	\$ 358,374	\$ 420,007	\$ 464,259	\$ 429,146	\$ 180,033	\$ 237,033	\$ 294,033
One time set aside (\$40,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Estimated Revenue:							
Hotel/Motel tax	\$ 189,014 (1)	\$ 241,364 (1)	\$ 242,608 (1)	\$ 205,000 (1)	\$ 205,000 (1)	\$ 205,000 (1)	\$ 205,000 (1)
Arts Council Grant	\$ 1,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Interest income	\$ 3,464	\$ 2,325	\$ 9,124	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000
Expenses:							
Cultural support	\$ (3,864)	\$ (3,185)	\$ (4,544)	\$ (11,613)	\$ (10,000)	\$ (10,000)	\$ (10,000)
Theater improvements	\$ -	\$ -	\$ -	\$ (250,000) **	\$ -	\$ -	\$ -
Park & rec capital:							
Rec exercise equipment	\$ -	\$ (23,652)	\$ -	\$ -	\$ -	\$ -	\$ -
Northeast Shelter Roof	\$ -	\$ -	\$ (9,030)	\$ -	\$ -	\$ -	\$ -
Graham Park Bathrooms Roof	\$ -	\$ -	\$ (6,114)	\$ -	\$ -	\$ -	\$ -
Rec pool heaters	\$ -	\$ -	\$ (7,200)	\$ -	\$ -	\$ -	\$ -
Cemetery bldg-roof/soffit/bathrooms	\$ -	\$ -	\$ (10,800)	\$ -	\$ -	\$ -	\$ -
Bandshell improvements	\$ -	\$ -	\$ -	\$ (30,000) **	\$ -	\$ -	\$ -
Graham/Rolling Hills Parks-electrical	\$ -	\$ -	\$ -	\$ (17,500)	\$ -	\$ -	\$ -
Southside shelter house heater	\$ -	\$ -	\$ -	\$ (7,000)	\$ -	\$ -	\$ -
Tourism promotion (Chamber)	\$ (14,376)	\$ (9,972)	\$ (38,990)	\$ (30,000)	\$ (30,000)	\$ (30,000)	\$ (30,000)
Comm Dvlp - Public Relations	\$ (14,106)	\$ (2,628)	\$ (10,167)	\$ (10,000)	\$ (10,000)	\$ (10,000)	\$ (10,000)
Carroll Merchants Baseball Club	\$ -	\$ (10,000)	\$ -	\$ -	\$ -	\$ -	\$ -
Sauk Trail Project Grant Match	\$ -	\$ -	\$ (100,000)	\$ -	\$ -	\$ -	\$ -
Transfers (Projects):							
Trails	\$ (38,074)	\$ -	\$ -	\$ (100,000)	\$ (100,000)	\$ (100,000)	\$ (100,000)
Merchants Park Improvements	\$ -	\$ -	\$ (100,000) ?	\$ -	\$ -	\$ -	\$ -
Rec Bldg (HVAC upgrades)	\$ -	\$ (50,000)	\$ -	\$ -	\$ -	\$ -	\$ -
Northeast Park Parking Lot	\$ (61,926)	\$ (100,000)	\$ -	\$ -	\$ -	\$ -	\$ -
Carryover Balance	<u>\$ 420,007</u>	<u>\$ 464,259</u>	<u>\$ 429,146</u>	<u>\$ 180,033</u>	<u>\$ 237,033</u>	<u>\$ 294,033</u>	<u>\$ 351,033</u>

(1) - Subject to IA Code 423A.7(4)(a) - at least fifty percent of the revenues shall be expended for the acquisition of sites for, or constructing, improving, enlarging, equipping, repairing, operating, or maintaining of recreation, convention, cultural, or entertainment facilities including but not limited to memorial buildings, halls and monuments, civic center convention buildings, auditoriums, coliseums, and parking areas or facilities located at those recreation, convention, cultural, or entertainment facilities or the payment of principal and interest, when due, on bonds or other evidence of indebtedness issued by the county or city for those recreation, convention, cultural, or entertainment facilities; or for the promotion and encouragement of tourist and convention business in the city or county and surrounding areas.

? - The amount is contingent upon the award of a Destination Iowa Grant.

** - Carryover projects. Expenditures not incurred as of June 30, 2023.

**CITY OF CARROLL
FUND BALANCES
JUNE 30, 2023**

	JULY 1, 2022	YTD REVENUE	YTD EXPENSE	ENDING BALANCE JUNE 30, 2023
GENERAL FUND	4,390,314.93	8,205,679.70	8,280,896.61	4,315,098.02
HOTEL/MOTEL TAX	504,259.31	258,708.00	293,820.78	469,146.53
ELECTRTIC FRANCHISE FUND	120,337.71	118,621.39	200,000.00	38,959.10
FEDERAL GRANTS SR FUND	737,924.76	759,541.01	140,000.00	1,357,465.77
ROAD USE TAX FUND	3,176,006.46	1,582,318.03	1,098,553.59	3,659,770.90
EMP BENEFIT S.R.	-	1,009,350.36	1,009,350.36	-
EMERGENCY S.R.	-	-	-	-
LOCAL OPTION SALES TAX	793,979.54	2,192,654.40	2,303,987.63	682,646.31
UR DOWNTOWN S.R.	66,634.27	1,108,650.87	1,062,791.57	112,493.57
UR ASHWOOD BUSINESS PARK	-	2,604.67	2,604.67	-
REC CENTER TRUST FUND	37,914.39	651.71	-	38,566.10
LIBRARY TRUST FUND	50,456.13	7,323.30	4,950.34	52,829.09
POLICE FORFEITURE	15,403.67	1,281.74	45.00	16,640.41
CRIME PREV/SPEC PROJECTS	40,630.68	11,158.69	5,943.23	45,846.14
DEBT SERVICE FUND	96,959.61	2,497,253.52	2,496,577.11	97,636.02
C.P. - AIRPORT	-	47,750.00	90,167.99	(42,417.99)
C.P. - STREETS	1,291,445.26	2,419,449.98	837,388.20	2,873,507.04
C.P. - CORRIDOR OF COMM.	1,155,634.24	19,674.50	14,484.53	1,160,824.21
C.P. - PARKS & RECREATION	581,482.32	797,184.69	456,886.45	921,780.56
C.P. - REC CENTER BUILDING	870,703.16	5,514,067.80	2,901,589.40	3,483,181.56
C.P.- STREETS MAINT BLDG	904,461.06	7,254.03	665,227.48	246,487.61
C.P.-LIBRARY/CITY HALL	(5,000.00)	5,000.00	-	-
C.P.HOUSING	-	34,137.00	34,137.00	-
PERPETUAL CARE FUND	596,593.92	31,137.74	-	627,731.66
REC CNTR TRST-PERMANENT	65,493.98	1,125.79	-	66,619.77
WATER UTILITY FUND	2,852,644.72	1,869,643.89	1,715,572.35	3,006,716.26
WATER UTILITY DEPR.	1,018,493.36	67,715.27	-	1,086,208.63
WATER UTILITY CAP. IMP.	287,360.79	506,535.26	50,814.68	743,081.37
WATER METER DEPOSIT	45,585.90	10,125.00	9,400.00	46,310.90
SEWER UTILITY FUND	2,769,598.04	3,063,349.47	3,646,345.92	2,186,601.59
SEWER UTILITY DEPR.	762,292.33	48,248.92	-	810,541.25
SEWER UTILITY CAP. IMP.	996,296.89	867,333.53	601,248.90	1,262,381.52
STORM WATER UTILITY	1,270,392.41	295,526.84	181,753.48	1,384,165.77
STORM WATER CAP. IMP.	125,711.97	177,594.13	36,300.00	267,006.10
MEDICAL INSURANCE FUND	983,128.31	730,556.71	683,829.33	1,029,855.69
TOTAL	26,603,140.12	34,269,207.94	28,824,666.60	32,047,681.46

City of Carroll, Iowa
Capital Improvement Plan - Budget FY 24
FY 24 thru FY 28

PROJECTS & FUNDING SOURCES BY DEPARTMENT

Department	Project #	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Airport							
LED Light Conversion	AIR-23-001	840,462					840,462
<i>Federal Grant</i>		<i>884,579</i>					<i>884,579</i>
<i>General Fund Levy</i>		<i>18,133</i>					<i>18,133</i>
Airport Total		840,462					840,462
Aquatic Center							
Aquatic Center Slide	AQC-25-001		425,000				425,000
<i>LOST</i>			<i>425,000</i>				<i>425,000</i>
Aquatic Center Total			425,000				425,000
Fire							
Fire Rescue Vehicle	FIRE-26-001			600,000			600,000
<i>G.O. Bond (Council Vote)</i>				<i>600,000</i>			<i>600,000</i>
Fire Total				600,000			600,000
Golf Course							
Pump Station Improvement Project	GLF-24-001	490,000					490,000
<i>LOST</i>		<i>165,000</i>					<i>165,000</i>
Golf Cart Shed	GLF-26-001			200,000			200,000
<i>Undetermined</i>				<i>200,000</i>			<i>200,000</i>
Golf Course Total		490,000		200,000			690,000
Parks							
Merchants Park Improvements	PRK-24-001	460,900					460,900
<i>Donations</i>		<i>120,000</i>					<i>120,000</i>
<i>Non City Sources</i>		<i>168,270</i>					<i>168,270</i>
<i>Other Governmental Entities</i>		<i>50,000</i>					<i>50,000</i>
<i>State Grant</i>		<i>230,450</i>					<i>230,450</i>
Parks Total		460,900					460,900
Recreation Center							
Rec Center Building Improvements Project	REC-23-001	2,090,562					2,090,562
Recreation Center Total		2,090,562					2,090,562
Storm Water							
Southgate Road - Middle Raccoon River Storm Sewer	STW-23-001	1,575,000					1,575,000
<i>Storm Water Utility</i>		<i>1,575,000</i>					<i>1,575,000</i>
Storm Water Total		1,575,000					1,575,000

Department	Project #	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Streets							
Sidewalks	STR-19-003	50,000	50,000	50,000	50,000	50,000	250,000
<i>General Fund Levy</i>		<i>50,000</i>	<i>50,000</i>	<i>50,000</i>	<i>50,000</i>	<i>50,000</i>	<i>250,000</i>
Adams Street Reconstruction - 2022	STR-23-001	1,813,000					1,813,000
Street Resurfacing - 2024	STR-24-001	75,000	625,000				700,000
<i>Electric Franchise</i>			<i>100,000</i>				<i>100,000</i>
<i>LOST</i>		<i>75,000</i>	<i>425,000</i>				<i>500,000</i>
<i>Road Use Tax</i>			<i>100,000</i>				<i>100,000</i>
CBD Street Resurfacing	STR-24-002	150,000	1,000,000				1,150,000
<i>Tax Increment Financing</i>		<i>150,000</i>	<i>1,000,000</i>				<i>1,150,000</i>
Street Sweeper Purchase	STR-24-003		250,000				250,000
<i>Road Use Tax</i>			<i>250,000</i>				<i>250,000</i>
Heavy Duty Truck Purchase	STR-24-004	250,000					250,000
<i>Road Use Tax</i>		<i>250,000</i>					<i>250,000</i>
US 30 Traffic Signals	STR-25-001		60,000	400,000			460,000
<i>Tax Increment Financing</i>			<i>60,000</i>	<i>400,000</i>			<i>460,000</i>
Street Reconstruction - 2025	STR-26-001		250,000	3,250,000			3,500,000
<i>Electric Franchise</i>				<i>100,000</i>			<i>100,000</i>
<i>Federal Grant</i>				<i>800,000</i>			<i>800,000</i>
<i>G.O. Bond (Council Vote)</i>				<i>2,000,000</i>			<i>2,000,000</i>
<i>LOST</i>			<i>250,000</i>	<i>250,000</i>			<i>500,000</i>
<i>Road Use Tax</i>				<i>100,000</i>			<i>100,000</i>
Street Restoration - 2026	STR-27-001			75,000	625,000		700,000
<i>Electric Franchise</i>					<i>100,000</i>		<i>100,000</i>
<i>LOST</i>				<i>75,000</i>	<i>425,000</i>		<i>500,000</i>
<i>Road Use Tax</i>				<i>100,000</i>			<i>100,000</i>
Street Resurfacing - 2027	STR-28-001				75,000	625,000	700,000
<i>Electric Franchise</i>						<i>100,000</i>	<i>100,000</i>
<i>LOST</i>					<i>75,000</i>	<i>425,000</i>	<i>500,000</i>
<i>Road Use Tax</i>					<i>100,000</i>		<i>100,000</i>
Streets Total		2,338,000	2,235,000	3,775,000	750,000	675,000	9,773,000
Wastewater							
WWTP Copper Compliance	WWTP-20-001	100,000	1,000,000				1,100,000
<i>Sewer Utility</i>		<i>100,000</i>	<i>700,000</i>				<i>800,000</i>
WWTP VLR Aeration System	WWTP-22-001	250,000					250,000
<i>Sewer Utility</i>		<i>250,000</i>					<i>250,000</i>
WWTP Nutrient Reduction	WWTP-24-001	100,000	1,250,000				1,350,000
<i>Sewer Utility</i>		<i>100,000</i>	<i>1,150,000</i>				<i>1,250,000</i>
Tractor Purchase	WWTP-24-002	35,000					35,000
<i>Sewer Utility</i>		<i>35,000</i>					<i>35,000</i>
Pickup Purchase	WWTP-25-001		22,000				22,000
<i>Sewer Utility</i>			<i>22,000</i>				<i>22,000</i>
Wastewater Total		485,000	2,272,000				2,757,000
Water							
Watermain Replacement	WTR-22-001	455,000					455,000
<i>Water Utility</i>		<i>470,000</i>					<i>470,000</i>
HSPS Pump Replacement	WTR-24-001	300,000					300,000
<i>Water Utility</i>		<i>300,000</i>					<i>300,000</i>
Water Total		755,000					755,000
GRAND TOTAL		9,034,924	4,932,000	4,575,000	750,000	675,000	19,966,924

CITY OF CARROLL

TAXABLE VALUATION COMPARISON

TAXABLE Value as of	1/1/2021	1/1/2022		
<u>PROPERTY CLASS</u>	<u>2022-2023</u>	<u>2023-2024</u>	<u>\$</u> <u>Change</u>	<u>%</u> <u>Change</u>
Residential Property	\$ 334,663,608	\$ 358,943,396	\$ 24,279,788	7.25%
Multiresidential Property	24,325,769	-	(24,325,769)	-100.00%
Commercial Property	142,670,753	125,132,125	(17,538,628)	-12.29%
Industrial Property	13,181,736	12,464,956	(716,780)	-5.44%
Railroads	2,836,262	3,032,970	196,708	6.94%
Utilities (without Gas & Electric)	616,793	-	(616,793)	-100.00%
Gas & Electric	<u>8,970,978</u>	<u>8,838,947</u>	<u>\$ (132,031)</u>	-1.47%
Sub-total	\$ 527,265,899	\$ 508,412,394	\$ (18,853,505)	-3.58%
less Military Tax Exemption	<u>774,136</u>	<u>740,800</u>	<u>(33,336)</u>	<u>-4.31%</u>
TAXABLE VALUATION EXCLUDING T.I.F.	<u>\$526,491,763</u>	<u>\$507,671,594</u>	<u>\$ (18,820,169)</u>	-3.57%
TAX INCREMENT VALUES (T.I.F.)	<u>47,711,316</u>	<u>51,141,292</u>	<u>3,429,976</u>	<u>7.19%</u>
U.R. Downtown	47,624,474	46,087,183	(1,537,291)	-3.23%
Ashwood	86,842	55,382	(31,460)	-36.23%
Westfield	-	4,294,286	4,294,286	
Rolling Hills South Condominiums	-	704,441	704,441	
TOTAL CITY TAXABLE VALUATION	<u>\$574,203,079</u>	<u>\$558,812,886</u>	<u>(\$15,390,193)</u>	<u>-2.68%</u>

AG VALUATIONS				
Land	\$ 532,013	\$ 697,394	\$ 165,381	31.09%
Buildings	<u>20,693</u>	<u>25,046</u>	<u>4,353</u>	<u>21.04%</u>
Total	<u>\$ 552,706</u>	<u>\$ 722,440</u>	<u>\$ 169,734</u>	<u>30.71%</u>

Notes: 2022 values:

Residential Rollback increased from 54.1302% to 54.6501%

** - Multiresidential classification is eliminated; will match residential rollback; decreased from 63.75% to 54.6501%

* - Commercial, Industrial and Railroad Rollback remains at 90%

Agricultural Rollback increased from 89.0412% to 91.6430%

No state equalization order

* - The first \$150,000 of taxable valuation on commercial, industrial, and railroad properties is subject to the current residential rollback (54.6501%); any value over \$150,000 is subject to the 90% rollback

CITY OF CARROLL

ASSESSED VALUATION COMPARISON

ASSESSED Value as of	1/1/2021	1/1/2022		
<u>PROPERTY CLASS</u>	<u>2022-2023</u>	<u>2023-2024</u>	<u>\$</u> <u>Change</u>	<u>%</u> <u>Change</u>
Residential Property	\$ 619,564,543	\$ 659,753,368	\$ 40,188,825	6.49%
Multiresidential Property	38,916,025	-	(38,916,025)	-100.00%
Commercial Property	163,503,438	165,513,149	2,009,711	1.23%
Industrial Property	14,647,618	14,644,791	(2,827)	-0.02%
Railroads	3,151,402	3,375,994	224,592	7.13%
Utilities (without Gas & Electric)	616,793	-	(616,793)	-100.00%
Gas & Electric	<u>21,413,743</u>	<u>27,509,214</u>	<u>\$ 6,095,471</u>	<u>28.47%</u>
Sub-total	\$ 861,813,562	\$ 870,796,516	\$ 8,982,954	1.04%
less Military Tax Exemption	<u>774,136</u>	<u>740,800</u>	<u>(33,336)</u>	<u>-4.31%</u>
ASSESSED VALUATION EXCLUDING T.I.F.	<u>\$861,039,426</u>	<u>\$870,055,716</u>	<u>\$ 9,016,290</u>	<u>1.05%</u>
TAX INCREMENT VALUES (T.I.F.)	<u>47,711,316</u>	<u>51,141,292</u>	<u>3,429,976</u>	<u>7.19%</u>
U.R. Downtown	47,624,474	46,087,183	(1,537,291)	-3.23%
Ashwood	86,842	55,382	(31,460)	-36.23%
Westfield	-	4,294,286	4,294,286	
Rolling Hills South Condominiums	-	704,441	704,441	
TOTAL CITY ASSESSED VALUATION	<u>\$908,750,742</u>	<u>\$921,197,008</u>	<u>\$12,446,266</u>	<u>1.37%</u>

AG VALUATIONS				
Land	\$ 601,862	\$ 764,232	\$ 162,370	26.98%
Buildings	<u>23,240</u>	<u>27,330</u>	<u>4,090</u>	<u>17.60%</u>
Total	<u>\$ 625,102</u>	<u>\$ 791,562</u>	<u>\$ 166,460</u>	<u>26.63%</u>

Notes: 2022 values:

Residential Rollback increased from 54.1302% to 56.4919%

** - Multiresidential classification is eliminated; will match residential rollback; decreased from 63.75% to 56.4919%

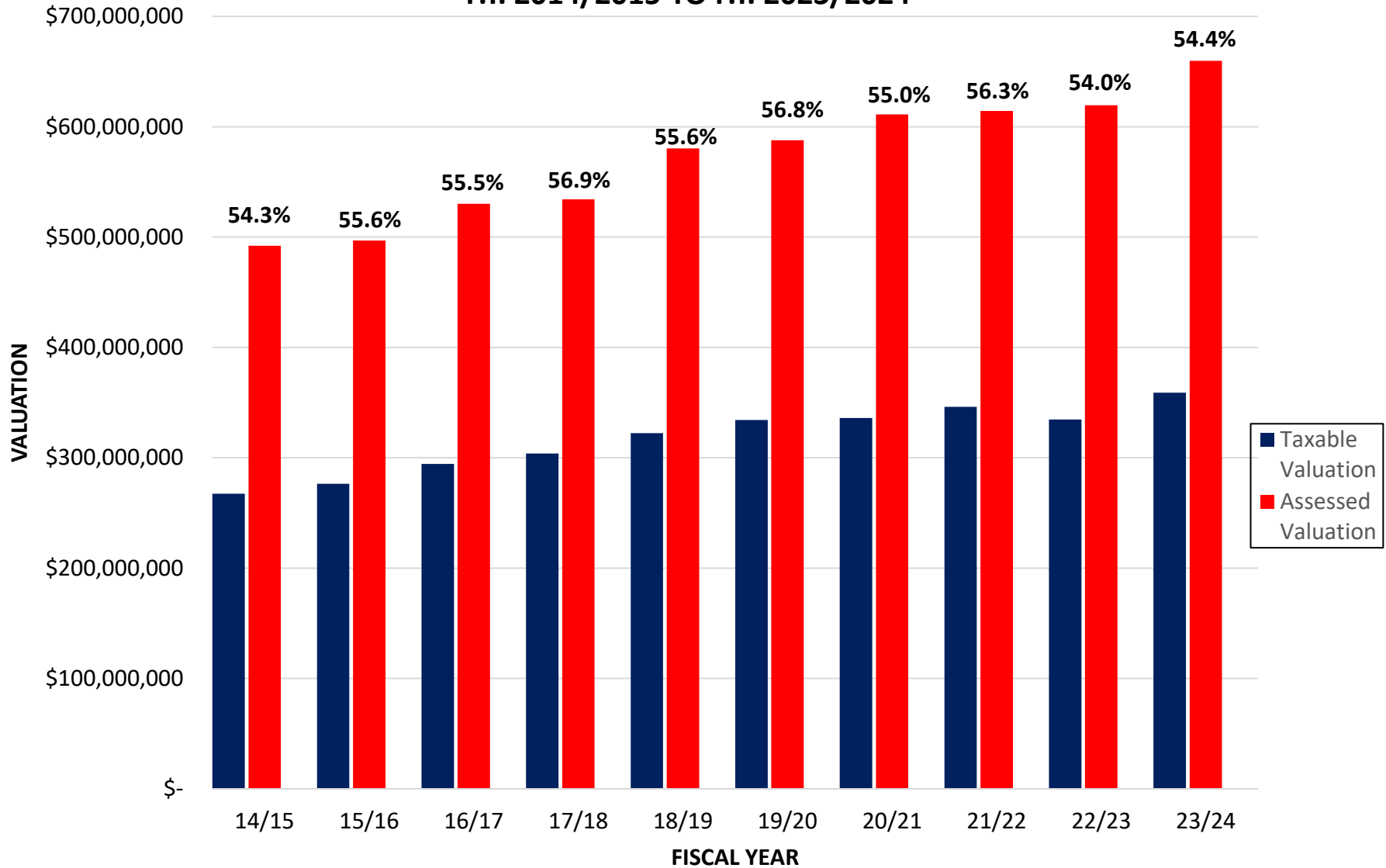
* - Commercial, Industrial and Railroad Rollback remains at 90%

Agricultural Rollback increased from 89.0412% to 91.6430%

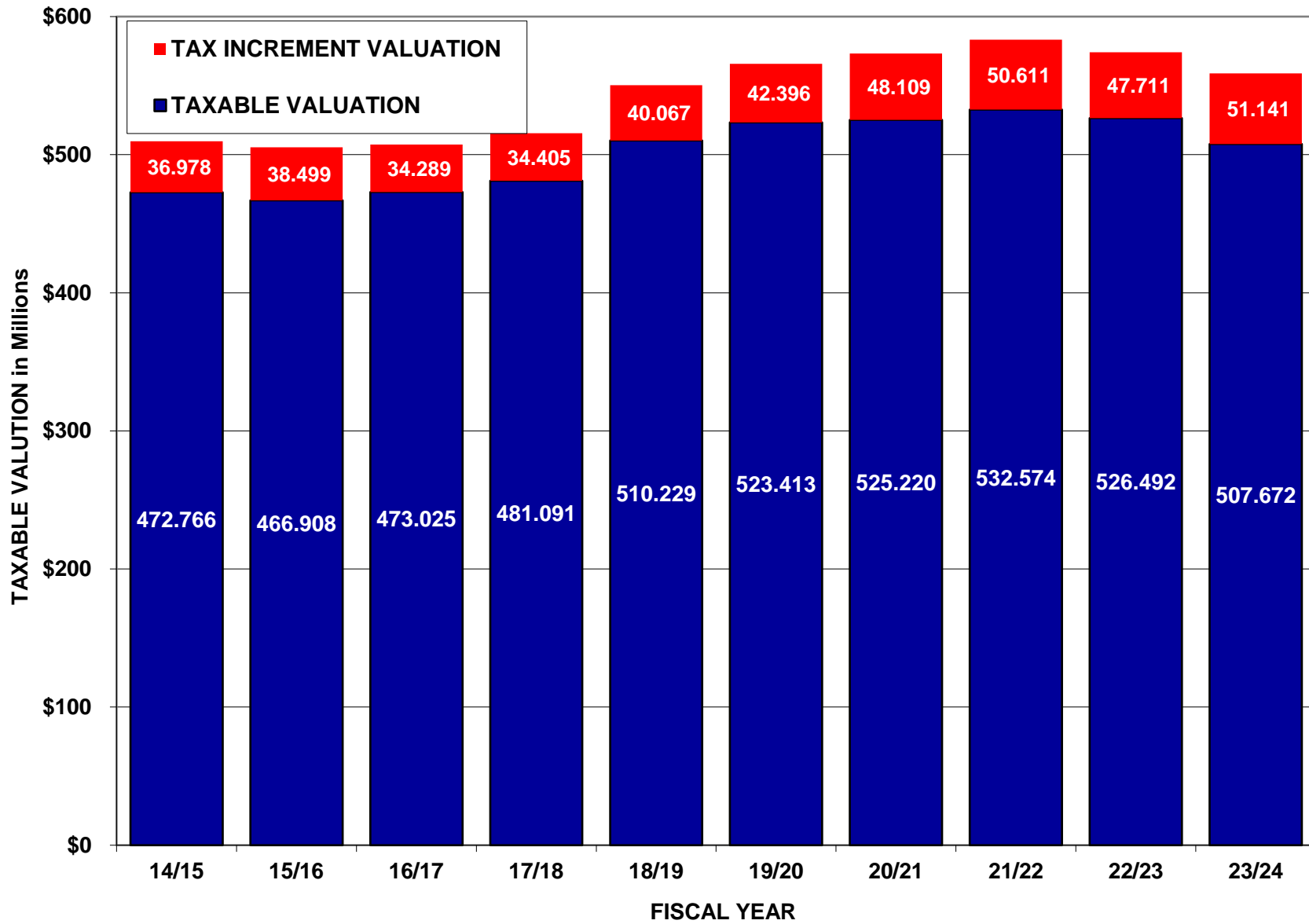
No state equalization order

* - The first \$150,000 of taxable valuation on commercial, industrial, and railroad properties is subject to the current residential rollback (56.4919%); any value over \$150,000 is subject to the 90% rollback

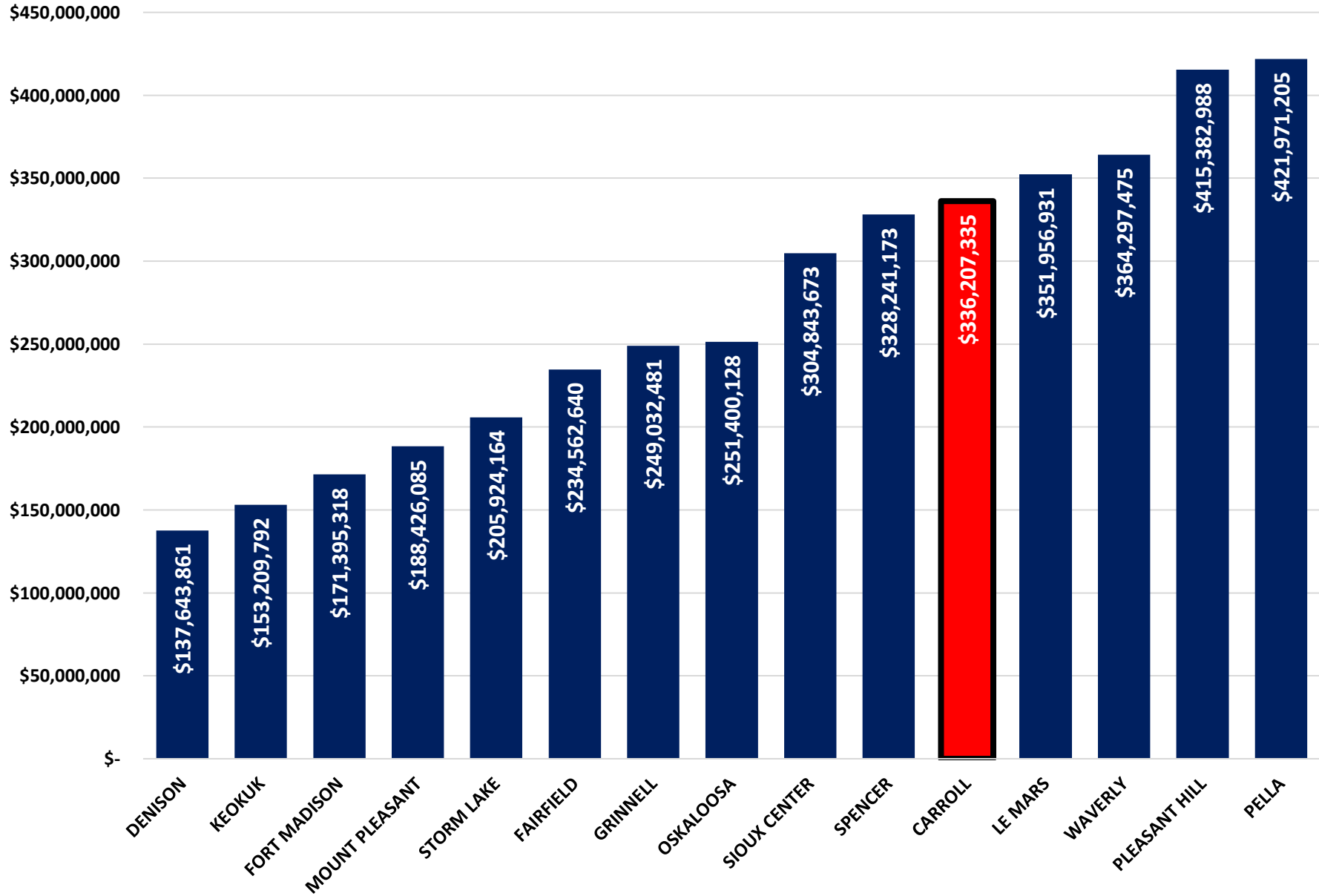
**CITY OF CARROLL
RESIDENTIAL PROPERTY TAX ROLLBACK
F.Y. 2014/2015 TO F.Y. 2023/2024**



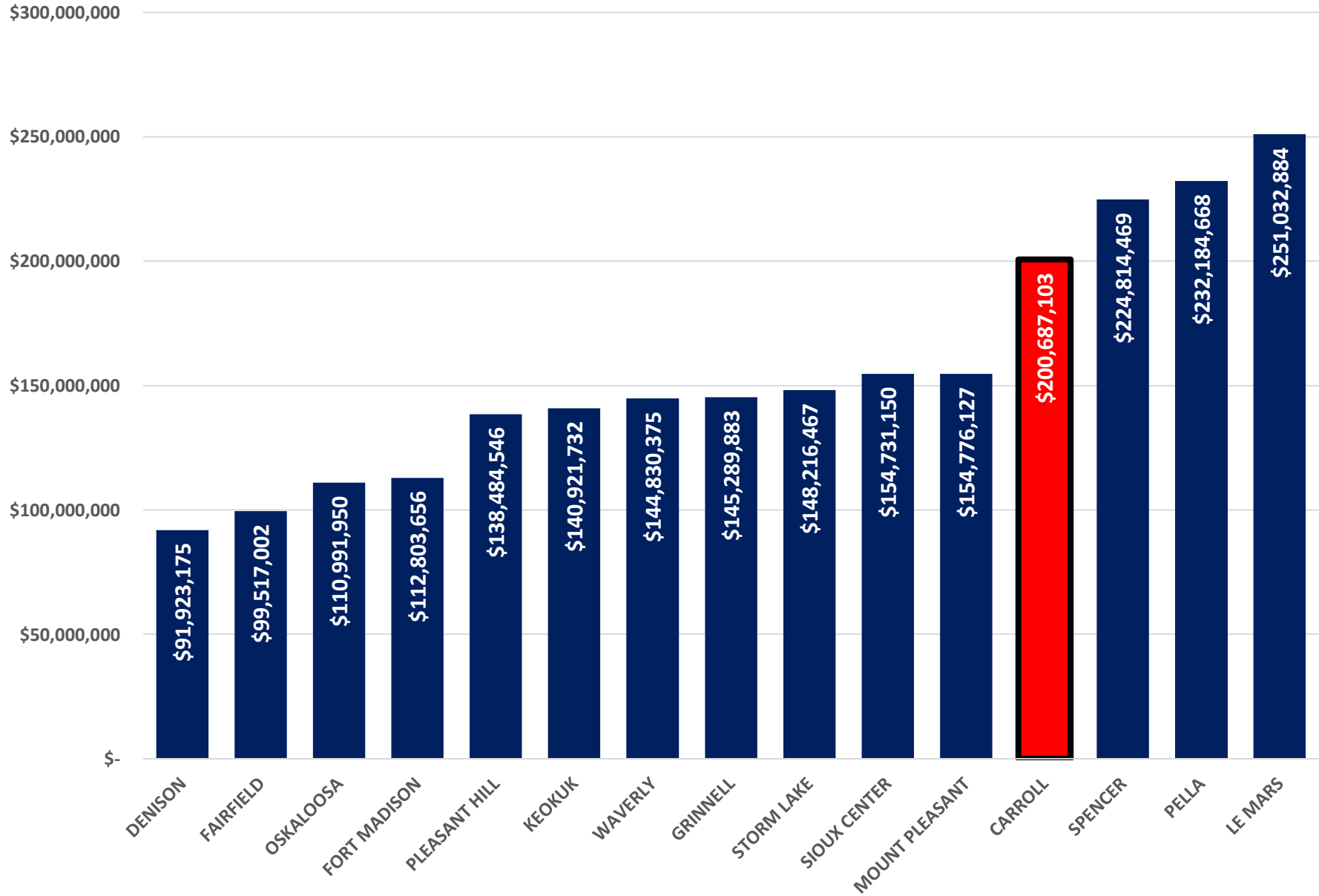
**CITY OF CARROLL
TAXABLE VALUATION
F.Y. 2014/2015 TO F.Y. 2023/2024**



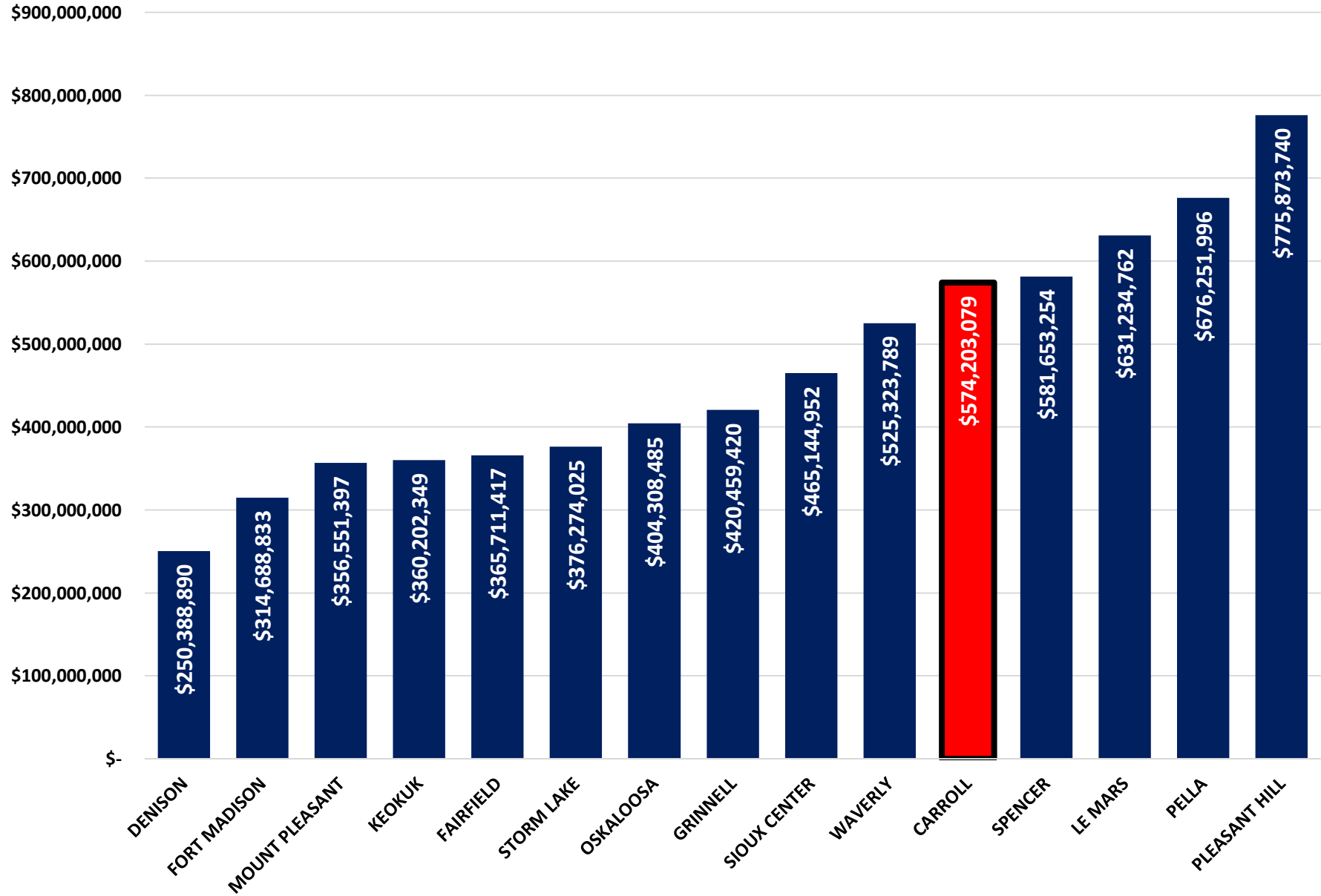
1/1/2021 Residential Taxable Valuation for FY 2023 Tax Levies



1/1/2021 Commercial & Industrial Taxable Valuation for FY 2023 Tax Levies



1/1/2021 Total Taxable Valuation for FY 2023 Tax Levies



Types of Property Taxes

The following are the various property tax levies used in Carroll:

- **General Fund.** A City may levy for general governmental purposes up to \$8.10 per \$1,000 of valuation on residential, multi-residential, commercial, and industrial property and \$3.00375/\$1,000 for agricultural property. If a city has reached the \$8.10 General Fund limit, there are several other property tax levies that are available. This limit is unchanged since 1975. 752 of Iowa's 940 cities are at the \$8.10 maximum for FY 22/23.
 - The City of Carroll is at the \$8.10 maximum.

- **Emergency Levy.** A City May levy up to \$0.27 per \$1,000 of valuation which can be used for any governmental purpose. 438 cities in Iowa use the Emergency Levy of which 304 cities are at the \$0.27 limit for FY 22/23.
 - The City of Carroll has not used the Emergency levy since FY 2014.

- **Employee Benefit Levy.** A City may levy for its contribution under Social Security/Medicare (FICA), Iowa Public Employees' Retirement System (IPERS), Municipal Fire and Police Retirement System of Iowa (MFPRSI), and certain other specified employee benefit cost.
 - The City of Carroll levies for part, but not all, of the employee benefit costs. The portion that is not covered by the levy is paid from other sources including the General Fund levy and enterprise funds (such as water and sanitary sewer funds).

- **Tort Liability Levy.** A City may levy for the cost of general insurance premiums and the cost of self-insurance of risk pools.
 - The City of Carroll typically does not levy the full amount to cover estimated tort liability costs.

- **Debt Service Levy.** Cities can authorize a debt service levy to pay annual principal and interest payments on general obligation debt that has been certified by the Council (including lease-purchase or loan agreements if proper procedures are followed).
 - For the FY 2024 budget, The City of Carroll's debt service levy covers approximately 33% of our debt service payments. The remaining funds come from local option sales tax (LOST), commercial/industrial backfill, tax increment finance (TIF) revenues and sewer user fees.

Iowa Code Section 384.12 authorizes a number of other property tax levies, many of which require voter approval before they may be imposed.

**CITY OF CARROLL
SUMMARY OF TAX LEVIES
F.Y. 2014-2015 TO F.Y. 2023-2024**

<u>FISCAL YEAR</u>	<u>TAXABLE VALUATION</u>	<u>GENERAL FUND</u>	<u>LIAB. & PROP. INS.</u>	<u>SPEC. REV. EMPLOYEE BENEFITS</u>	<u>SPECIAL REVENUE EMERG.</u>	<u>DEBT SERVICE</u>	<u>CITY TAX RATE/ \$1,000 TAX. VALUATION</u>
2014-15	472,766,631	8.10000	0.44719	2.12156	-	1.31502	11.98377
	509,745,241 T.I.F.						
2015-16	466,908,265	8.10000	0.42835	1.76555	-	1.28846	11.58236
	505,407,544 T.I.F.						
2016-17	473,025,129	8.10000	0.42281	1.76629	-	1.28762	11.57672
	507,314,135 T.I.F.						
2017-18	481,091,110	8.10000	0.42611	1.79175	-	1.28014	11.59800
	515,496,419 T.I.F.						
2018-19	510,228,751	8.10000	0.35278	1.95207	-	0.87898	11.28383
	550,295,467 T.I.F.						
2019-20	523,413,404	8.10000	0.28658	1.68128	-	1.53008	11.59794
	565,809,838 T.I.F.						
2020-21	525,219,743	8.10000	0.28559	1.71071	-	1.50170	11.59799
	573,329,116 T.I.F.						
2021-22	532,574,376	8.10000	0.38117	1.94142	-	1.22749	11.65008
	583,185,710 T.I.F.						
2022-23	526,491,763	8.10000	0.49383	1.86163	-	1.40157	11.85703
	574,203,079 T.I.F.						
2023-24	507,671,594	8.10000	0.54169	2.11875	-	1.40800	12.16844
	558,812,886 T.I.F.						

NOTES:

* TIF Taxable Valuation is used for Calculating Debt Service Tax Revenue

** Information above does not include Ag Land Tax Valuation, Tax Rate or Tax Revenues

**CITY OF CARROLL
TOTAL TAX REVENUES (AS LEVIED)
2014-15 TO PRESENT**

<u>FISCAL YEAR</u>	<u>GENERAL FUND</u>	<u>Special Rev. Employee Benefits</u>	<u>TORT LIABILITY</u>	<u>SPECIAL REVENUE EMERG.</u>	<u>SUBTOTAL</u>	<u>\$ CHANGE</u>	<u>SF634** % CHANGE</u>	<u>DEBT SERVICE</u>	<u>TOTAL TAX REVENUES</u>	<u>OVERALL \$ CHANGE</u>	<u>OVERALL % CHANGE</u>
2014-15	3,829,410	1,003,000	211,418	-	5,043,828	\$257,224	5.37%	670,323	\$5,714,151	\$353,874	6.60%
2015-16	3,781,957	824,350	200,000	-	4,806,307	(\$237,521)	-4.71%	651,199	\$5,457,506	(\$256,645)	-4.49%
2016-17	3,831,504	835,500	200,000	-	4,867,004	\$60,697	1.26%	653,230	\$5,520,234	\$62,728	1.15%
2017-18	3,896,838	862,000	205,000	-	4,963,838	\$96,834	1.99%	659,906	\$5,623,744	\$103,510	1.88%
2018-19	4,132,853	996,000	180,000	-	5,308,853	\$345,015	6.95%	483,697	\$5,792,550	\$168,806	3.00%
2019-20	4,239,649	880,000	150,000	-	5,269,649	(\$39,204)	-0.74%	865,732	\$6,135,381	\$342,831	5.92%
2020-21	4,254,280	898,500	150,000	-	5,302,780	\$33,131	0.63%	860,970	\$6,163,750	\$28,369	0.46%
2021-22	4,313,852	1,033,950	203,000	-	5,550,802	\$248,022	4.68%	715,855	\$6,266,657	\$102,907	1.67%
2022-23	4,264,583	980,129	260,000	-	5,504,712	(\$46,090)	-0.83%	804,783	\$6,309,495	\$42,838	0.68%
2023-24	4,112,140	1,075,627	275,000	-	5,462,767	(\$41,945)	-0.76%	786,809	\$ 6,249,576	(\$59,919)	-0.95%

* Information above does not include Ag Land Tax Revenues

** New law requiring an additional public hearing for maximum property tax dollars to be collected for certain levies. Debt Service collections is excluded by law.

**CITY OF CARROLL
PROPERTY TAX IMPACT TO RESIDENTIAL HOME OWNERS
CITY TAX RATE ONLY**

2021-2022 TAX RATE	\$11.65008		
2022-2023 TAX RATE	\$11.85703	0.20695	1.78%
2023-2024 TAX RATE <small>prelim budget</small>	\$12.16844	0.31141	2.63%

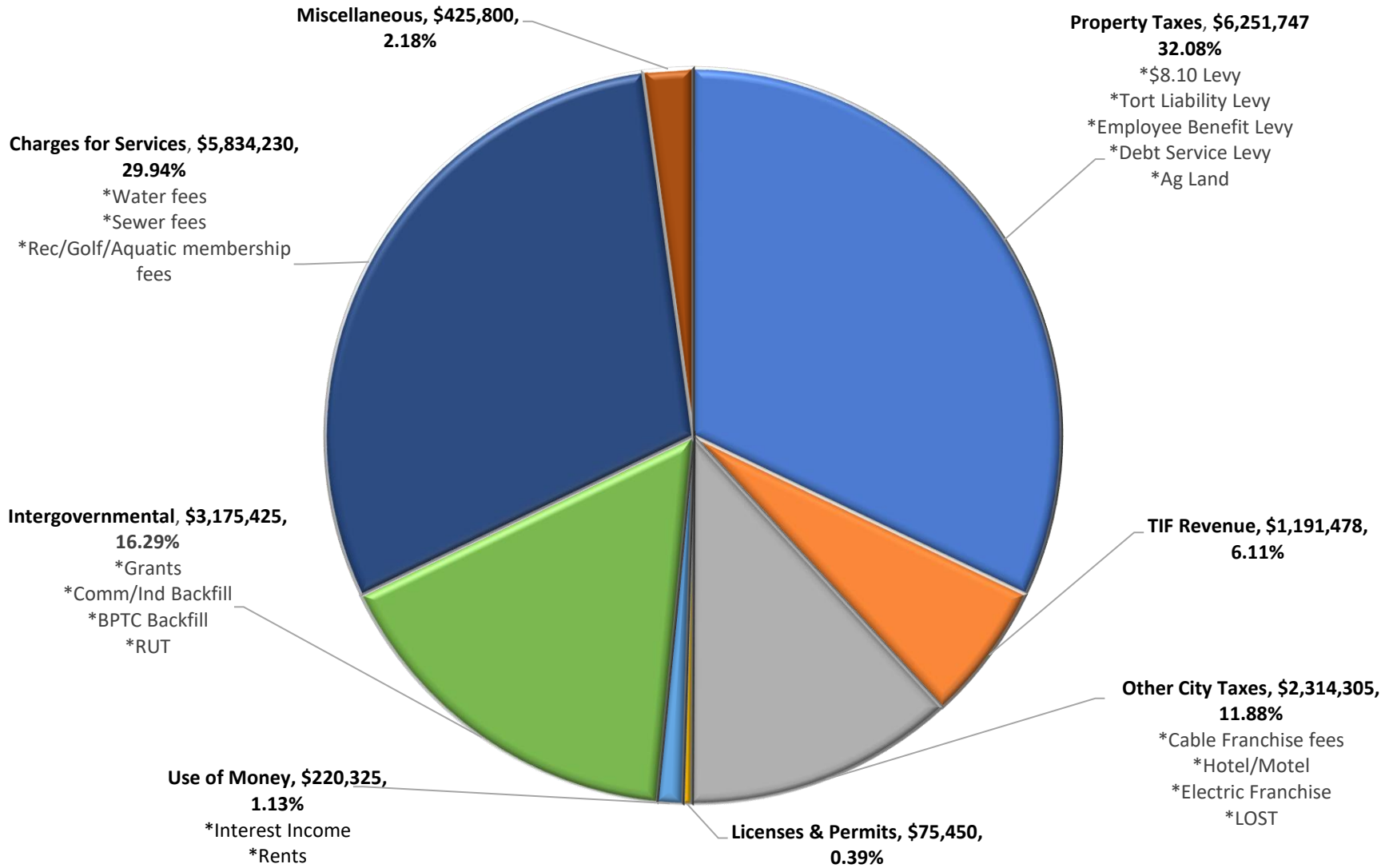
	ACTUAL	ACTUAL	BUDGET
	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>
(1) Home Assessed at - \$200,000	\$200,000	\$ 200,000	\$ 200,000
Residential Rollback	<u>56.4094%</u>	<u>54.1302%</u>	<u>54.6501%</u>
Sub-total	\$112,819	\$108,260	\$ 109,300
Less Homestead Credit	<u>4,850</u>	<u>4,850</u>	<u>4,850</u>
Taxable Valuation	107,969	103,410	104,450
Taxable Value/\$1,000	107.969	103.410	104.450
Tax Rate	<u>11.65008</u>	<u>11.85703</u>	<u>12.16844</u>
City Property Tax Bill	<u>\$1,257.85</u>	<u>\$1,226.14</u>	<u>\$1,271.00</u>
Dollar/Percent Change		(\$31.70) -2.52%	\$44.86 3.66%
	ACTUAL	ACTUAL	BUDGET
	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>
(2) Home Assessed at - \$150,000	\$150,000	\$ 150,000	\$ 150,000
Residential Rollback	<u>56.4094%</u>	<u>54.1302%</u>	<u>54.6501%</u>
Sub-total	\$84,614	\$81,195	\$ 81,975
Less Homestead Credit	<u>4,850</u>	<u>4,850</u>	<u>4,850</u>
Taxable Valuation	79,764	76,345	77,125
Taxable Value/\$1,000	79.764	76.345	77.125
Tax Rate	<u>11.65008</u>	<u>11.85703</u>	<u>12.16844</u>
City Property Tax Bill	<u>\$929.26</u>	<u>\$905.23</u>	<u>\$938.49</u>
Dollar/Percent Change		(\$24.03) -2.59%	\$33.26 3.67%
	ACTUAL	ACTUAL	BUDGET
	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>
(3) Home Assessed at - \$125,000	\$125,000	\$ 125,000	\$ 125,000
Residential Rollback	<u>56.4094%</u>	<u>54.1302%</u>	<u>54.6501%</u>
Sub-total	\$70,512	\$67,663	\$ 68,313
Less Homestead Credit	<u>4,850</u>	<u>4,850</u>	<u>4,850</u>
Taxable Valuation	65,662	62,813	63,463
Taxable Value/\$1,000	65.662	62.813	63.463
Tax Rate	<u>11.65008</u>	<u>11.85703</u>	<u>12.16844</u>
City Property Tax Bill	<u>\$764.96</u>	<u>\$744.77</u>	<u>\$772.24</u>
Dollar/Percent Change		(\$20.19) -2.64%	\$27.47 3.69%
	ACTUAL	ACTUAL	BUDGET
	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>
(4) Home Assessed at - \$100,000	\$100,000	\$ 100,000	\$ 100,000
Residential Rollback	<u>56.4094%</u>	<u>54.1302%</u>	<u>54.6501%</u>
Sub-total	\$56,409	\$54,130	\$ 54,650
Less Homestead Credit	<u>4,850</u>	<u>4,850</u>	<u>4,850</u>
Taxable Valuation	51,559	49,280	49,800
Taxable Value/\$1,000	51.559	49.280	49.800
Tax Rate	<u>11.65008</u>	<u>11.85703</u>	<u>12.16844</u>
City Property Tax Bill	<u>\$600.67</u>	<u>\$584.32</u>	<u>\$605.99</u>
Dollar/Percent Change		(\$16.35) -2.72%	\$21.67 3.71%

**CITY OF CARROLL
PROPERTY TAX IMPACT TO COMMERCIAL PROPERTY
CITY TAX RATE ONLY**

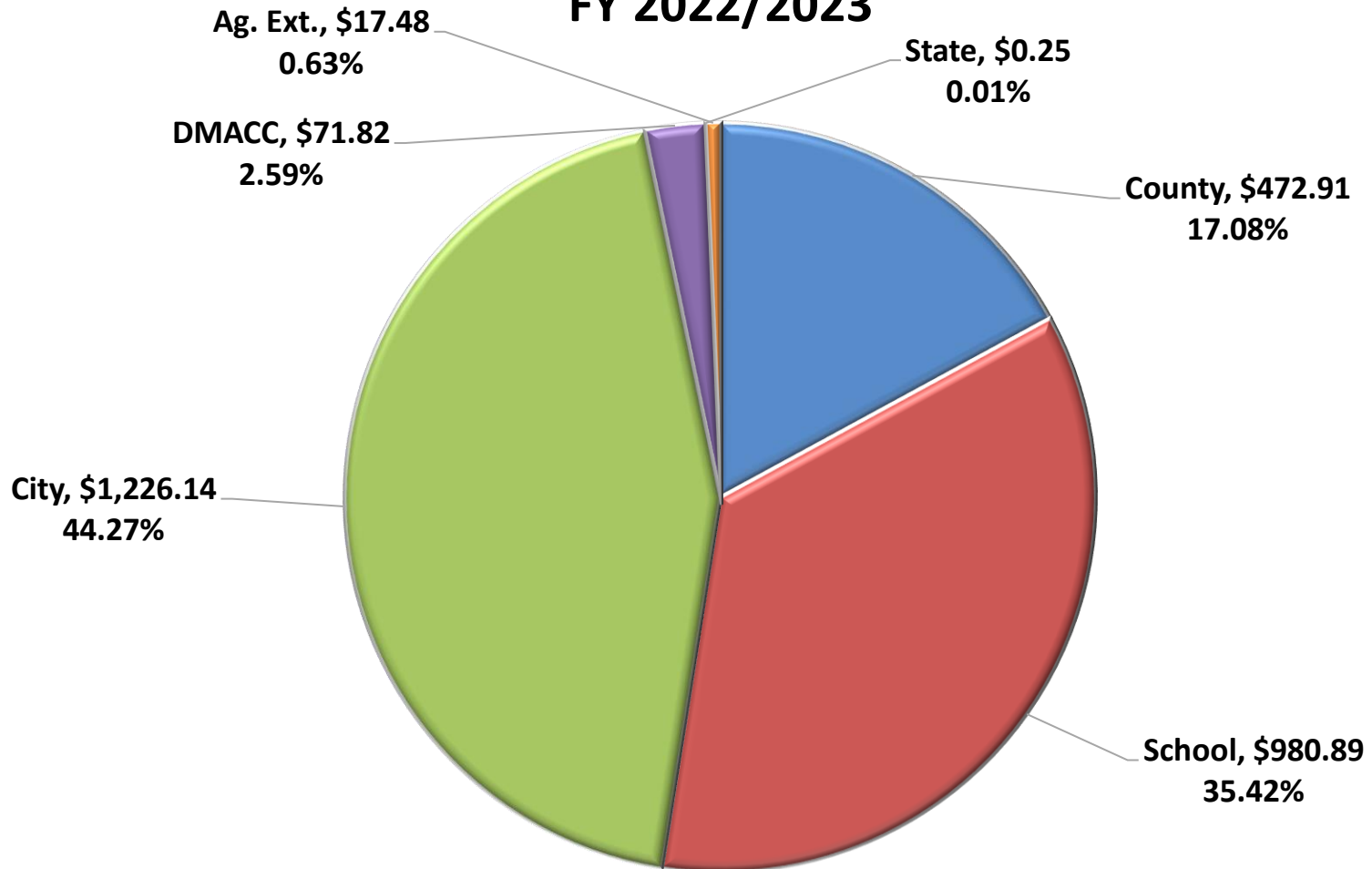
2021-2022 TAX RATE	\$11.65008		
2022-2023 TAX RATE	\$11.85703	0.20695	1.78%
2023-2024 TAX RATE prelim budget	\$12.16844	0.31141	2.63%

	ACTUAL 2021-22	ACTUAL 2022-23			BUDGET 2023-24
(1) Commercial Property Assessed at	\$5,000,000	\$ 5,000,000			\$ 5,000,000
Value Subject to Residential Rollback					\$ 150,000
Residential Rollback					<u>54.6501%</u>
Partial Taxable Valuation					\$ 81,975
Remainder Valuation					\$ 4,850,000
Rollback	<u>90.0000%</u>	<u>90.0000%</u>			<u>90.0000%</u>
Partial Taxable Valuation					<u>\$ 4,365,000</u>
Total Taxable Valuation	\$4,500,000	\$4,500,000			\$ 4,446,975
Taxable Value/\$1,000	4,500.000	4,500.000			4,446.975
Tax Rate	<u>11.65008</u>	<u>11.85703</u>			<u>12.16844</u>
City Property Tax Bill	<u>\$52,425.36</u>	<u>\$53,356.64</u>			<u>\$54,112.75</u>
Dollar/Percent Change		\$931.28	1.78%		\$756.12 1.42%
	ACTUAL 2021-22	ACTUAL 2022-23			BUDGET 2023-24
(2) Commercial Property Assessed at	\$2,500,000	\$ 2,500,000			\$ 2,500,000
Value Subject to Residential Rollback					\$ 150,000
Residential Rollback					<u>54.6501%</u>
Partial Taxable Valuation					\$ 81,975
Remainder Valuation					\$ 2,350,000
Rollback	<u>90.0000%</u>	<u>90.0000%</u>			<u>90.0000%</u>
Partial Taxable Valuation					<u>\$ 2,115,000</u>
Total Taxable Valuation	\$2,250,000	\$2,250,000			\$ 2,196,975
Taxable Value/\$1,000	2,250.000	2,250.000			2,196.975
Tax Rate	<u>11.65008</u>	<u>11.85703</u>			<u>12.16844</u>
City Property Tax Bill	<u>\$26,212.68</u>	<u>\$26,678.32</u>			<u>\$26,733.76</u>
Dollar/Percent Change		\$465.64	1.78%		\$55.44 0.21%
	ACTUAL 2021-22	ACTUAL 2022-23			BUDGET 2023-24
(3) Commercial Property Assessed at	\$1,000,000	\$ 1,000,000			\$ 1,000,000
Value Subject to Residential Rollback					\$ 150,000
Residential Rollback					<u>54.6501%</u>
Partial Taxable Valuation					\$ 81,975
Remainder Valuation					\$ 850,000
Rollback	<u>90.0000%</u>	<u>90.0000%</u>			<u>90.0000%</u>
Partial Taxable Valuation					<u>\$ 765,000</u>
Total Taxable Valuation	\$900,000	\$900,000			846,975
Taxable Value/\$1,000	900.000	900.000			846.975
Tax Rate	<u>11.65008</u>	<u>11.85703</u>			<u>12.16844</u>
City Property Tax Bill	<u>\$10,485.07</u>	<u>\$10,671.33</u>			<u>\$10,306.37</u>
Dollar/Percent Change		\$186.25	1.78%		(\$364.96) -3.42%
	ACTUAL 2021-22	ACTUAL 2022-23			BUDGET 2023-24
(4) Commercial Property Assessed at	\$500,000	\$ 500,000			\$ 500,000
Value Subject to Residential Rollback					\$ 150,000
Residential Rollback					<u>54.6501%</u>
Partial Taxable Valuation					\$ 81,975
Remainder Valuation					\$ 350,000
Rollback	<u>90.0000%</u>	<u>90.0000%</u>			<u>90.0000%</u>
Partial Taxable Valuation					<u>\$ 315,000</u>
Total Taxable Valuation	\$450,000	\$450,000			396,975
Taxable Value/\$1,000	450.000	450.000			396.975
Tax Rate	<u>11.65008</u>	<u>11.85703</u>			<u>12.16844</u>
City Property Tax Bill	<u>\$5,242.54</u>	<u>\$5,335.66</u>			<u>\$4,830.57</u>
Dollar/Percent Change		\$93.13	1.78%		(\$505.10) -9.47%

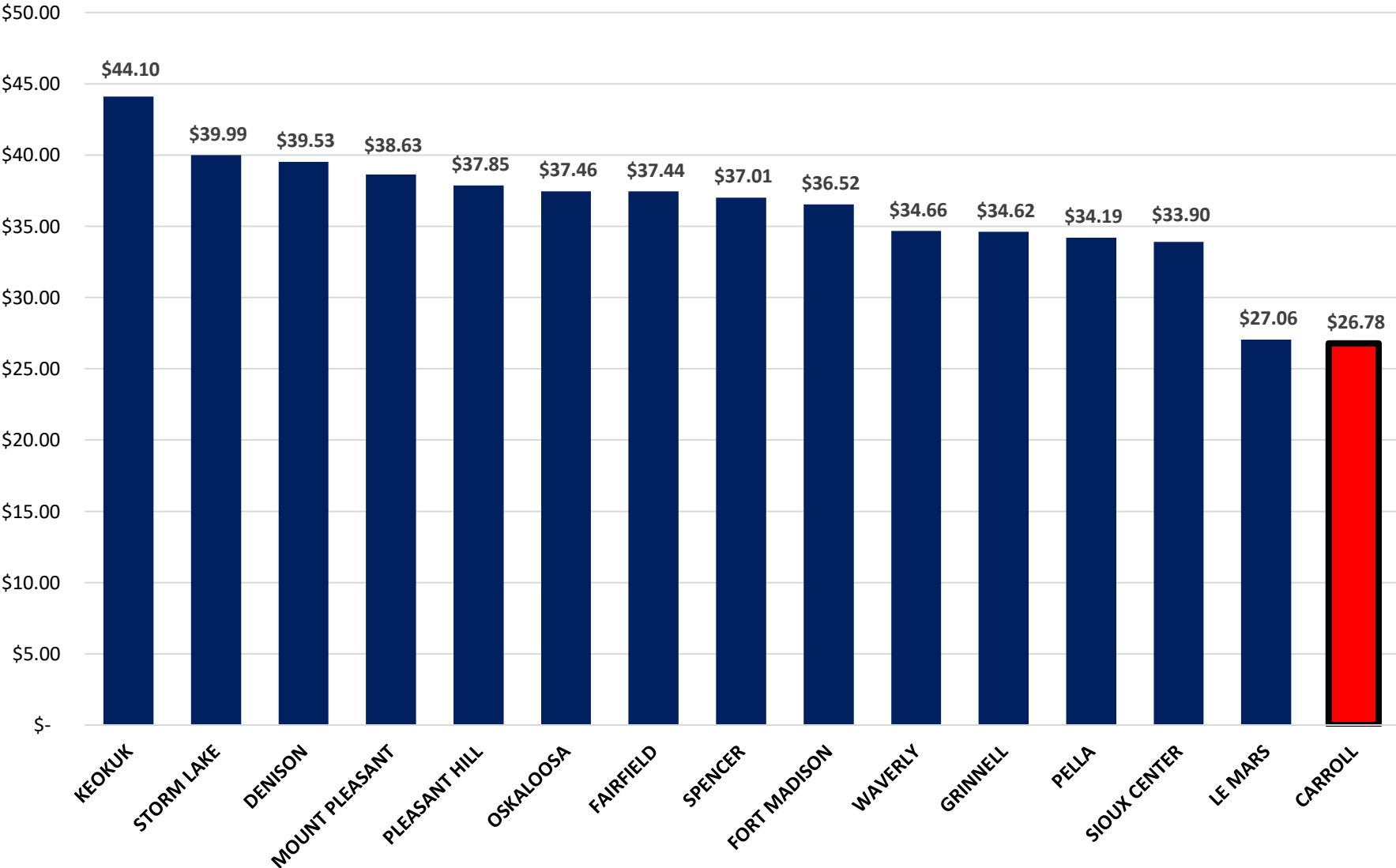
CITY OF CARROLL REVENUE, ALL FUNDS BUDGET FY 23/24



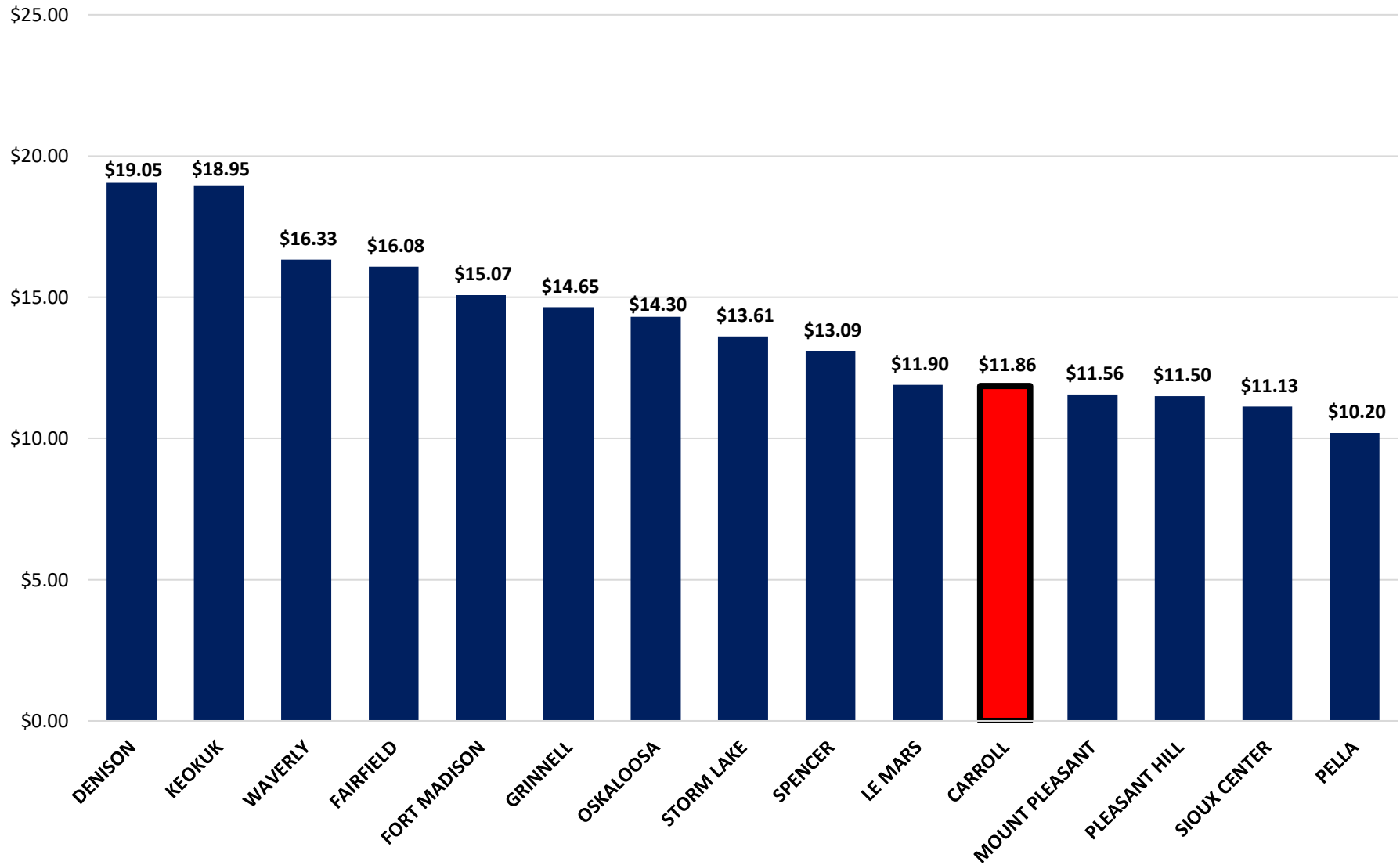
**CITY OF CARROLL
Property Tax Bill Allocation
\$200,000 Assessed Home
FY 2022/2023**



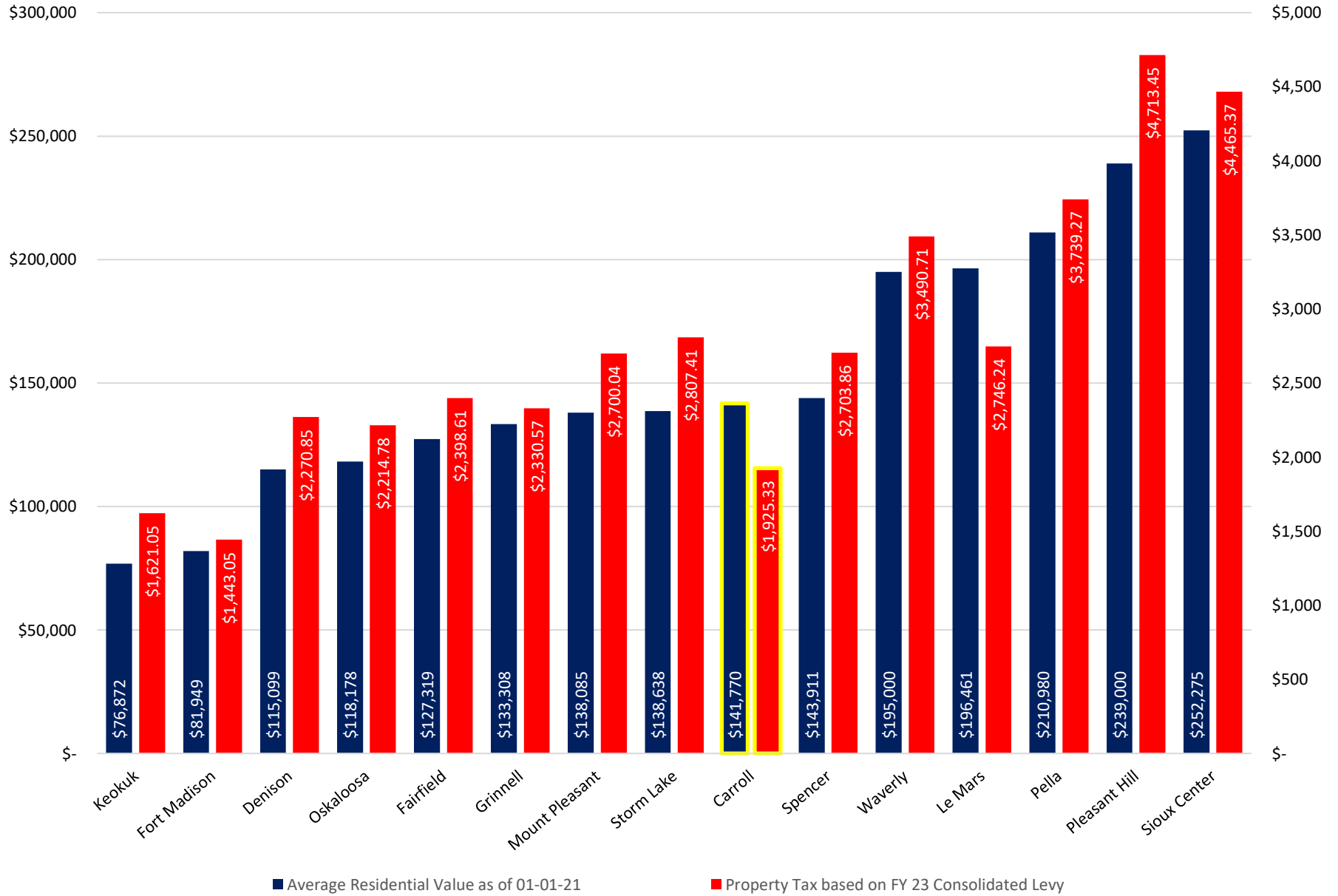
**IOWA CITIES
COMPARISON OF CONSOLIDATED LEVIES
POP. 8,000 - 12,000 (FY 22/23)**



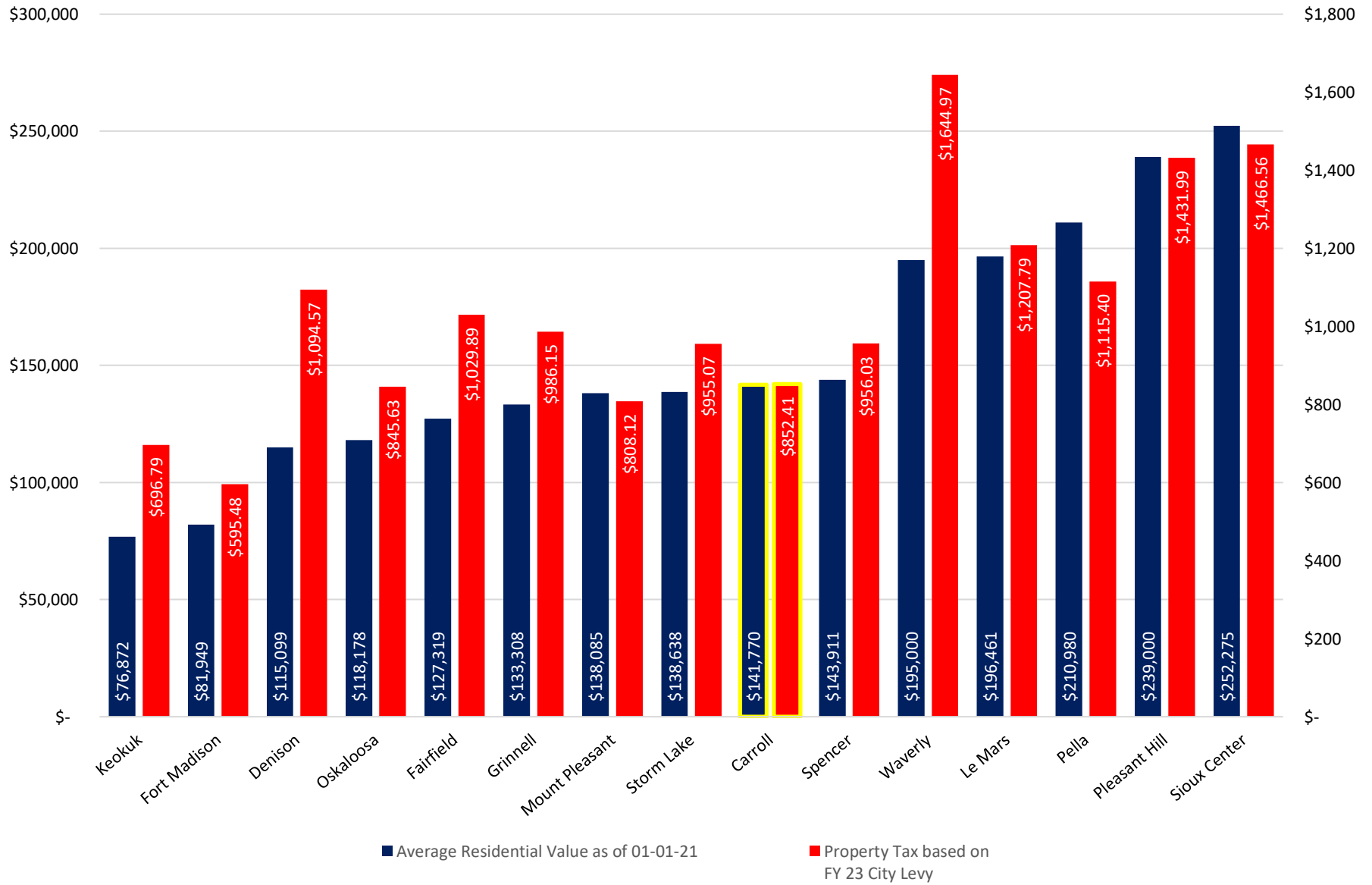
**IOWA CITIES
COMPARISON OF CITY LEVIES
POP. 8,000 - 12,000 (FY 22/23)**



Consolidated Property Taxes due based on Average Residential Home Value



City Only Property Taxes due based on Average Residential Home Value



City of Carroll FTE Employees by Department

Full Time Employees with Benefits

Department	Authorized FY 2020-2021	Authorized FY 2021-2022	Authorized FY 2022-2023	Requested FY 2023-2024
Police Department	16	16	16	16
Fire Department	0.4	0.4	0.7	0.7
Building/Code Enforcement	2.6	2.6	2.3	2.3
Public Works General	1.9	1.9	1.9	1.9
Public Works Road Use Tax	7.9	7.9	7.9	7.9
Water Utility	7.1	7.1	7.1	7.1
Sewer Utility	6.1	6.1	6.1	6.1
Library	5	5	5	5
Parks & Open Space	4.25	4.25	4.25	4.25
Golf Course	2.25	2.25	2.25	2.25
Recreation Center	3.33	3.33	3.33	3.33
Leisure Services	2.25	2.25	2.25	2.25
Aquatic Center	0.2	0.2	0.2	0.2
Cemetery	1.05	1.05	1.05	1.05
General Government	4	4	4	4
General Building	0.67	0.67	0.67	0.67
Total Full-Time FTEs	65	65	65	65

Part Time Employees with no Benefits

	Authorized FY 2020-2021	Authorized FY 2021-2022	Authorized FY 2022-2023	Requested FY 2023-2024
Police Department	0.2	0.2	0.2	0.2
Fire Department	3.25	3.25	3.25	3.25
Library	1.11	1.11	1.34	1.51
Parks & Open Space	1.84	1.84	1.84	1.84
Golf Course	2.5	2.5	2.5	2.5
Recreation Center	7	7.39	6.39	6.39
Leisure Services	1	1	1	1
Aquatic Center	2.7	2.2	2.2	2.2
Cemetery	1.3	1.3	1.2	1.2
Total Part-Time FTEs	20.9	20.79	19.92	20.09



CARROLL

CORRIDOR OF COMMERCE PLAN 2.0

ACKNOWLEDGMENTS

PLAN STEERING COMMITTEE

Eric Jensen, Mayor

Josh Axman, Mid-Iowa Insurance & Real Estate

Nick Badding, Badding Construction

Laura Comito, Artworks Studio

LaVern Dirxk, Council Member

Matt Greteman, Greteman & Associates

Ryan Milligan, Commercial Savings Bank

Thomas Parrish, Carroll Eye Care Associates

Sondra Rierson, Adaptive Audiology Solutions

Denae Rosdail, I Saw The Sign

Austin Scott, Fusebox Marketing

Carolyn Siemann, Council Member

Ed Smith, St Anthony Regional Hospital

COMMUNITY STAFF

Mike Pogge-Weaver, City Manager

Randy Krauel, City of Carroll

Laura Shaefer, City of Carroll

Shannon Landauer, Carroll Area Development Corporation



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BACKGROUND

Highway 30 is a primary east-west thoroughfare through Carroll. The original Corridor of Commerce Plan was adopted in 2003. The Plan highlights the importance of the corridor and enhancements to the community's image.

The Study Area

The Plan includes a detailed look at the entire US 30 Corridor from Pella/Farner-Bocken (Core-Mark) to Wal-Mart with a focus on the Corridor of Commerce area between US Highway 71 east to Grant Road. Other areas of Carroll are also referenced in regards to the larger mobility network.

Purpose

The purpose of the 2021 Update is to advance the original Corridor of Commerce Plan for several reasons:

- The downtown streetscape is nearly complete and the community needs to set its sights on the remainder of the Highway 30 Corridor.
- Traditional highway corridors, like Highway 30, need to adapt to changing economic conditions and community expectations.
- Improving the overall experience of Highway 30 can further attract people to Carroll – to work, live, and shop.
- The community can reposition Carroll's retail and business NOW in light of COVID-19 influences in the future.

The Corridor of Commerce Plan 2.0 describes a desired vision for the future and provides recommendations to achieve that future. The Plan helps decision-makers, stakeholders, and community members define redevelopment opportunities and improvements throughout the corridor. Doing so establishes a framework to ensure policies and decisions help achieve those aspirations over time.

What the Plan DOES and DOES NOT do.

The Plan lays out a vision for the future of areas around Highway 30 and focuses on priorities for City policies and public investments. It is not a firm, inflexible commitment to carry out specific projects, but a guiding vision through a changing future. **The Plan does (and doesn't) do several things related to the use of public versus private land:**

Public Land

Public land includes land in the public right-of-way (streets, sidewalks, etc), trails, parks, and other land owned by the City.

Plan does:

1. Initiate additional engineering study/plans for major improvements of sidewalks, driveway access, and other infrastructure.
2. Direct future trail improvements.
3. Guide use of City-owned properties.

Plan does NOT:

1. Neglect the impact of public improvements on adjacent properties.
2. Necessitate a single design concept for street or property improvements.
3. Guarantee specific public space improvements will be implemented exactly as represented.

Private Land

Private land includes all land owned by private businesses, residents, or organizations other than the City of Carroll, State of Iowa, or Federal Government.

Plan does:

1. Guide decision makers when development proposals come forward.
2. Provide recommendations based on economic trends and market preference for property owners to consider and use in business decisions.
3. Detail how public improvements will impact private properties.
4. Provide education on the public vision and business development resources.

Plan does NOT:

1. Mandate development.
2. Dictate the use of private property.
3. Indicate plans to condemn property.

Process and Organization

A local Steering Committee comprised of business owners, council persons, City staff, economic development staff, and other guided the development of the Plan from late 2020 through the spring of 2021. The chapters follow the process of forming the Plan:

- Chapter 1: Existing Conditions. Reviews the conditions of Carroll and the Corridor in 2020 including demographics, business inventories, public destinations, transportation features, and development patterns. The chapter identifies opportunities that development concepts should leverage.
- Chapter 2: Community Preferences. Provides information on the public input received during the planning process, the stakeholders involved, and the timeline of events.
- Chapter 3: Corridor Vision and Themes. The chapter provides the overall guiding ideas based on the market and community engagement. These ideas are the basis for the concepts in the remaining chapters.
- Chapter 4: Concepts: Provides recommendations for future streetscape and redevelopment possibilities. The chapter presents concepts with strategies to reach the desired vision for the Corridor of Commerce, concluding with recommendations on how to leverage existing organizations to realize the vision.
- Chapter 5: Action. Brings the goals and objectives of the Plan together, creating a blueprint for the future and identifying a phasing plan to generate sustained momentum and plan support.
- Appendix. The appendix provides detailed reports on items referenced in the Plan. These include:
 - › The Corridor of Commerce survey results.
 - › Design alternatives considered in the planning process.
 - › Additional photo evidence of existing conditions.

“Corridor of Commerce” in the context of this plan refers to the streetscape, businesses, and neighborhoods represented in the study area.

WHAT IS SUCCESS? THEMES AND GOALS

Enhance the experience of Carroll, creating strong memories for all.

- *Walkers/bicyclers > residents, employees*
- *Vehicles > residents, employees, tourism*
- *Passerby traveler on Highway 30 > freight, tourism*

Create options for moving safely between neighborhoods and destinations.

- *Jobs*
- *Shopping*
- *Parks*

Maximize limited real estate and recognizing that markets change over time.

- *Near-term open sites*
- *Long-term redirection areas*

ACHIEVEMENTS

The City of Carroll and its partners continues to undergo several planning efforts prior to this Corridor of Commerce 2.0 Plan. Past achievements relevant to the recommendations in this Plan include:

Carroll 'Corridor of Commerce' Master Plan (2003)

The original plan for the Highway 30 corridor to identify redevelopment and enhancements to increase the success of Carroll. Much of the plan was implemented including the downtown streetscape, Highway 71/30 entryway signage, downtown signage, downtown kiosks, and special crosswalk pavements.

Carroll Urban Trails Study (2014)

A study to evaluate both on and off-street routes in the north-east quadrant of the City of Carroll from the existing on-street sidepath east of Fairview Elementary to the intersection at Highway 30 and Griffith Rd. Much of the study is also reflected in this Corridor of Commerce 2.0 Plan.

Carroll County Housing Assessment (2016)

An assessment to identify strategies to address housing issues throughout the county. To understand the Carroll County Housing Market, the Housing Assessment includes an exploration of demographic trends, construction activity trends, personal observations, and an extensive public engagement process. The assessment indicates a large need for all types of housing in Carroll County, which Highway 30 can help accommodate.

Graham Park Recreation District (2019)

A plan to help create a vision for the district that connects it to other community assets, with design guidelines that create a more cohesive identity for the district. Improvements to pursue include pedestrian circulation and safety, safe and easy to use parking, connections between the east and west sides of the district, and connections to the city's trail master plan

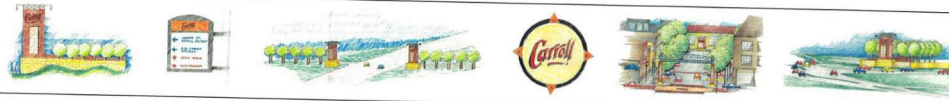
Carroll Graham Park Recreational District, Capital Improvements Plan (2019)

A continuation of the Graham Park Recreation District Plan to further refine recommendations to create a high level opinion of costs to use in future Capital Improvement Plans.

CARROLL 'CORRIDOR OF COMMERCE' MASTERPLAN

DRAFT

Prepared for: The City of Carroll
Prepared by: Brian Clark and Associates
April 2003



RECOMMENDATIONS REPORT
FOR

CARROLL URBAN TRAILS STUDY

Carroll, Iowa
June 3, 2014



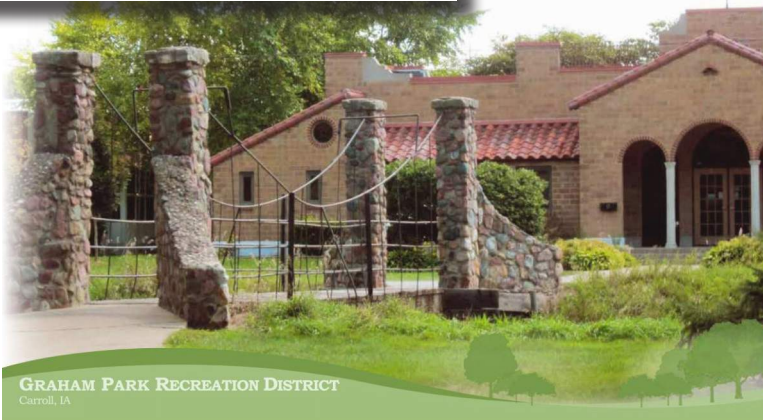
SHIVEHATTERY
ARCHITECTURE+ENGINEERING
1601 46th Street, Suite 200
West Des Moines, Iowa 50266
(800) 798-6104



CARROLL COUNTY HOUSING ASSESSMENT



5/7/2016



GRAHAM PARK RECREATION DISTRICT
Carroll, IA

CARROLL GRAHAM PARK RECREATIONAL DISTRICT CAPITAL IMPROVEMENTS PLAN



SHIVEHATTERY
ARCHITECTURE+ENGINEERING
APRIL 17, 2019





1 // *CORRIDOR TODAY*

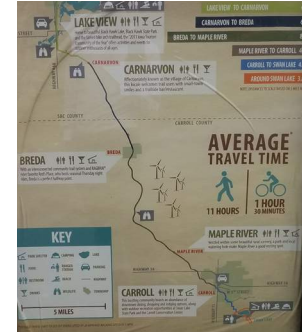
Specific information about the use and key elements of a corridor are fundamental to analysis and development of solutions. This chapter provides a visual presentation of vital information addressing land use, zoning, access factors, and market conditions.

CARROLL'S ASSETS

Carroll offers residents in the region many recreational, employment, and service assets. The businesses along Highway 30 add significantly to the regional market draw Carroll provides.

Assets that contribute to Carroll's business and recreational environment include:

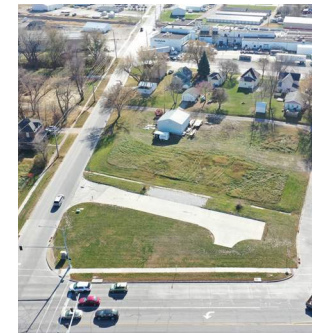
- Strong and stable businesses
- Regional retail pull with trending sales growth
- An intact historic downtown
- Regular investments in community appearance
- Modern recreational facilities for regional draw and beyond
- High community pride and engagement
- Desire for informed decision making



CARROLL'S OPPORTUNITIES

Many of these assets provide opportunity for future growth and enhancements. There are also some other features along Highway 30 and in the community that are potential opportunities for future growth. These include:

- Fostering entrepreneurship
- Desire for citywide trail network
- Refreshing the brand of Downtown/community
- Sites for infill along Highway 30
- Trending low unemployment



THE CORRIDOR TODAY

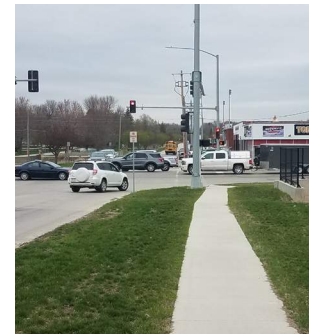
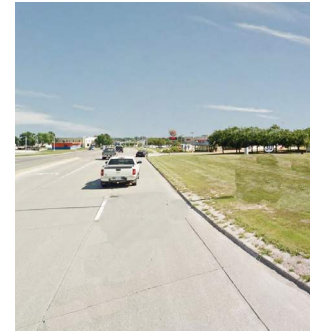
Corridor Features

The Corridor functions as primarily a business corridor sustaining long-standing community establishments and nurturing new entrepreneurs. Importantly, the corridor supplies a variety of daily necessities to nearby and regional residents such as grocery stores, personal services, and employment opportunities.

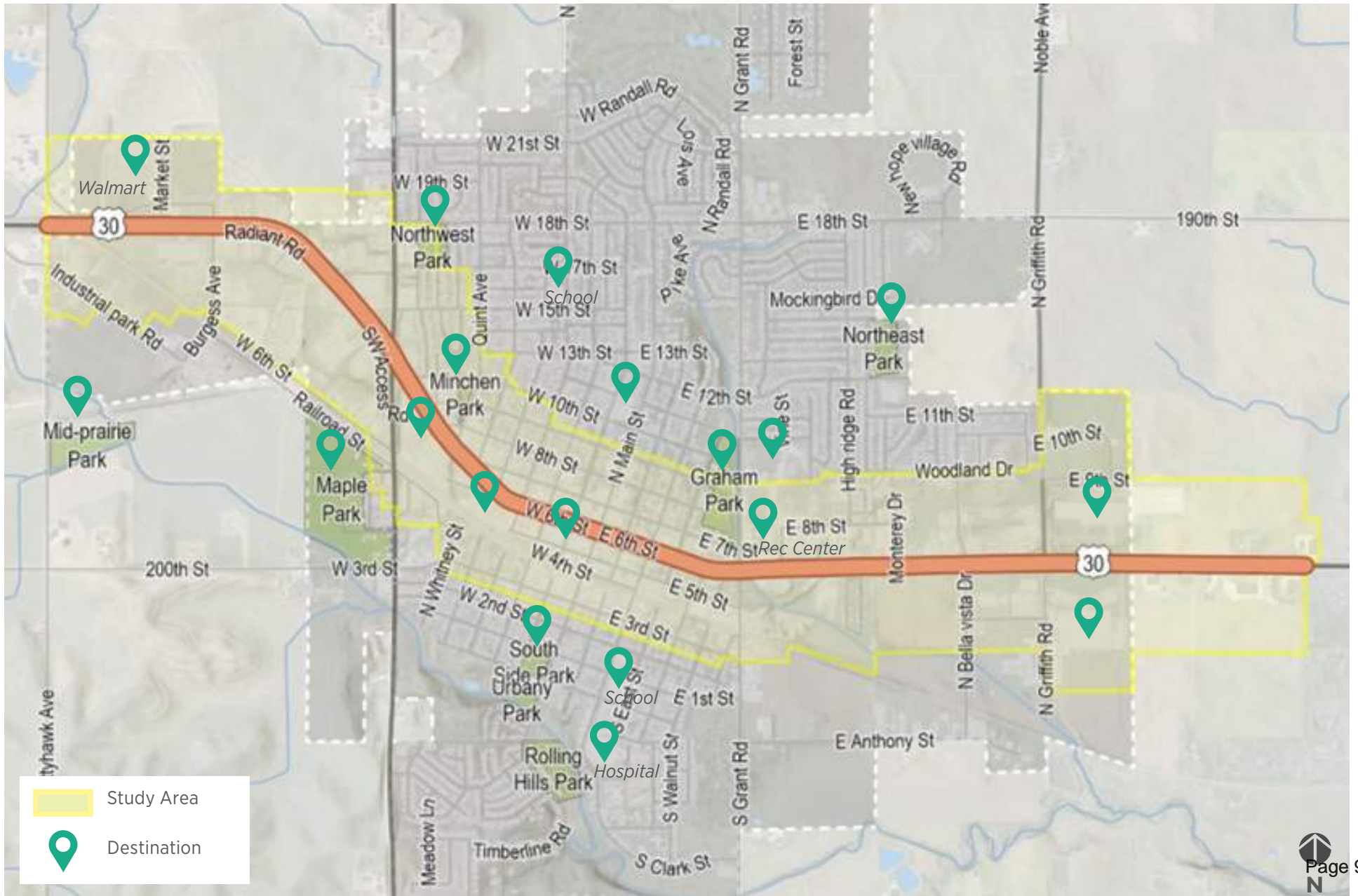
Map 2.1 shows the study area and destination features along the Corridor.

- 4.25 miles long
- About 1,650 people live in the study area
- Total daytime population in the study area is about 4,900 people
- Average household size is 2 with a median age of 39.4
- Median home value of about \$113,500
- Three parks touch or are within the study area

Source: ESRI



MAP 2.1: Corridor of Commerce Study Area



MOBILITY TODAY

The Corridor functions as a statewide transportation route and local community access route. High traffic volumes compete with north and south connections in Carroll for both motorists and pedestrians.

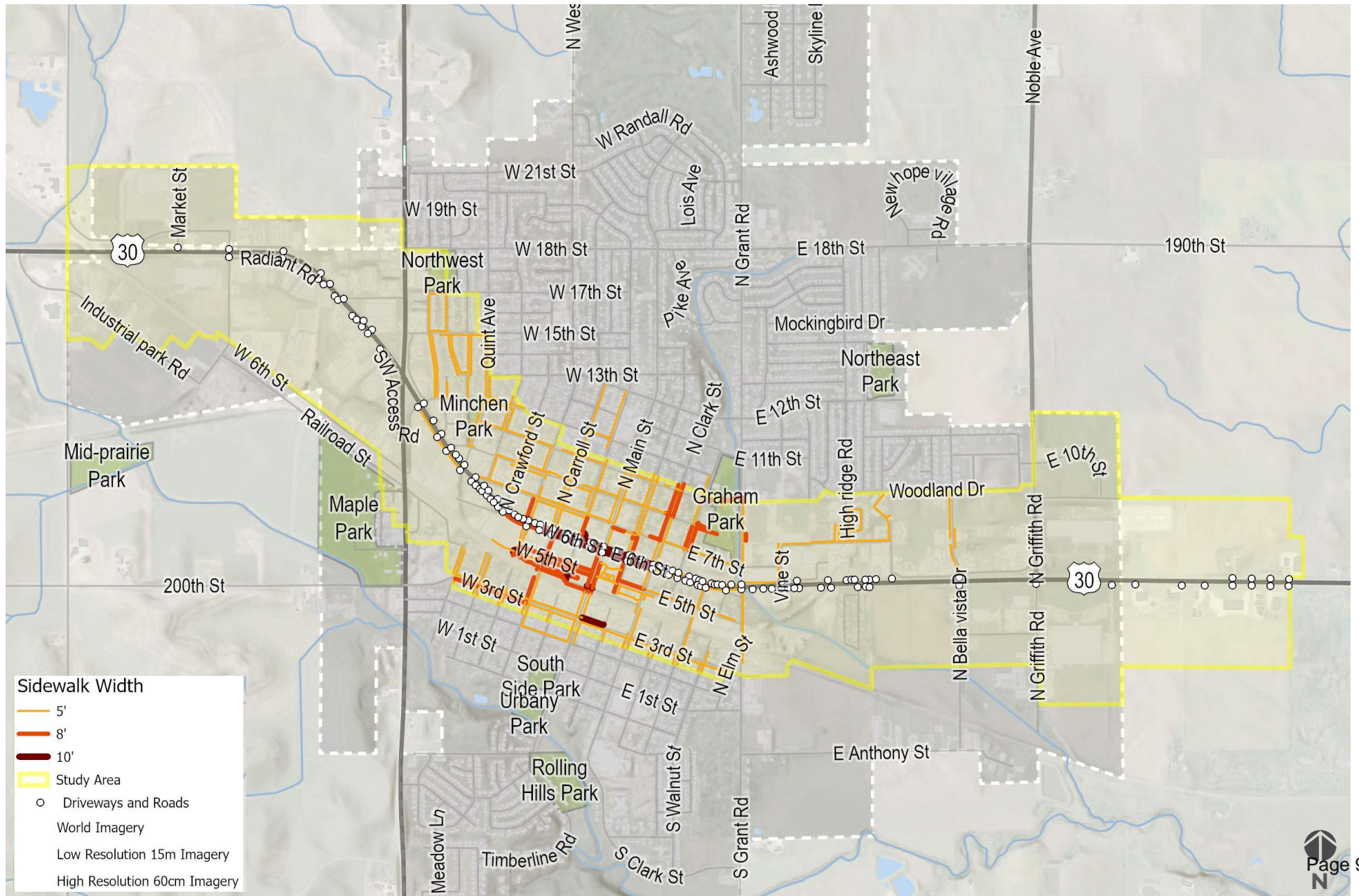
Map 2.2 shows how sidewalks intersect and align along the corridor in 2020. As shown, there are several gaps in relation to community destinations and neighborhoods.

Corridor Features

- 1.5 miles of sidewalk along Highway 30
- 16.3 miles of sidewalk in the study area
- 132 driveway and street access points along Highway 30
- 4 lanes with occasional turn-lanes



MAP 2.2: 2020 Sidewalk Inventory



LAND USE TODAY

As a prominent highway corridor, land uses along much of the corridor are auto-oriented and commercial uses. The size and scale of buildings and sites tends to grow the further east and west from the downtown core at Adams Street.

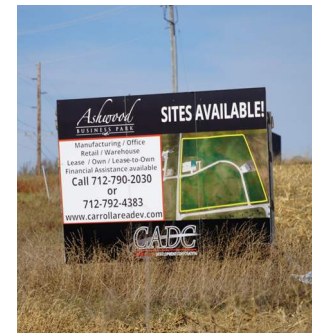
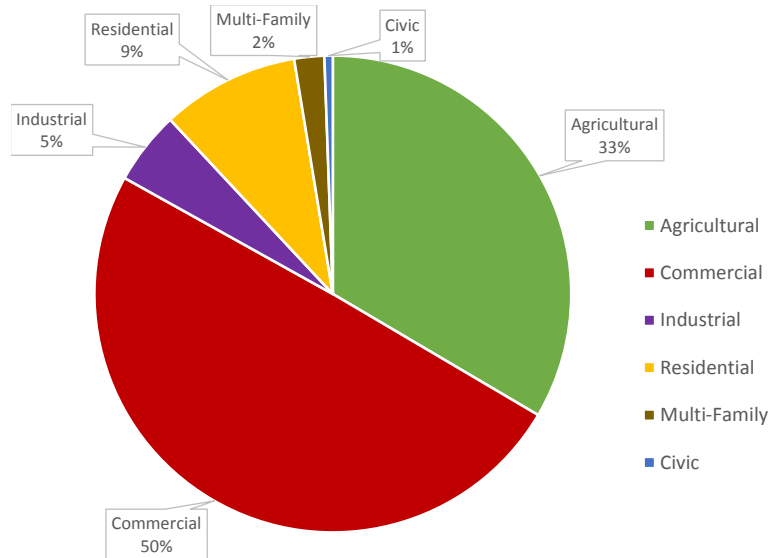
Map 2.3 shows the mix of land uses along the Corridor.

Corridor Features

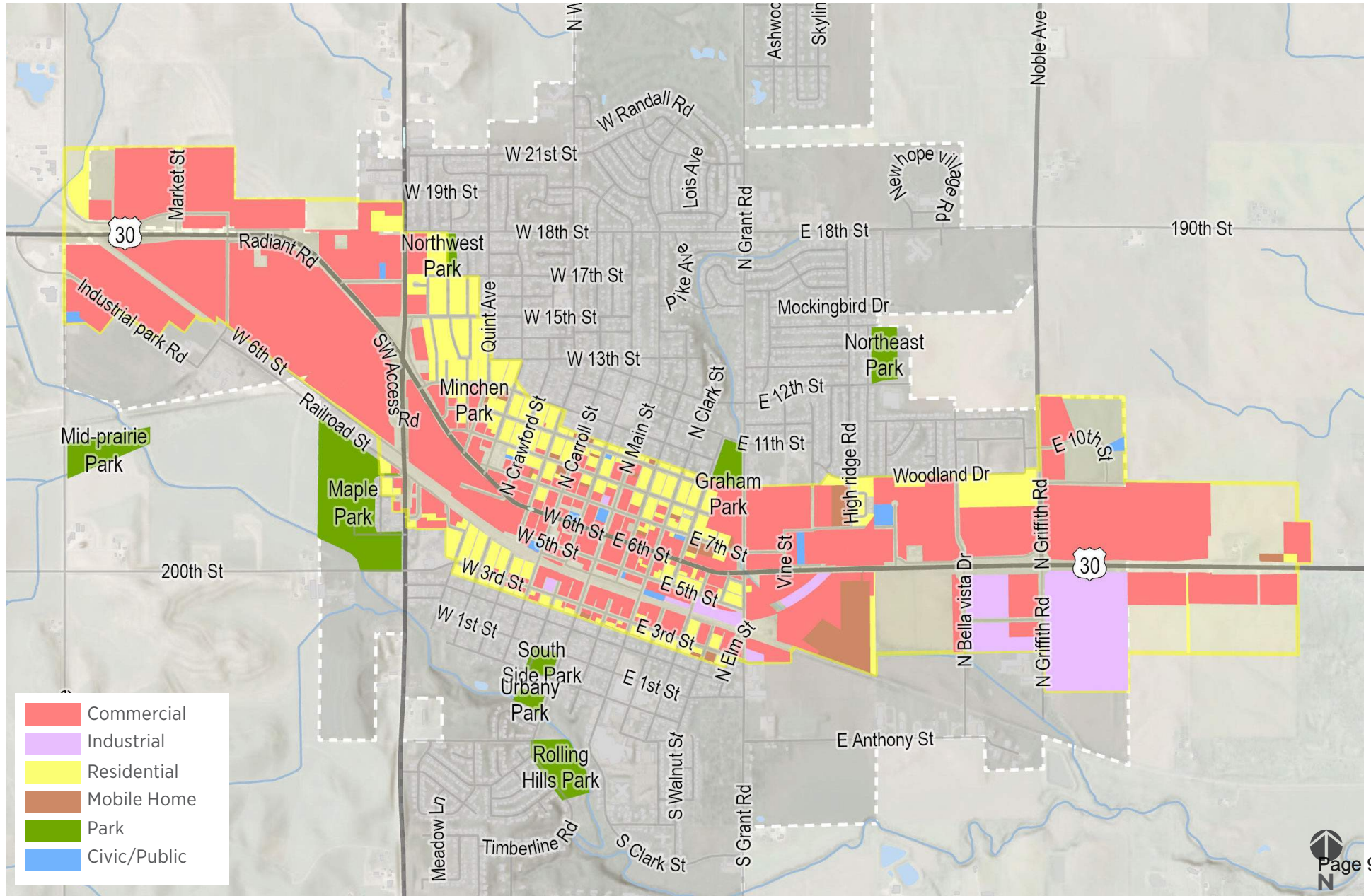
- About 490 businesses operate in the study area
- About 6,000 employees work in the study area
- Average year building built: 1933

Source: ESRI; City of Carroll, RDG Planning & Design

LAND USE MIX IN THE STUDY AREA (2020 ACRES)



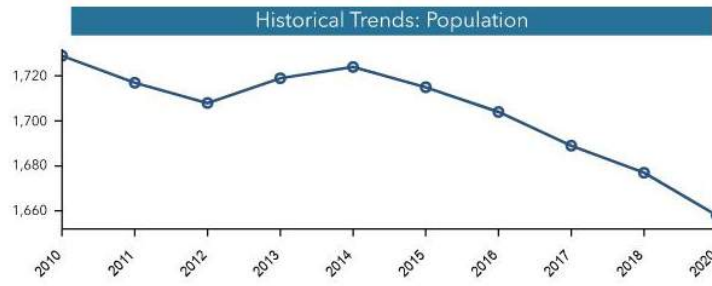
MAP 2.3: 2020 Corridor Land Use Mix



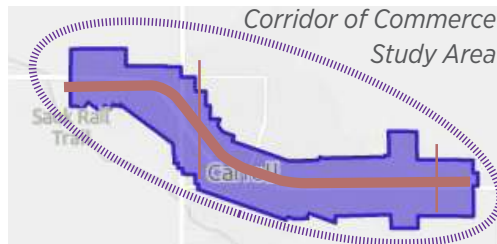
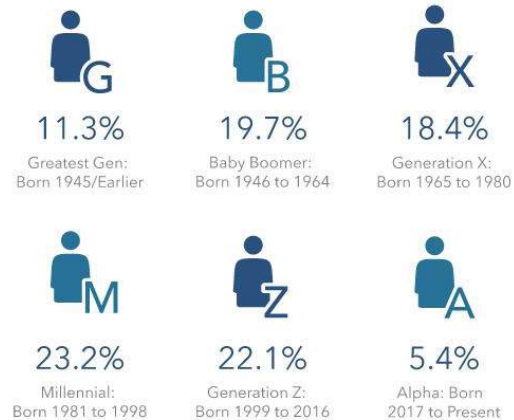
CARROLL MARKET

In 2020 the Carroll Area Development Corporation, with the City, were also completing a retail market study with the firm The Retail Coach. While separate from the Corridor of Commerce 2.0 Plan, results from the Retail Coach are informative for future strategies along Highway 30. Selected data and results from The Retail Coach are included in this section for reference.

POPULATION TRENDS IN THE CORRIDOR OF COMMERCE STUDY AREA



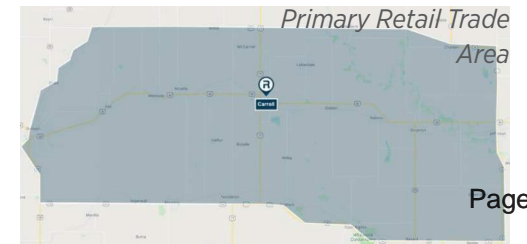
POPULATION BY GENERATION



Source: ESRI Community Analyst

POPULATION TRENDS IN THE PRIMARY RETAIL TRADE AREA

DESCRIPTION	DATA	%
Population		
2026 Projection	33,551	
2021 Estimate	33,707	
2010 Census	34,687	
2000 Census	34,917	
Growth 2021 - 2026		-0.46%
Growth 2010 - 2021		-2.83%
Growth 2000 - 2010		-0.66%
2021 Est. Population by Age		
2021 Est. Population	33,707	
Age 0 - 4	2,314	6.87%
Age 5 - 9	2,285	6.78%
Age 10 - 14	2,336	6.93%
Age 15 - 17	1,460	4.33%
Age 18 - 20	1,293	3.84%
Age 21 - 24	1,632	4.84%
Age 25 - 34	3,687	10.94%
Age 35 - 44	3,766	11.17%
Age 45 - 54	3,724	11.05%
Age 55 - 64	4,447	13.19%
Age 65 - 74	3,587	10.64%
Age 75 - 84	2,020	5.99%
Age 85 and over	1,158	3.44%
Age 16 and over	26,294	78.01%
Age 18 and over	25,313	75.10%
Age 21 and over	24,020	71.26%
Age 65 and over	6,764	20.07%

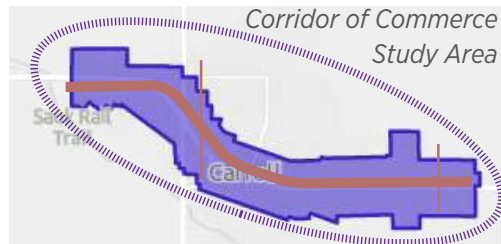


Source: The Retail Coach

[SUMMARIES TO BE INSERTED]

- Summary points of interest

BUSINESS AND EMPLOYMENT IN THE STUDY AREA

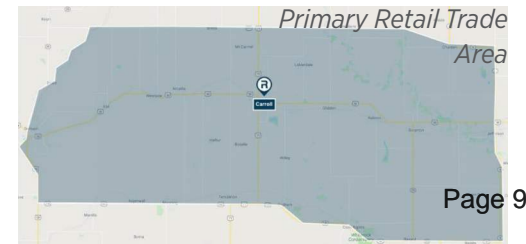


Source: ESRI Community Analyst

BUSINESS AND EMPLOYMENT IN THE PRIMARY RETAIL TRADE AREA

DESCRIPTION	DATA	%
2021 Est. Pop 16+ by Occupation Classification	16,754	
White Collar	8,082	48.24%
Blue Collar	5,810	34.68%
Service and Farm	2,862	17.08%
2021 Est. Pop 16+ by Employment Status	26,293	
Civilian Labor Force, Employed	16,591	63.10%
Civilian Labor Force, Unemployed	697	2.65%
Armed Forces	27	0.10%
Not in Labor Force	8,978	34.15%

DESCRIPTION	DATA	%
2021 Est. Households by Household Income	13,666	
Income < \$15,000	1,350	9.88%
Income \$15,000 - \$24,999	1,160	8.49%
Income \$25,000 - \$34,999	1,385	10.14%
Income \$35,000 - \$49,999	1,930	14.12%
Income \$50,000 - \$74,999	2,052	15.02%
Income \$75,000 - \$99,999	1,980	14.49%
Income \$100,000 - \$124,999	1,512	11.06%
Income \$125,000 - \$149,999	924	6.76%
Income \$150,000 - \$199,999	765	5.60%
Income \$200,000 - \$249,999	287	2.10%
Income \$250,000 - \$499,999	250	1.83%
Income \$500,000+	71	0.52%
2021 Est. Average Household Income		\$78,990
2021 Est. Median Household Income		\$61,126



Source: The Retail Coach





2 // PLANNING PROCESS

Planning includes a review of trends in the built environment and market potential, as well as the aspirations and visions of the broader community – those that live, work, and visit Carroll. The vision of those that know Carroll best form the Plan's concepts.

ENGAGEMENT PROCESS

The vision and priorities included in this plan emerged from community engagement process.



The planning process involved both in-person and remote events to develop the Plan's concepts. Ultimately, the input and feedback led to the Plan's recommendations.

In tandem with this planning project, the city launched an initiative with Retail Coach to evaluate market gaps, provide business assistance, and help recruit businesses to the community. While the Retail Coach initiative addresses near-term strategies, this Plan forecasts initiatives for the next 20 years like the previous Corridor Commerce Plan from 2003.

The methods used to achieve the vision of this Plan were adapted for the COVID-19 pandemic and included:

Plan Steering Committee. The plan Steering Committee composed of businesses, residents, Council persons, City staff, and urban planning experts met at key points during the process to review the progress of the Plan and offer mid-course corrections to the Plan's concepts.

- **Meeting #1 - Kick-off.** The kick-off meeting occurred at the public library to review the process, schedule, and individual ambitions for the corridor.
- **Committee One-on-one Interviews.** Individual interviews to discuss their ambitions for the corridor.
- **Meeting #2 - Walking Tour.** In December of 2020, the planning team and steering committee walked most of the corridor to understand current conditions and pedestrian mobility challenges.
- **Meeting #3 - Conditions and Trends.** The committee discussed the realities of the market and potential to capture market trends for land use and development concepts within the corridor.
- **Meeting #4 - Emerging Concepts.** The committee reviewed the emerging opportunities for future mobility and development.
- **Committee One-on-one Interviews.** Individual interviews with members to offer feedback on the emerging concepts.
- **Meeting #5 - Refined Concepts.** The committee contributed additional feedback on the Plan's concepts prior to preparing the Plan's publication.



Stakeholder Listening Sessions. Small group discussions included open discussions with elected and appointed officials, businesses, neighbors, schools, the Chamber, regional planners, and other stakeholders.

Online Portal. A project website was established and displayed information, an introductory video, and announcements about the Plan.

- **Introductory Video.** Community leaders launched a social media campaign that included a video about the Plan’s purpose and goals.
- **Background information.** The site hosted past plans and reports for people to review.

- **Community Survey.** A community survey was launched at the beginning of the process and made available on-line throughout the project. The survey presented questions on people’s perceptions and desires for the Corridor including business mix, image, and transportation. Several preferred themes emerged that became incorporated into final design concepts.

- **Interactive Mapping Tool.** People identified locations for improvement, things they like, and general comments along the Corridor.

Planning and Zoning Commission Update. In February 2021 the team met with the Planning and Zoning Commission to present initial concepts and get feedback.

Online Webinar - Emerging Concepts. An interactive webinar through Zoom and broadcast on YouTube and CAAT6 engaged residents, business owners, and other stakeholders directly in conceptual planning for the district, tackling such issues as the streetscape and redevelopment concepts. Participants shared their ideas, issues, and concerns informally with the design team.

Stakeholder Feedback Sessions. One-on-one and small group sessions were held with property owners and other stakeholders to address implications of the Plan’s concept.

Property Owner Meeting. A meeting with property owners answered their questions and sought feedback on initial development opportunities for the Corridor.

Open Displays. Displays of the Plan were left in City Hall for the public to view at their convenience during the approval process.

COMMUNITY INSIGHTS

The results of the community survey and mapping exercise unveiled several opportunities for the Corridor and several challenges to address. Over 260 people responded to the survey and 53 comments on the interactive map.

Major Engagement Themes

- **Support for new businesses is a top priority. “Support” needs to be defined.**
- **A stronger mix of quality retail is a top priority. This includes food, hospitality, and other commercial services.**
- **Mixing uses (retail, office, recreation) is desirable.**
- **Continuous pathway on one side of the street is a priority**
- **Perhaps eventual sidewalks on both sides in the future.**
- **Slight trend in comments of “do nothing” or “keep improvements simple.”**

Survey summary

The survey asked many questions about people’s perception of needed enhancements and future possibilities for the corridor. 78% of survey respondents live in Carroll. Full results are in the appendix of this Plan, but summarized here.

More than 60% saying this is a priority or interesting idea for the corridor. (bold items are the highest priority)

Mobility

- **Complete sidewalks on one side of the street**
- **Pedestrian crossing lights**
- Improvement on the condition of existing sidewalks
- Easier access to businesses along the corridor

Businesses

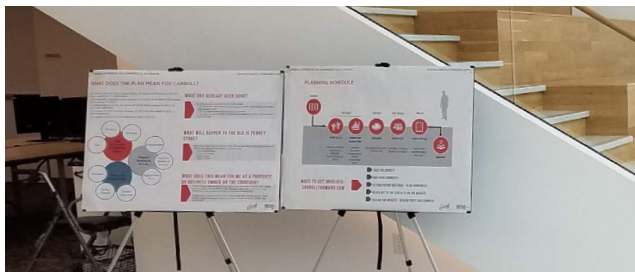
- **More support for new business**
- **More retail quality and variety**

Land Use

- **Retail and residential mixed site uses over office and standalone residential uses**
- **Decorative monument signs**
- Multi-tenant signs over individual pole signs

Image

- **Entryway signage with trail**
- **Gateway markers and signage**
- **Art incorporated into buildings**
- **Street landscaping**
- Business landscaping
- Maintenance of buildings
- Entryway lighting features
- Building murals



Eric Jens Page 102

MAP: Interactive Map Spatial Comments with most "Likes"

The image shows an interactive map of the Carroll Corridor. The map is overlaid with several red callout boxes containing text comments. The map interface includes a top navigation bar with icons for 'Drag to comment', 'Ideas for Improvement', 'Make a Comment', and 'Something I Like'. A legend in the bottom right corner identifies these icons. The map itself shows a street grid with various colored markers (red, orange, yellow) and lines indicating specific areas of interest. The comments are as follows:

- Top Left:** How about a warning light on the way out of town heading west like there is when coming in from the west?
- Top Center:** There should just be an entrance here to get to these businesses, with the new depaco bank building and the apothacarys very tight parking spaces the current entrance to the west is awkward. Should just close that west one off and make a nice wide 3 lane one in, one out left turn, one out right turn lanes here. Narrow the median between hwy 30 and apothacarys north building door to widen that drive through parking area. Close off the old entrance dupacos building created a large blindspot here.
- Top Right:** South side 11th street by Aquatic Center needs a sidewalk. Seems they just stopped needs to be continued all around the Aquatic Center for kids to get to the pool without walking on the street.
- Middle Left:** A sidewalk\trail along all of Hwy 30 would add to the safety of pedestrians. Much of the corridor outside of down town does not have a safe place for people to walk or ride a bike.
- Middle Center:** The parking and driving through the area by Scooters is a bit confusing with the parking spots all the way up to the business. It would be nice to see an actual driving area separate from parking spaces from between Scooters and Bomgaars.
- Middle Right:** The need for wide sidewalks, even if only on one side of the road for now, is a must over. The residential area continues to expand on the NE side of town and there aren't enough safe options for people to walk or ride bikes to the SE side of town. I often see people walking to and from work along the highway, but in the grass or snow. This is an unsafe practice.
- Bottom Left:** Less stoplights! Traffic is so bound up in the "downtown" because there's literally a stoplight every block
- Bottom Center:** The bulk of our community works M-F during the daytime. Available shopping hours at local businesses in Carroll are limited; meaning they close at 5/6pm. And weekend hours are worse if not at all open on Sundays. I applaud those who close their stores on Monday's & Tuesdays so they can bring in customers on the weekends. I'll pay more for local if I can just get into the business without taking vacation time from work.
- Bottom Right:** It would be helpful to have signs pointing to Carroll schools, Kuemper schools, rec center, aquatic center

The map interface also includes a 'Return' button, an 'ABOUT' link, and a 'Legend' box in the bottom right corner. The legend identifies the icons: a red speech bubble for 'Make a Comment', a lightbulb for 'Ideas for Improvement', and a blue thumbs up for 'Something I Like'. The map is credited to 'social:point' and 'Leaflet'.

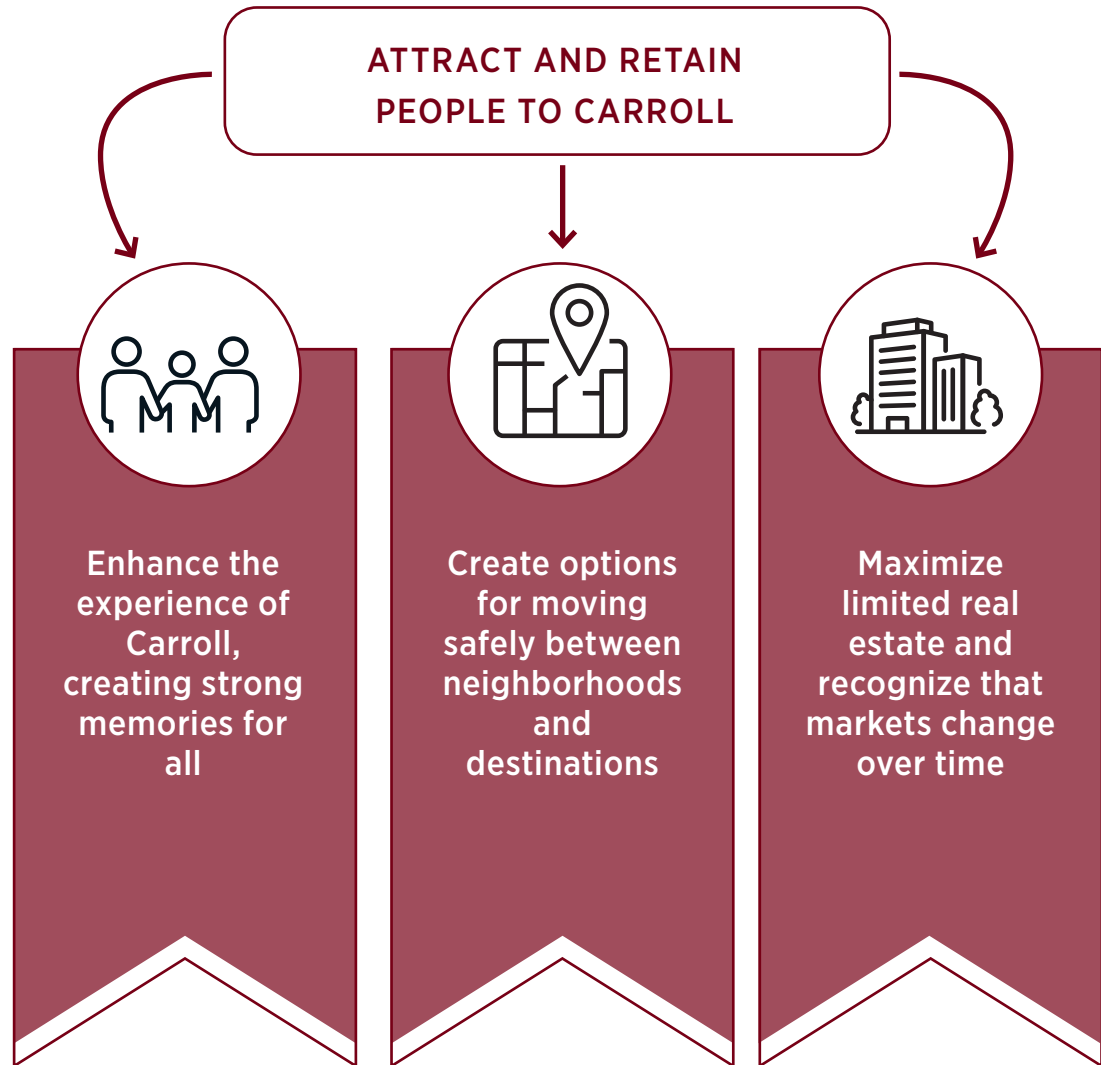
GUIDING THEMES

The paramount theme of the Plan is to attract and retain residents and businesses to Carroll.

The Corridor Commerce Plan Update, like the 2003 plan, advances the city's commitment to enhance economic vitality and image of Carroll.

The paramount theme of the Plan is to attract and retain residents and businesses to Carroll. The planning concepts and initiatives for the corridor focus on the study area, but the vision applies to the entire community. The Highway 30 Corridor is a major part of Carroll that ties together many other community goals.

The following themes articulate the priorities and general directions identified through interviews, small group discussions, public events, and informal meetings. The themes are the basis for an action agenda to guide future land uses and transportation strategies along the Corridor of Commerce.





Enhance the experience of Carroll, creating strong memories for all

All goals for the Corridor of Commerce contribute to creating a welcome, vibrant atmosphere. People of all ages, abilities, and culture should feel welcome to enjoy existing and future amenities along the corridor. Positive interactions create memories and will attract and retain people to Carroll to live, shop, and play.

Program Goals:

- Create positive experience for walkers and bicyclers as residents and employees in the community.
- Improve the visual and driving experience for motorists as residents, employees, and visitors to Carroll.
- Maintain the efficiency of traffic for those traveling through on Highway 30, but also leave a positive image as they leave.



Create options for moving safely between neighborhoods and destinations

Connectivity is a multi-faceted term including multi-modal transportation access across the district and to businesses, and connections between different land use types. Highway roadway design and traffic speeds create barriers for active transportation along the corridor and north/south connectivity. While walking along Highway 30 is not the only way to reach destinations in the area, it is a necessity to reach some destinations by foot. Emphasizing connections are essential to achieve all goals for the corridor.

Program Goals:

- Make connections to major job centers/ locations for those that must use active transportation.
- Maintain direct vehicular routes to shopping centers and improve walkability to and within these centers.
- Connect parks from the corridor by sidewalks or trails.



Maximize limited real estate and recognize that markets change over time

There are many long-standing businesses along and near the corridor. There are also several infill sites and areas for enhancement to reach the corridor's full potential capacity. These sites should be targets for uses that complement the downtown and balance development between Approach, Transition, and the Downtown Core framework areas. The process will be long-term, seizing opportunities as the market response to public investments and private market demand.

Program Goals:

- Leverage incentives and market conditions to stimulate investment on existing vacant sites.
- Adopt plans, possibilities, and a vision for sites that would benefit from enhance transportation systems, land use, and site features.
- Continue regular communication with property owners to understand market conditions and priorities.

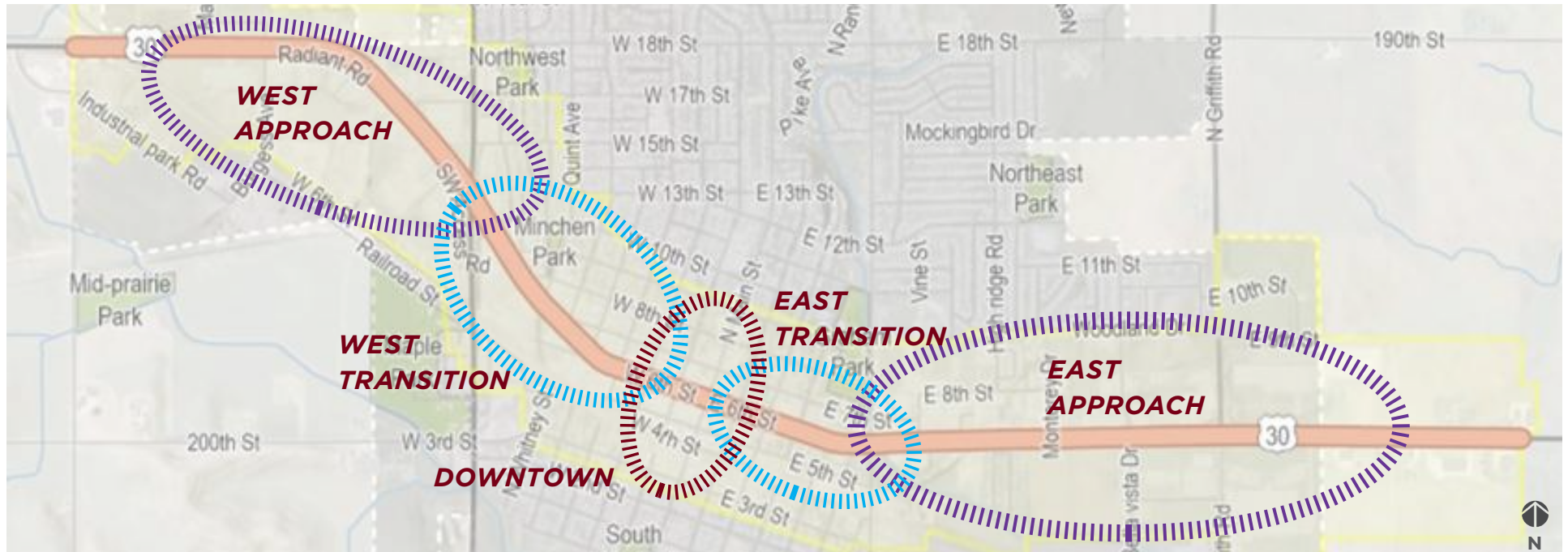




3 // CORRIDOR CONTEXT

The Plan combines the input received from the public, review of current conditions and trends, market potential, previous plans and studies, and recommendations by the consultant team to create a feasible and realistic vision for enhancement. Carroll will continue to evolve. A comprehensive vision for the corridor ensures changes over time meet the needs and desires of business owners, residents, and visitors.

OVERALL CORRIDOR FRAMEWORK



The Corridor Framework provides a series of contextual zones of the corridor based on their character of development and mobility.

The Corridor Framework includes:

- **Approach Zones.** Areas people experience when first entering Carroll. Characterized by:
 - › Anchored by Wal-Mart on the west; Pella and Farner-Bocken on the east
 - › Larger building footprints and lots
 - › Limited sidewalks and crosswalks
 - › Most parking lots connected by frontage roads

- › Some open land for development potential
- › Large commercial/office, auto-oriented uses
- **Transitions Zones.** Areas characterized by a commercial services and some residential uses. Elements include:
 - › More variety of commercial and service uses
 - › Smaller sites and lots
 - › Some sidewalks and crosswalks
 - › Many driveways and property access points
 - › Slower traffic speed than Approach Zones

- **Downtown Core.** The downtown core is the heart of the city that represents the oldest area of the community. Elements include:
 - › Civic oriented uses
 - › Sidewalk network with enhanced crosswalks
 - › Buildings generally built to street
 - › Smaller lots and high density of uses
 - › Lighting, landscaping, and branding signage
 - › Adams Street and Main Street

West Approach



West Approach

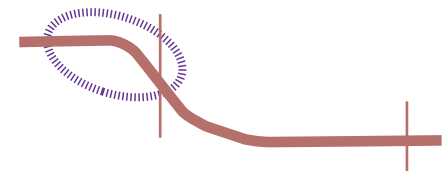
Character. Clustering of heavy commercial and auto oriented businesses. The approach provides a more industrial feel other than the emerging commercial uses around the Wal-Mart at Market Street. The division created by the Highway 71/30 intersection almost feels like approaching into a different community.

Challenges to Overcome

- Pedestrian and bicyclist connections to the area, both north and south of the corridor.
- Maintaining building and site appearance as uses age.

Opportunities to Leverage

- Existing entryway features at the Highway 71/30 intersection creates a defined point of entry to Carroll. Opportunities to further enhance to showcase Carroll.
- Ample area along the Highway in most areas for streetscape improvements or aesthetic enhancements.
- Successful commercial and industrial uses that serve the community.
- Existing frontage road system in place to manage access onto Highway 30.



West Transition



West Transition

Character. A clear distinction from the approach zone to the west with more commercial and drive-up service uses. Many access points creates a confusing and difficult to navigate transportation environment at times. Sidewalks on the south side of the Highway show some priorities for pedestrians, but vehicles still rule the area. There is noticeably less landscaped area than in the approach zone.

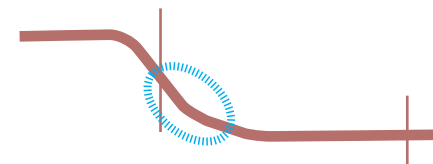
Challenges to Overcome

- Maintaining building and site appearance as uses age.
- Connections for pedestrians to the west of Highway 71.

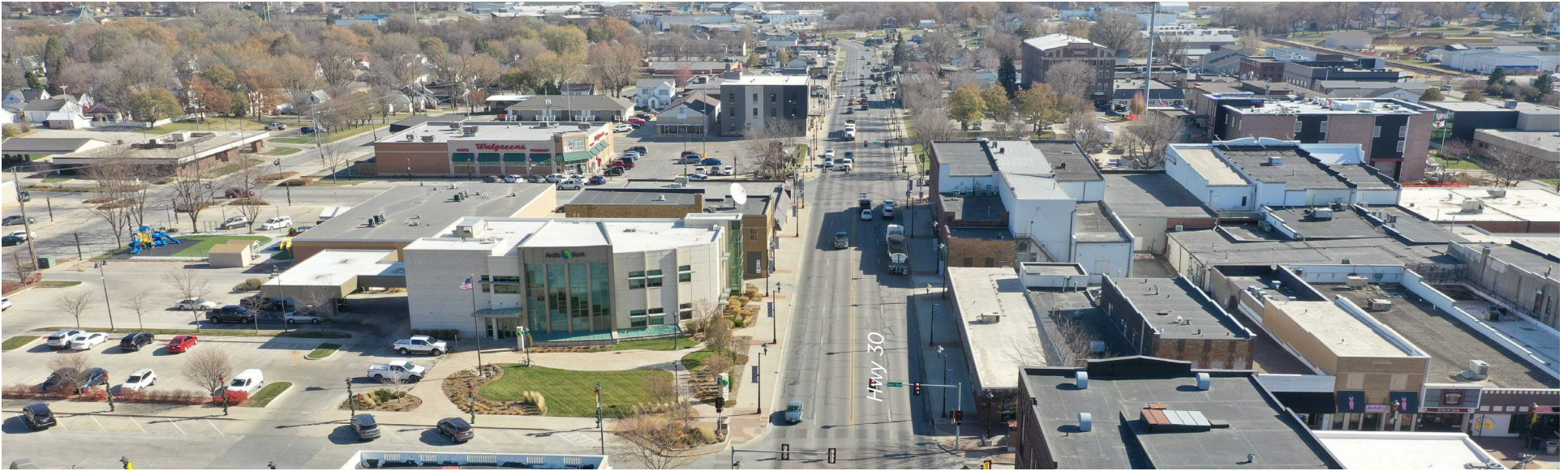
- Many access driveways that can create confusion and unnecessary turning conflict points.
- Vacant commercial spaces that may be in more difficult locations to attract tenants.
- With the many access driveways, there is a lack of a defined edge between Highway 30 and adjacent properties.
- Underused parking spaces on some sites that present opportunities for redevelopment or design enhancements should the market dictate.

Opportunities to Leverage

- Successful commercial uses that serve the community and region.
- Stop lights in place at Quint Avenue and West Street provide safer opportunities for pedestrian cross connection. Additional intersection safety features are possible.



Downtown Core



Downtown Core

Character. A traditional downtown center with buildings built to the street and a compact urban environment. More pedestrian activity is visible, although mostly on side street off of Highway 30. The streetscaping improvements provide a feeling to motorists to want to turn off Highway 30. Several stop lights manage traffic and cross connections to the downtown businesses.

Challenges to Overcome

- Balancing efficient traffic flow within a more pedestrian oriented environment.
- Retaining the existing business mix.
- Finding a new occupant or use for the JC Penney building.

Opportunities to Leverage

- Successful commercial uses that serve the community and region.
- Stop lights in place at Court Street, Main Street, Adams Street, and Carroll Street provide safer opportunities for pedestrian cross connections. Additional intersection safety features are possible at Court and West Streets.
- Some landscaped buffer areas between Highway 30 and adjacent properties where building are not built to the street.
- Expanded trail connection to the downtown from the south along Carroll Street. Opportunities to continue these efforts to other areas.



East Transition



East Transition

Character. A neighborhood commercial district that feels more walkable west of Grant Road. However, there are gaps in the sidewalk system where driveways intersect the street. Buildings are generally in good condition and travelers are able to see some public investments in infrastructure.

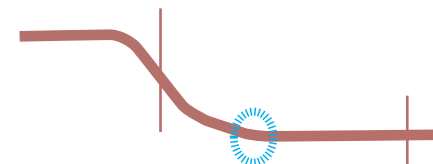
Challenges to Overcome

- Many access driveways that can create confusion and unnecessary turning conflict points.
- With the many access driveways that create conflict points for vehicles entering/existing Highway 30 and between sidewalks and driveways.

Opportunities to Leverage

- Successful commercial uses that serve the community.
- Stop lights in place at Grant Road and Clark Street provide safer opportunities for pedestrian cross connections. Additional intersection safety features are possible.
- Vacant sites at key places like Grant Road for encouragement of aesthetic improvements and new development.
- Space for entryways and wayfinding features to direct visitors to important destinations, particularly the Carroll Recreation Complex.

- Some landscaped buffer areas between Highway 30 and adjacent priorities for future streetscaping and aesthetic improvements.



East Approach



East Approach

Character. Large employment bases transitioning to smaller auto-orientated and commercial uses. Vehicles are encouraged to maintain faster speeds with no stop lights and uses buffered from the highway. There is more need to turn into driveways on the north side of the highway, which can be difficult if traveling eastbound.

Challenges to Overcome

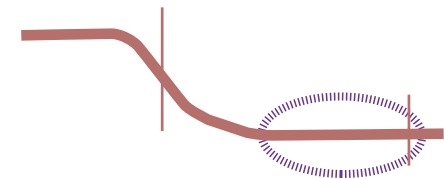
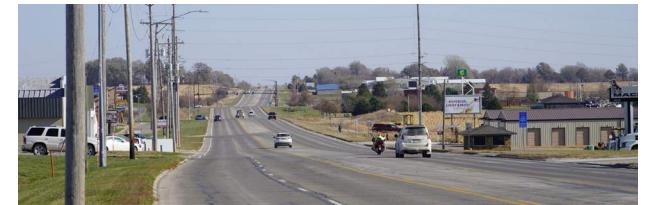
- Continuous frontage road to access uses without turning directly off of Highway 30.
- Areas with parking adjacent to Highway 30, creating many conflict points when cars exit parking stalls.

- Areas going further westbound with many access driveways that can create confusion and unnecessary turning conflict points.
- Creating a feeling of arriving to Carroll. There is no defined point to welcome travelers from the east.

Opportunities to Leverage

- Ample area along the Highway in most areas for streetscape improvements or aesthetic enhancements.
- Successful commercial uses that serve the community.
- Successful large employers that attract workers from the region.

- Space and opportunities for street extensions to neighborhoods and new trails along drainage ways.







4 // CORRIDOR CONCEPTS

Concepts for the corridor address the three themes emerging from the public engagement process, including:

- Enhance the experience of Carroll, creating strong memories for all.
- Create options for moving safely between neighborhoods and destinations.
- Maximize limited real estate and recognize that markets change over time.

This chapter organizes concepts into three sections, including:

1. Mobility Possibilities
2. Image Enhancement Possibilities
3. Development Possibilities

1. MOBILITY POSSIBILITIES

Highway 30 is the city's principal east/west route. The Plan does not provide any recommendations for changing traffic movements or lane configuration, but rather provides recommendations for the areas adjacent to the roadway in the public realm. Mobility possibilities addresses the following elements:

- **Access Management.**

Access management relates the points of access along the road from private property and intersecting roads. Managing access improves safety of motorists and pedestrians, while providing clarity to customers entering and exiting property.

Generally, future improvements are phased in over time and occur when the city or state initiates a large capital improvement project, such as a street reconstruction/resurfacing or streetscaping project. Improvement may also occur when redevelopment occurs. Some improvements may be mandated by federal design standards. Recommendations in this Plan attempt to anticipate for the future design standards, and assist the city and property owners to provide the best customer experience.

- **Active Transportation.**

The Plan examines improvements for the corridor and its connections to other destinations that support better options for moving people living/working/visiting in Carroll.

Having a complete active transportation network is becoming an expected amenity for attracting talent to the community. Also, having a complete network ensures greater equity in the community as some people may not be able to afford the cost of having a vehicle or experience an impairment that prevents them from driving.

Generally, improvements are phased in over time. The backbone of the system is the Sauk Rail Trail that connects Carroll to Lake View. While Swan Lake State Park is the trail's primary destination in Carroll, adding connections to the rest of the community is an opportunity in the future.



ACCESS MANAGEMENT

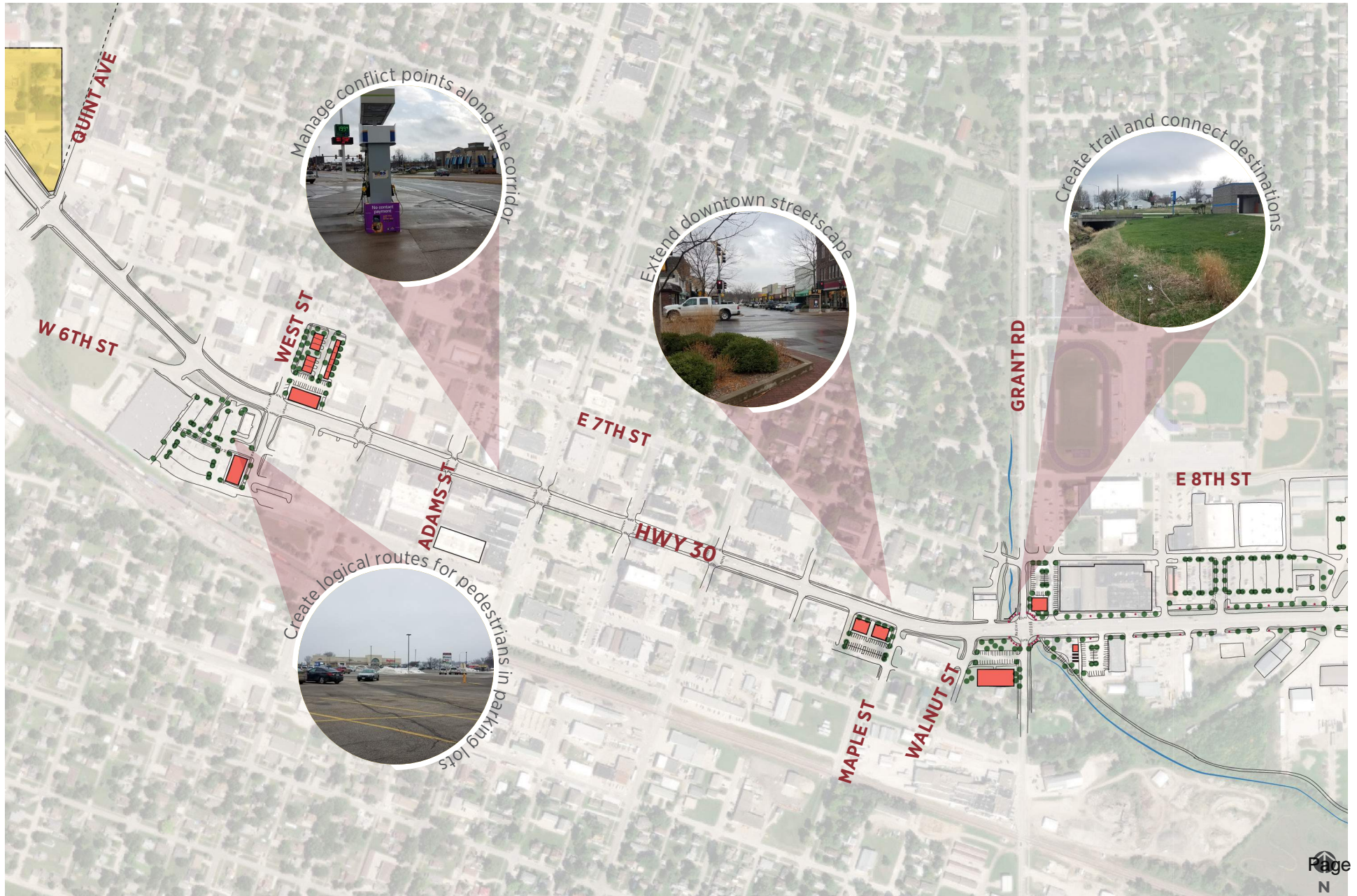
Conflict points create risk for the health and safety of motorists and pedestrians. The Plan identifies possible strategies for managing conflict points throughout the district.

- **On-street parking.** Angle or perpendicular parking adjacent to the street creates conflict points. Parallel parking is acceptable in the transition areas.
- **Offset entrances.** Offset entrances on opposite sides of the street creates turning conflicts for vehicles. Aligning entrances will assist customers to more easily cross the highway to access businesses rather than a quick right then left. Also, vehicles on the highway and turning left are not in conflict with a vehicle turning left moving in the opposite direction.
- **Obstructions in sight-lines.** People turning onto the highway with visibility that's obstructed creates hazardous conditions. Obstructions include buildings, shrubs, and other parked vehicles.
- **Continuous curb cuts.** Properties with continuous curb cuts create large conflict zones of vehicles potentially entering and existing. These curb cuts can also be confusing for motorists not familiar with the corridor.
- **Further investigate stoplight efficiency.** The City should explore traffic signal technology to potentially make lights more efficient as their life expectancy is coming due in the planning horizon.

West



Central



East



MAP: Active Transportation Map

ACTIVE TRANSPORTATION

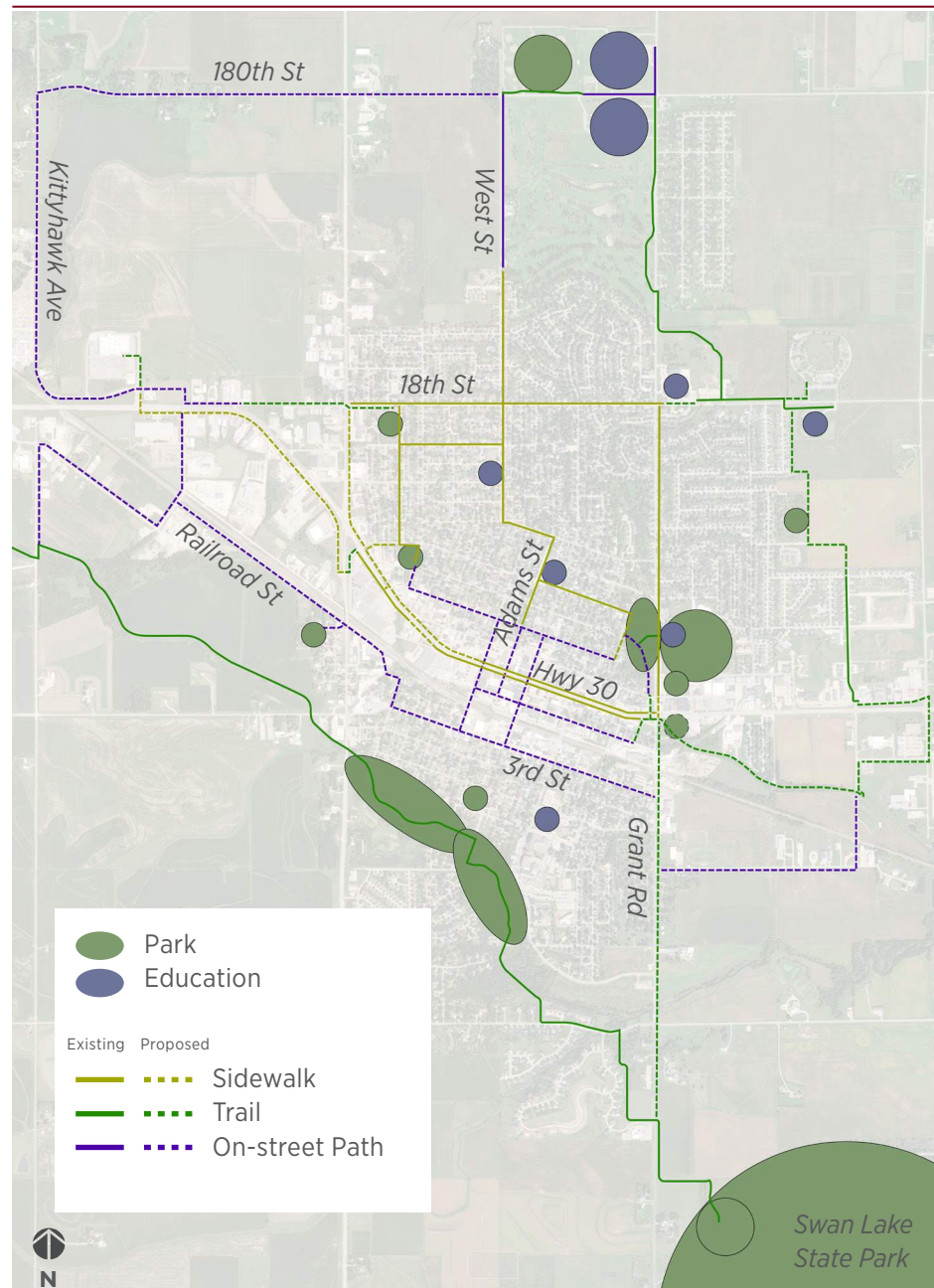
The corridor does not live within isolation, so the Plan presents concepts that considers the overall active transportation network for the entire community and its relationship to the Highway 30 corridor.

Priorities for implementation are subject to the level of service that the path will provide. For example, the City's highest priority is connecting users to schools and parks. Another priority is connecting people to grocery stores, pharmacies, and major employers. Implementing a complete active transportation system may take decades.

Ultimately, the Plan shows Highway 30 as the fulcrum for making a complete network in Carroll.

The Active Transportation Map shows the complete system. Important elements include:

- **Create a Closed Circuit of Paths.** The system is planned as a series of closed loops. Each loop can act as a unified project that can be built incrementally over time.
- **Sidewalk Gaps and Repairs.** Sidewalks should be free of obstructions, have gaps filled in, and repaired timely as needed.
- **Improve Crosswalks.** Crosswalks should be well-marked and ADA compliant. Countdown timers should be placed at all signalized intersections.





Pathway connecting neighborhoods to Walmart



Pathway connecting to major employers



Pathway connecting Graham Park and Recreation Center to Swan Lake State Park



Pathway to future trail that follows creek to major employers

2. IMAGE ENHANCEMENT POSSIBILITIES

Enhancing the image of the Highway 30 corridor intends to create a strong, positive memory for visitors and residents alike. Also, having a corridor that appears pristine supports existing businesses while attracting new investment to the area.

Purpose of Enhancements

- **Attract customers.** Carroll's strength as a retail center should continue by creating new opportunities to capture customers through destinations in recreation, activities, and new unique businesses.
- **Maintain property values and marketability.** The investments in streetscape enhancements will maintain property values, increase sales tax revenues, and create an image that adds business to the city.
- **Stimulate private investment.** Initial investments in the public realm can create conditions for economic growth that are unlikely to happen spontaneously.

Elements of Enhancements

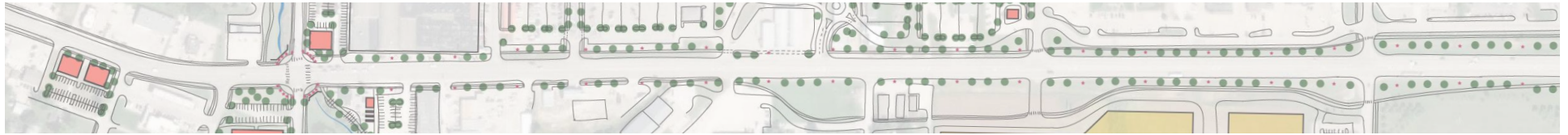
The concepts for streetscape enhancements is the culmination of public input and best design practices.

The vision for streetscape artfully ties together recent improvements in downtown and creates tiers of enhancements stretching from the corridor's zones, including the downtown core, transition, and approach.

The subtle cues in the streetscape, such as patterns and materials, integrates art found in downtown and stretches them throughout the community to create a more unified image.

- **Street furniture.** Street furniture gives a functional element to the sidewalk. This includes benches and trash receptacles, railings, planting urns, and kiosks.
- **Materials.** Having a consistent library of materials brings consistency along the corridor. New projects should consider the context of the corridor. This includes retaining walls, screening walls, pavers, concrete, and monuments.

- **Crosswalks.** Crosswalks should be well-marked. Countdown timers placed at each signalized intersection helps pedestrians understand the amount time that they have to safely walk across the street.
- **Plantings.** Plantings (trees, shrubs, grasses) provides color and shade to the district. Tree planting beds provide uniformity and even placement provides continuity in the landscape design. Street trees provide visual interest to the street. Other low cost enhancements such as flower baskets and low-lying planters break up storefronts and concrete sidewalks to provide color and interest.
- **Lighting.** The character and type of illumination of light fixtures along the corridor should complement the elements of the corridor. The tophat fixture mounted to black poles in downtown can change in the transition areas to cutoff fixtures mounted to black poles.
- **Public art.** Art can vary throughout the corridor. This Plan presents a vertical feature that shares antecedents to design features in downtown.



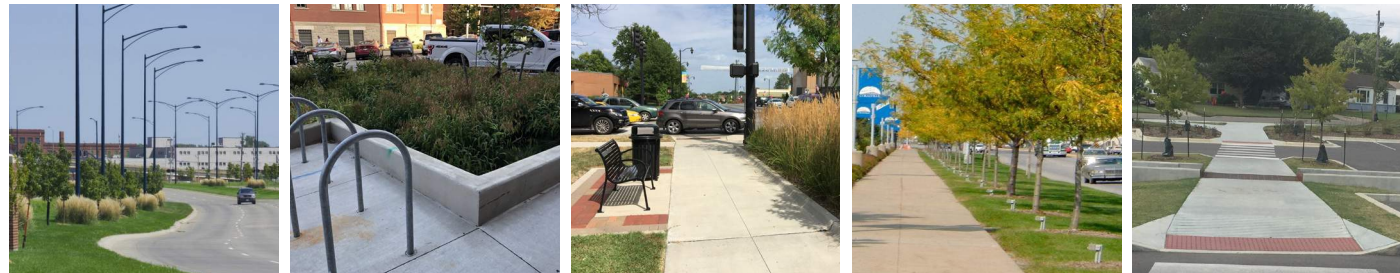
APPROACH

- Cobra Streetlights
- Plantings
- Urns
- Field Stone
- Gateway Elements
- Concrete Sidewalks



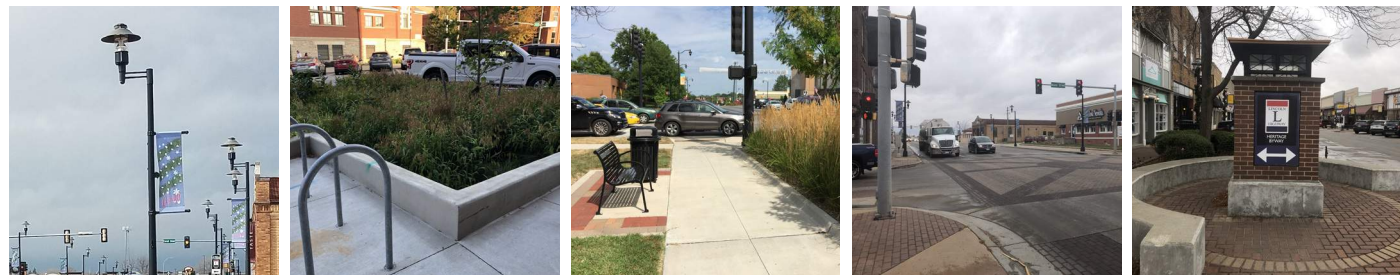
TRANSITION

- Cobra Streetlights
- Plantings
- Benches and Receptacles
- Concrete Sidewalks

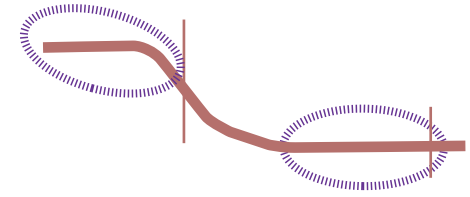


DOWNTOWN

- Tophat Streetlights
- Plantings
- Benches and Receptacles
- Banners
- Concrete Sidewalks
- Pavers
- Monuments



APPROACH ZONES



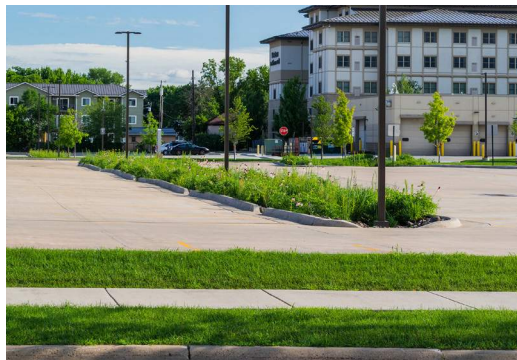
Imaging Enhancements

Focus for the Approach Zones is on arrival features and creating a pleasant first impression of Carroll. The impressions are not to be grandiose or overly artful, but rather subtle with greenery and structural elements that lead into the downtown area.

Imaging Strategies

- **Easy to Implement.** Use enhancements that are relatively easy to implement and maintain. Work with the existing curb to building area for treatments and restructuring for active transportation where identified previously.
- **Components.** The suggested enhancements are 75% natural (vegetation) and 25% built (lighting/columns).
- **Built Enhancements.** The concept focuses on pulling decorative fencing/paneling design from Downtown throughout the corridor. Much effort and investment went into the past streetscape project and should be complemented if adding built enhancements.
- **Possible Built Layout.** Lighted LED designed columns along Highway 30 every 200 feet with landscaping enhancements in the gaps. Cobra-head style lighting option could replace designed columns in some areas, leaving the more decorative built component to the first entryway areas.
- **Possible Landscaped Layout.** Trees and shrubs align with built lighting features to create a corridor feeling, but also buffer Highway 30 from pathways and parking areas.

NATURAL CHARACTER POSSIBILITIES



BUILT CHARACTER POSSIBILITIES



APPROACH

- Cobra Streetlights
- Plantings
- Urns
- Field Stone
- Gateway Elements
- Concrete Sidewalks

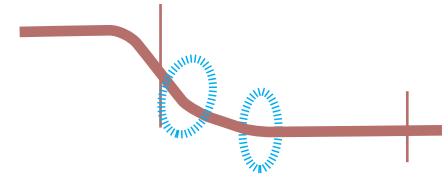




LIGHTING AND ART

Refreshed lighting, public art, and landscaping intends to welcome visitors to the area, giving them a memory of a community with character and vitality. This particular stretch of Highway 30 does not contain utility poles, and therefore, none are shown in the rendering above. This Plan does not suggest or recommend removal or burying existing utility poles. However, streetlights are recommended to remain or be added where absent today.

TRANSITION ZONES



Imaging Enhancements

Focus for the Transition Zones is to balance increasing traffic and built out sites with structures and concrete, with a positive experience of people traveling the corridor. Many aspects involve softening intersections, driveways, and parking areas through buffers and greenery.

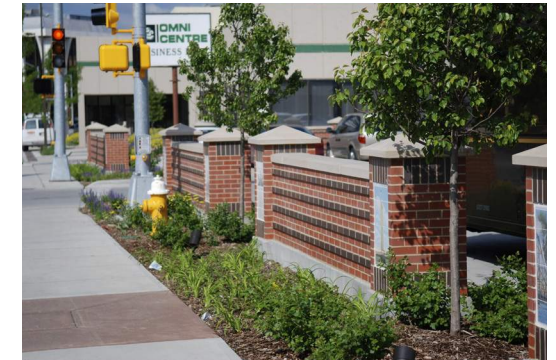
Imaging Strategies

- **Easy to Maintain.** Use enhancements that are relatively easy to implement and maintain, such as fixtures and element used in other parts of the city.
- **Components.** The suggested enhancements are 50% natural (vegetation) and 50% built (lighting/columns).
- **Built Enhancements.** The lighted columns in the Approach Zones are discontinued at the west and east nodes, Highway 71 and Grant Road. Instead, the built enhancement focus more on extended the downtown elements where feasible and adding more pedestrian level elements. These elements include filling sidewalk gaps, consolidating driveways, and crosswalk enhancements.
- **Possible Landscaped Layout.** Where possible, low maintenance landscaping can provide a buffer from the street and parking areas. These enhancements are most feasible on potential development sites and where driveways are consolidated. In addition to grass, features may include an alternate spacing between canopy trees and ornamental trees/shrubs/grasses.

NATURAL CHARACTER POSSIBILITIES

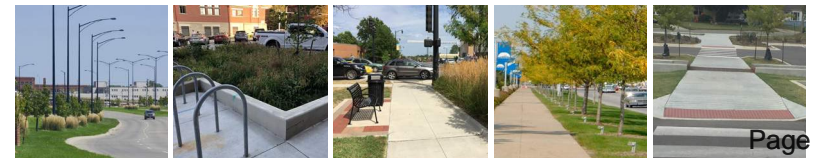


BUILT CHARACTER POSSIBILITIES



TRANSITION

- Cobra Streetlights
- Plantings
- Benches and Receptacles
- Concrete Sidewalks

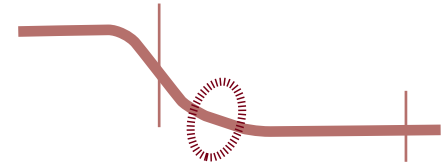




TREES AND PLANTINGS

Adding trees and plantings will enhance the image of the community and add color to a corridor that appears "gray" from the large amount of concrete surfaces. Improvements need to be well-maintained to sustain the improved condition.

DOWNTOWN ZONES



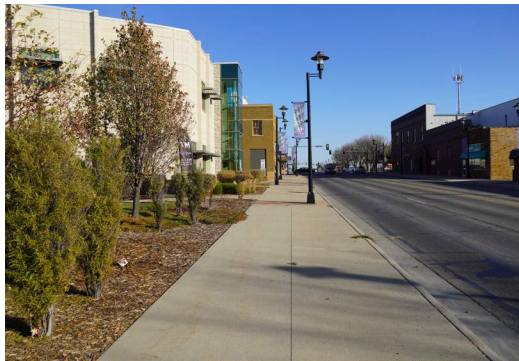
Imaging Enhancements

Focus for the Downtown Zone is on maintenance of enhancements that have already been made such as the streetscape fixtures, plantings, and signage.

Imaging Strategies

- **Signage Refresh.** The downtown signage for wayfinding and business identification could be refreshed with a new design. The current signage is fading and mismatching colors from newer signage added when a business changes.
- **Components.** Maintain the existing mix of built and natural features as today (2020). A storage of the existing fixtures are already built up for replacement and maintenance as needed over time.
- **Built Enhancements.** Focus on outward connections to downtown, focusing especially for pedestrians. These are detailed more in the mobility section of this Plan.

NATURAL CHARACTER THEME

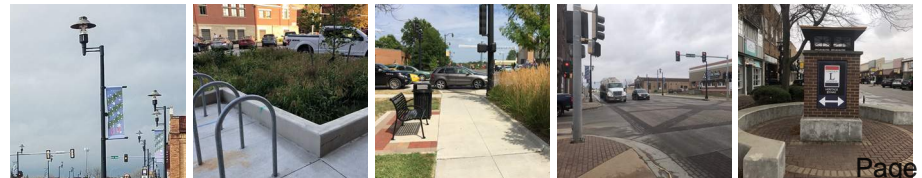


BUILT CHARACTER THEME



DOWNTOWN

- Tophat Streetlights
- Plantings
- Benches and Receptacles
- Banners
- Concrete Sidewalks
- Pavers and Monuments





3. DEVELOPMENT POSSIBILITIES

Concepts presented in this section are just that, ideas for redirection of areas that are naturally influenced by market forces.

Markets for development change over time, and so do trends for construction. Existing business operations also change, sometimes creating a demand for more space, resulting in expanding their building or relocating to a different site altogether.

Cities don't remain static and the spirit of the concepts in this chapter is to present possibilities for individual owners. Each site is described as follows:

- **Description.** The description describes the site, its context, and the factors that places it as a site that is subject to change.
- **Program.** The program identifies general guidance for land that is subject to change, if it were to change at all.
- **Concept.** The concept illustrates a possible scenario for addressing the program for the site.

Over time, several projects have been built that are somewhat autonomous from its surroundings, while some areas are well connected to each other, the highway, and neighborhoods. Also, some projects that once matched the needs of the highway corridor have become obsolete as the highway has grown from two lanes to multiple lanes.

SITES SUBJECT TO CHANGE

The plan presents possibilities for developing (and redeveloping) the limited land available along the city's principal transportation corridor, Highway 30.

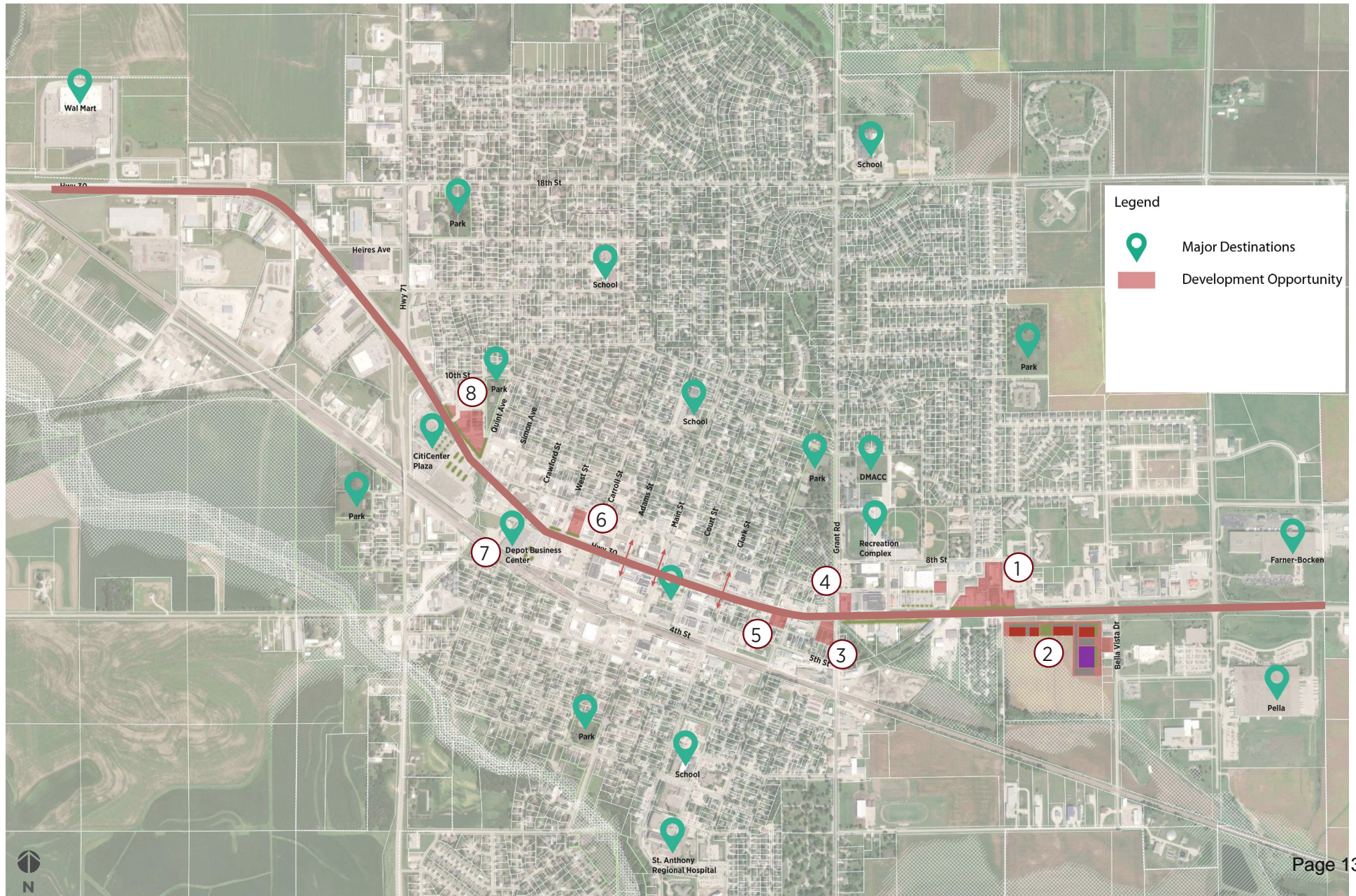
Candidate sites for redevelopment, new development, and enhancements possess similar challenges and opportunities. Each candidate site was determined using the following criteria.

- Input and feedback from the community, indicating their desire for resolving challenges at specific properties.
- Availability of funding sources that can be leveraged between local, state, and federal resources, including grants, economic development incentives, and general funds.
- Field reconnaissance and site observations, both current and historical, for each site.
- Probability of the site's redevelopment potential for influencing the perception of corridor's image.
- Probability of the site's redevelopment to positively influence the quality and safety of surrounding areas.

The recommendations proposed in the development concept are sensitive to the surrounding neighborhoods, transportation patterns, and customer experiences. The development strategies must integrate the surrounding neighborhoods, recent investments, market demands, and the mobility improvements and connections. Development sites fall into six neighborhood nodes, including:

1. High Ridge Plaza District
2. Southside Fields
3. Grant Corners: South
4. Grant Corners: NE Site
5. Maple Street and Highway 30
6. West Street and Highway 30
7. Depot Business Center
8. The Triangle

MAP: Development Possibilities Nodes



HIGH RIDGE PLAZA DISTRICT

Description:

The properties north of Highway 30 between Monterey Drive and Grant Road were developed throughout the decades. Some buildings were built near the highway, while others were setback from the street with parking in front. Generally, each property functions independently when they could become a unified district with stronger connections and offer conventional land uses to serve customers visiting the city.

The program for this segment of the corridor recognizes that markets shift and that real estate along the highway is limited, making the area subject to change in the future.

As previously stated, the concepts provide options for current and future property owners for the use of their property. The concepts do not prescribe or mandate changes.

Program:

The program includes mobility and development strategies includes:

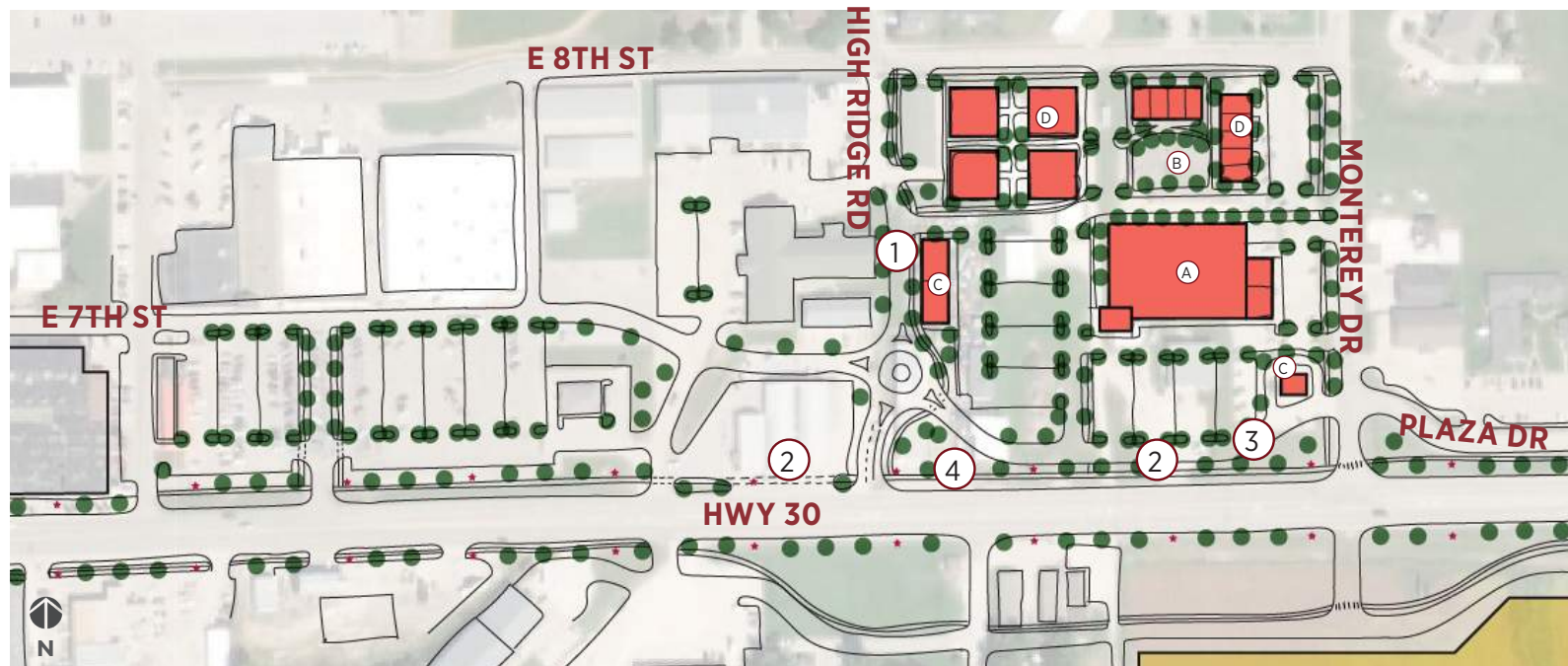
Mobility Strategies:

- 1. Extend High Ridge Road through to Highway 30**, providing greater accessibility to the neighborhoods to the north and future development.
- 2. Consolidate access points along Highway 30** to reduce the number of conflict points for accidents. This includes removing the continuous curb cuts for parking.
- 3. Extend Plaza Drive from Monterey Drive** to Grant Road, aligning with E 7th Street. Benefits of the concepts include improving internal circulation and convenience between retail businesses, and creating a connected district with more marketable tenant space.
- 4. Dedicate a parallel pedestrian pathway along Plaza Drive** that connects people from the Recreation Center (and Graham Park) to existing retail, new housing, new commercial spaces, and Fareway Grocery. Continuing the path along Plaza Drive to Griffith Street will ultimately connect the Recreation Center and Graham Park to the city's trail system.

Development Strategies:

- A. Future Fareway Grocery.** The concept recognizes that Fareway Grocery may build a new facility on its current property, while remaining in operation during construction. The concept illustrates an orientation to the highway with parking wrapping around its main corner entrance.
- B. Existing Fareway Grocery Building.** The existing Fareway Grocery building can be repurposed or be redeveloped. The concept here imagines the site supporting multi-family housing.
- C. Future Commercial Development.** The concept shows several areas oriented toward Highway 30 that can support several types of commercial, including hotel, office, and conventional commercial strips.
- D. Multi-family Housing.** The industrial uses along E 8th Street could be redeveloped for multi-family housing, thereby creating a transition to the neighborhood to the north.

MAP: High Ridge Plaza District



1. Extend High Ridge Road through to Highway 30
 2. Consolidate access points along Highway 30
 3. Extend Plaza Drive from Monterey Drive
 4. Dedicate a parallel pedestrian pathway along Plaza Drive
-
- A. Future Fareway Grocery
 - B. Existing Fareway Grocery Building
 - C. Future Commercial Development
 - D. Multi-family Housing



SOUTHSIDE FIELDS

Description:

Participants in the planning process indicated that the farmland west of Bella Vista Drive is subject to future development since it represents a gap between built projects. While true, the site is mostly within the 100-year floodplain, which is shown at the right.

Developing within the floodplain is generally discouraged, yet portions of the site could be raised out of the floodplain to support some development. The northeast area is already out of the floodplain and could support development if access roads were built.

Program:

The program includes strategies for mobility and development.

Mobility Strategies:

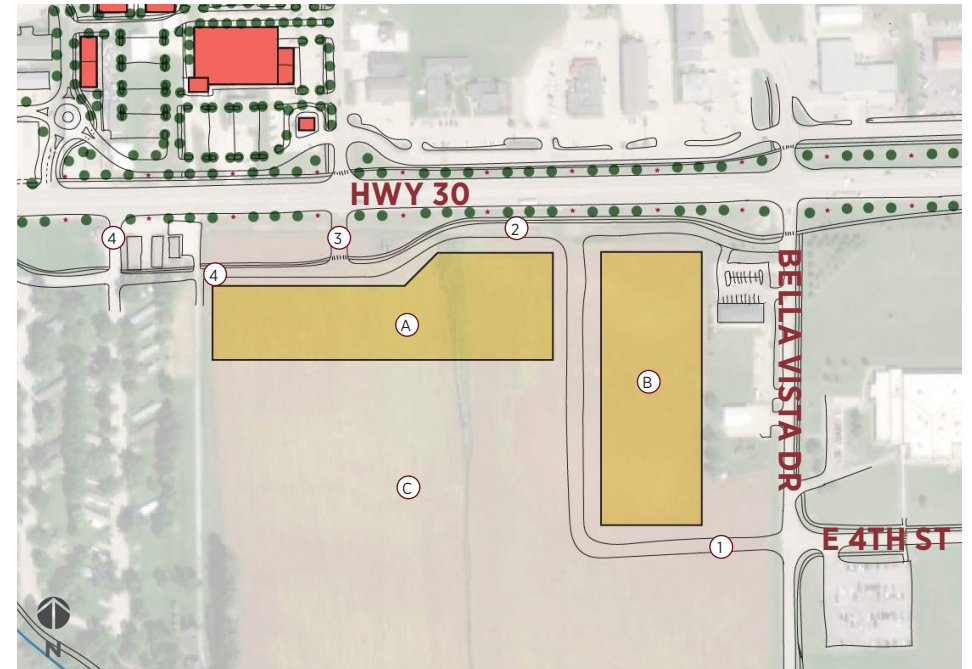
- 1. Extend E 4th Street.** Extending E 4th Street across Bella Vista Drive creates a access point for businesses. The road could wrap the development site to intersect a future frontage road.
- 2. Build Frontage Road.** Building a frontage road that runs parallel to the highway, similar to Plaza Drive on the north side of the highway, can become the primary access to new and existing businesses. Key access points from Highway 30 should align with driveways on the north side to improve turning movement conflicts.
- 3. Extend Monterey Drive.** Extending Monterey Drive south of Highway 30 to the frontage road aligns access points and minimizes conflicting turning movements on Highway 30.
- 4. Manage access near mobile home park.** The current continuous curb cut near the mobile home park creates unmanaged conflict points that influences the safety and overall image of the site and sense of arrival to Carroll.

- › **Near-term strategies.** The continuous curb cut near the mobile home park should be reduced to limit conflict points. Landscaping the area will improve the area's overall image and perhaps its marketability.
- › **Long-term strategies.** The proposed Frontage Road could extend through the mobile home park to provide access to adjacent properties, and ultimately become its primary access.

Development Possibilities:

- A. Frontage Road Development.** Lots could be raised out of the floodplain to create shallow development sites that have visibility to Highway 30.
- B. Employer Site.** A larger development site west and behind Subway could support a large employer.
- C. Major Development Alternative.** The Plan recommends that the site remain in agriculture use as the area is mostly in the floodplain. However, the Plan also recognizes that the site has been subject to development in the past and could be considered for development in the future.

MAP: South Fields Concept



- 1. Extend 4th Street
- 2. Build Frontage Road
- 3. Extend Monterey Drive
- 4. Manage access near trail park
- A. Frontage Road Development
- B. Employer Site
- C. Major Development Alternative

GRANT CORNERS: NE SITE

Description:

The businesses located at the northeast corner of Grant Road and Highway 30 are important to the City of Carroll. Buildings supporting those businesses were originally constructed in the mid-Twentieth Century with numerous additions over the decades that have nearly covered the entire block. Meanwhile, more lanes were added to the highway, which constrained the site and other development projects surrounded the building. These conditions influence the site's convenience and serviceability for its customers and employees.

The Plan assumes that the following challenges may emerge in the future, resulting in this site being subject to change in the future.

- **Federal mandate to remove parking along Highway 30.** On-site parking for employees and customers is limited and the available parking along Highway 30 does not meet federal design standards because of the conflict points. The City anticipates receiving direction to prohibit parking along the street, which would further influence accessibility for employees and customers.
- **Challenging expansion/recruitment for businesses on the site.** The businesses operating in the buildings have limited capacity for future growth as the site is completely built out. If vacated, recruiting a new business to fill the space will be challenging with the limited parking.

Program Scenarios:

Mobility Strategies:

1. **Establish Pedestrian Zone.** Establishing a pedestrian zone along the building frontage will provide better customer convenience. Connections should wrap the block and link to surrounding destinations.
2. **Plan for Lost Parking.** Again, future maintenance of Highway 30 may necessitate the removal of parking along the building frontage. Future projects should anticipate this loss.

Development Strategies:

Several scenarios are possible for the future of this area, including:

- A. **Do Nothing.** The "do nothing" approach assumes that businesses will have to adapt to changing circumstances on their own. In such event, the City can assume design/construction for improvements to the parkway if the parking area is mandated to be removed. Improvements should reinforce the corridor's overall image and be consistent with other streetscape enhancements.
- B. **Redevelop Corner for Parking.** The three properties on the west side of the block could be redeveloped for on-street parking. While parking is not an ideal use for a high-profile

intersection, it can be attractively designed to improve the image of the intersection while providing parking to nearby businesses.

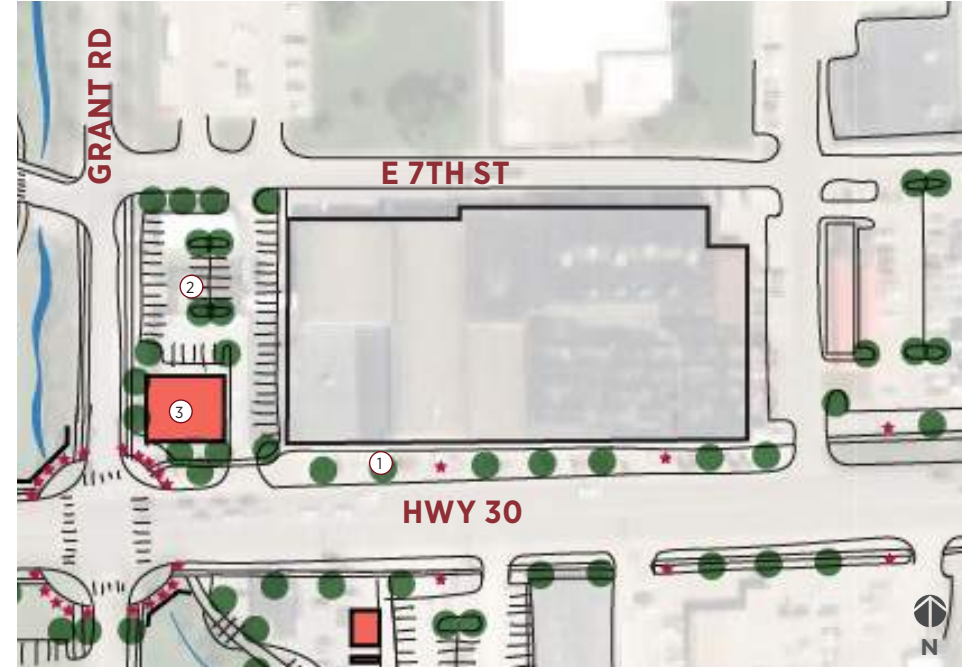
Providing parking is an economic development tool that helps retain businesses to the area.

- C. **Redevelop Corner for Commercial.** The existing auto-service business at the corner will be substantially influenced by removing the parking from Highway 30. Naturally, other locations may need to be considered to improve customer convenience and storage space for vehicles waiting to be serviced.

If redeveloped, the development wants to orient to the intersection to maximize its presence and frame the intersection. For the City to achieve a desirable built project, the City and its partners may need to participate in assembling properties and preparing the site for redevelopment.

- D. **Redevelopment Entire Block - Alternative.** The burden of businesses being successful and relocating to other areas of the city often leaves behind vacant spaces. Replacing tenants can be challenging, but it also presents an opportunity to re-imagine the entire block. In this event, the Corridor Plan should be updated to explore scenarios for redevelopment.

MAP: Grant Corners: NE Site



1. Establish pedestrian zone
2. Plan for lost parking
3. Redevelop corner for commercial

GRANT CORNERS: SOUTH

Description:

The land on the southwest corner of Highway 30 and Grant Road has sat vacant since the gas station was demolished in 2014. A segment of 6th Street still remains on the site.

The land from 5th Street to the mid-block is zoned B-2 and is vacant with the exception of a storage garage. The land from the mid-block to 6th Street is zoned I-2 and hosts five single-family units, which are technically non-conforming uses.

East of Grant Road is a series of vacant lots as a result of demolitions. These lots abut a creek corridor that runs beneath Highway 30.

Logically, land that is vacant along the highway is subject to change and included in this study. The single-family uses along 5th Street are likely to remain, yet could be redeveloped as part of a larger development project.

Program:

Mobility Strategies:

- 1. Improve pedestrian safety.** Installing sidewalks, countdown timers at intersections, and enhanced crosswalk striping will increase visibility and awareness of pedestrian activity.
- 2. Design trail paths and hub.** The intersection at Grant Road and Highway 30 can become a hub for walkers/bikers to connect to other parts of the city and its special destinations. The hub is an intersection of trails for users to choose their path.
 - › **Connection to Sauk Rail Trail.** Providing a wide path along Grant Road to the Sauk Rail Trail will connect users to Swan Lake and Lake View.
 - › **Connection to Graham Park, Recreation Center, and Neighborhoods.** Improving the crosswalks and defining a path for users to reach Graham Park continues to celebrate the city's relationship with the Sauk Rail Trail. Additional pathways (on-street and off-street) can be placed through the neighborhoods and marked with signage.
 - › **Connection to East Side Employers.** Placing a trail along the north side of the creek to Bella Vista Drive connects people to the east side employers. Trail users can meander from Bella Vista Drive to the controlled intersection to reconnect with the north side trails.

Development Strategies:

A. Preserve corners for signature green spaces.

The open lots surrounding the intersection could be improved with public art and plantings. Features could be applied to the NE corner, as well, if redeveloped. East of the creek, the vacant site could be restored to native grasses or turf.

B. Manicure the riparian zone. Removing the volunteer trees and shrubs will improve the creek's appearance and improve visibility to the redevelopment project. Planting a minimum 10' buffer of native grasses near the creek's edge will help manage stormwater and water quality.

C. Redevelop SW corner lot for commercial use. Community participants expressed interest in ensuring that future construction sets a precedent for the quality of projects expected in Carroll.

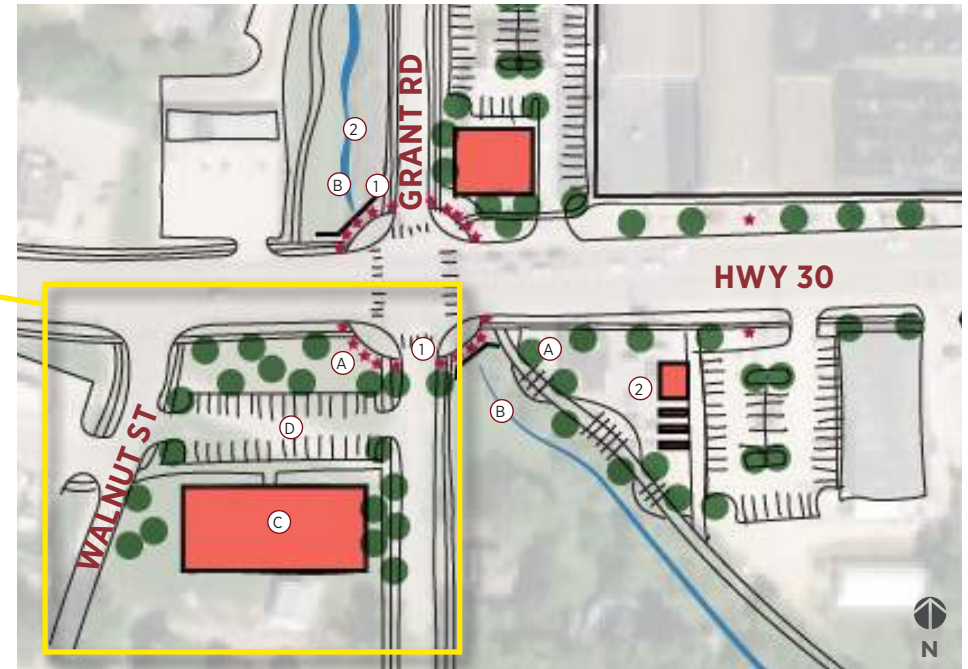
The vicinity hosts a cluster of auto-service uses, including Casey's Gas Station, O'Reilly Auto Parts, Power Wash USA, Performance Tire, and Todd's Exhaust Pros. The lot could be a location for auto-service, or even a candidate site for relocating Todd's Exhaust Pros if the northeast corner were to redevelop for parking.

D. Prohibit construction above the city's buried utilities. Relocating the utilities beneath the road is cost prohibitive and future site plans for redevelopment should prohibit buildings placed on the street's alignment.

GRANT CORNERS: SOUTH



MAP: Grant Corners: South Sites



1. Improve pedestrian safety
2. Design trail paths and hub

- A. Preserve corners for signature green space
- B. Manicure riparian zone
- C. Redevelop SW corner lot
- D. Prohibit construction above the City's buried utilities



Highway 30 and Grant Road marks a point in the community where traffic slows down and the city's charm becomes more evident. The concept shows improved crosswalks, art installations, and plantings.

MAPLE STREET + HWY 30

Description:

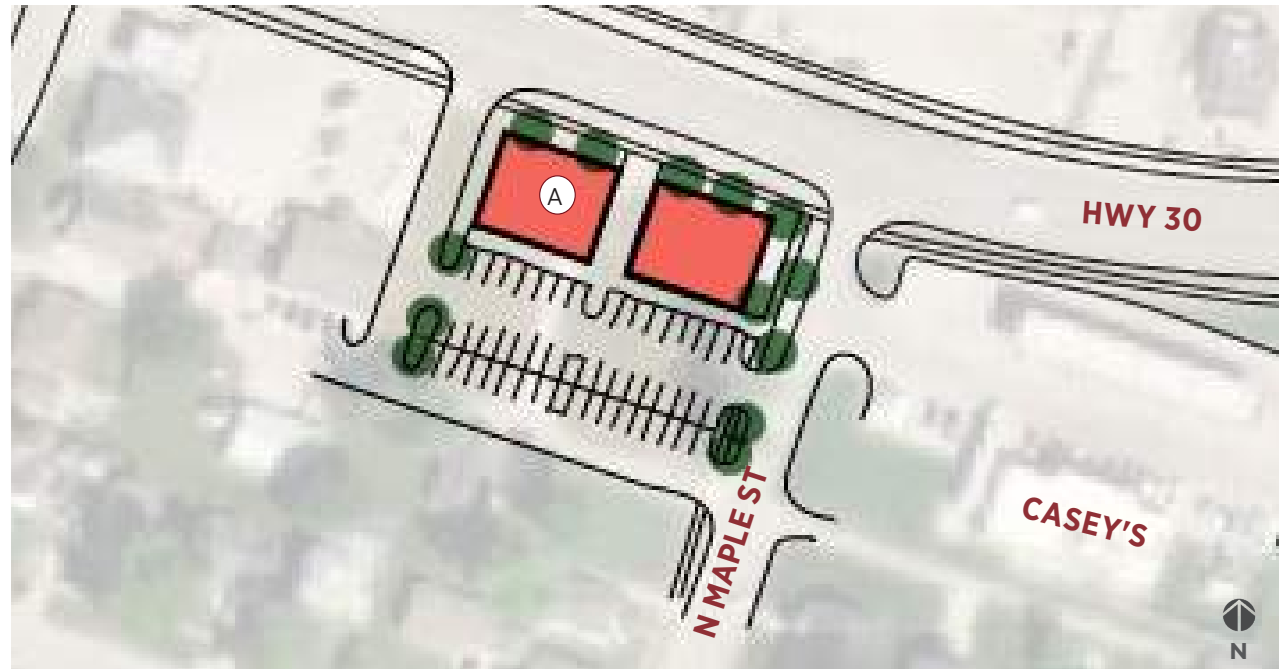
The land on the southwest corner of US 30 and Maple Street was cleared in 2013 and has since remained vacant. The available site is subject to future development.

Program:

A. New Commercial Development. The development project is currently envisioned as multi-story building with commercial on the ground level and offices above.

- › Parking can be tucked behind the buildings to increase the building's profile along the highway.
- › If parking were to remain near the street, then the City should investigate combining the parking lot with the adjacent property owner. Combining the parking areas will increase the overall yield/efficiency of parking for all properties, help manage vehicular conflict points with the highway, create convenience for customers, and strengthen connections between businesses.

MAP: Maple Street + Hwy 30



DEPOT BUSINESS CENTER

MAP: Depot Business Center



Description:

The Depot Business Center is well-positioned to develop an outlet that is currently reserved for parking. Other opportunities include improving the clarity of moving through the lot for vehicles and pedestrians, connecting to the historic depot site, and introducing additional landscaping.

Program:

Development Strategies

1. **New Commercial Development.** The parking lot south of Culver's can be redeveloped. Entrances between Culver's and the new development should align to limit circuitous paths and customer convenience.

Mobility Strategies

- A. **Establish pedestrian paths between businesses.** Omaha's One Pacific Place redesigned their parking lot to create more of a district. Likewise the Depot Business Center can introduce direct paths to encourage customers to visit multiple destinations.
- B. **Introduce landscaping to improve image of parking lot.** Adding trees/turf/shrubs will improve the overall image of the area and help manage stormwater runoff.



One Pacific Place Before



One Pacific Place After



WEST STREET BLOCK

Description:

The half-block of West Street, between Highway 30 and 7th Street, are sites that are subject to change.

The block has small building footprints surrounded by a surplus of parking. The balance of the half-block is rental single-family residential owned by a single property owner.

Program:

- A. Commercial Redevelopment.** The concept combines the property of the Edward Jones building and the surplus parking owned by Drees Company to create a single development project. The project maximizes visibility along the highway and provides parking behind.
- B. Multi-family housing.** The concept shows multi-family housing, which could be a multi-story building or a mix of townhouses and cottages. The lot size allows the site to be programmed for various orientations and could include shared parking (daytime business parking and evening residential parking) instead of cottages.
- C. Reuse or Redevelopment of vacant Iowa Workforce Development Building.** A number of uses could occupy this space or redevelop to a larger project.
- D. Access Management.** Managing conflict points by limiting access on Highway 30 improves the overall safety for travelers coming and going.

MAP: West Street Block



TRIANGLE POSSIBILITIES

Description:

The Triangle concept intends to provoke discussion for the long-term vision for the area between Minchen Park and Highway 30.

The land is well-positioned in the city, located near the crossroads of two highways and existing neighborhoods. Currently, the area has some circuitous roads and parking. Also, it hosts a number of land uses that are more commonly found in industrial-like areas, such as U-Haul and construction equipment storage. These conditions and the potential future demand for community services (retail/office/service) already in the city makes the area a candidate for re-imagining the future.

Ultimately, the Plan's recommendation for this area is to determine if the City and its partners should adopt a policy to assemble property for future redevelopment that may not meet today's market but a future market.

Program:

1. Consider Policy for Assembling Land.

Assembling land can be led by private developers or through a series of private/public partnerships. Assembling land can take years to decades, and acquisition is predicated on the seller's interest and schedule.

2. Recruit a Catalyst Business. Initiating change for the Triangle will likely need a catalyst project to begin a detailed master plan. This catalyst could emerge through recruiting a new business to Carroll or relocating a growing business already in the community. The planning process needs a development program that first begins with a business becoming an anchor to the area, then designing the land around their program.

3. Identify Area as a Future Redevelopment Area. The daily initiatives of economic development is to support existing businesses and attract new enterprises to the community. Through those efforts, the Triangle can be identified as a candidate area for attracting a catalyst business.

4. Consider Land Swaps, Buyouts, and Relocation Plans. The City and their partners can participate in preparing transition plans for relocating businesses that are already in the area. Relocating businesses can be mutually beneficial, where the business finds a location

that better matches their needs and the community is able to have a site to market to new businesses or uses.

5. Prepare Master Plan. Once a catalyst business is identified for the Triangle, the master planning process should begin.

› **Access, Circulation, and Parking.** Designing the circulation system around the catalyst business is paramount to maximizing the area's development yield. A well-designed master plan can ensure efficiencies of construction materials (concrete roads and parking). Future improvements, regardless if the area becomes subject to major redevelopment, should manage access along Highway 30. This means removing continuous curb cuts to reduce conflict points, and establishing clarity on the location of entrances and exits.

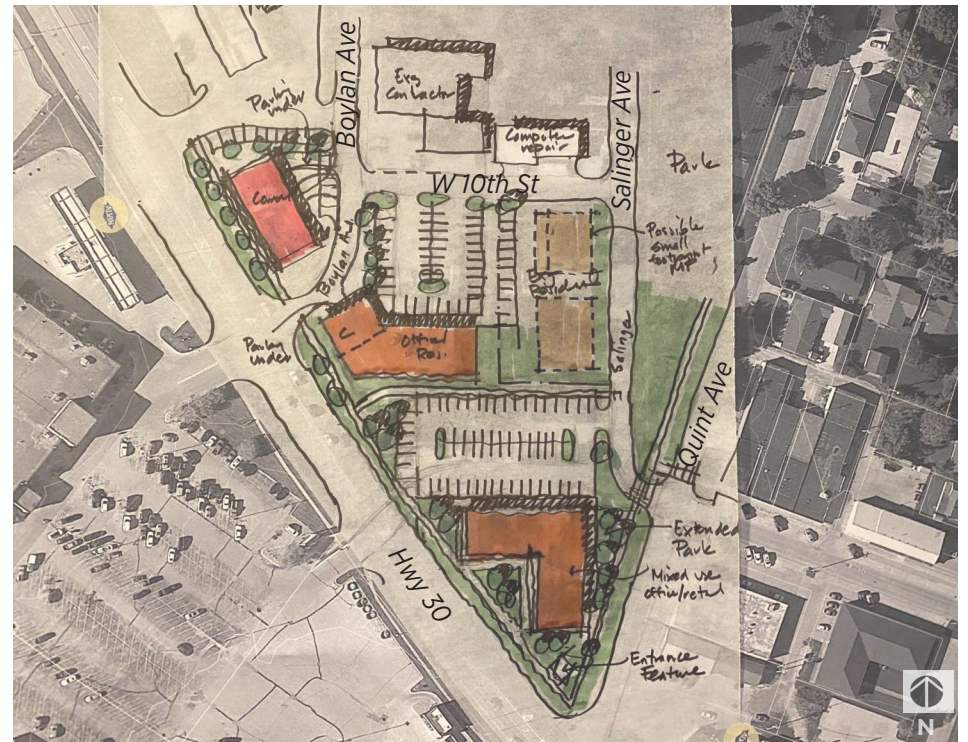
› **Ensure Connectivity.** The master plan should ensure logical walking paths between business entrances and the neighborhood.

› **Adopt Branding.** The master planning process should adopt a brand to help with marketing and recruitment for additional ancillary businesses. Recruiting additional businesses during the planning stage will ensure a stronger return on everyone's investment.

MAP: The Triangle



MAP: The Triangle Demonstration



The concept sketch above represents a quick exploratory program for reprogramming the site with buildings addressing the street and interior parking. It is shown for illustration only.

1. Consider policy for assembling land to recruit a catalyst business that incorporates connections to Minchen Park.

504 ADAMS STREET POSSIBILITIES

Description:

The former JC Penney building at 504 N Adams Street is the largest retail space (21,724 SF) in downtown, and largest vacancy in the area. The Plan explores possible reuses of the building and possible redevelopment of the site.

Since the building was vacated in August 2020, the property has been listed by Colliers Real Estate Brokerage for \$4.50 SF annually (\$0.38 SF monthly).

Planning Goals:

1. Identify scenarios for organizing the building space to help attract future tenants.
2. Explore an alternative facade concept.
3. Explore a scenario for redeveloping the site that reinforces the character and experience of being in downtown. The scenario may be a joint effort between the owner, City, and community partners.
4. Consider housing options in downtown.

Building Challenges:

- Limited retail-oriented candidates for reoccupying the tenant space. Recruiting tenants may be difficult, resulting in a longer duration of the building being vacant.
- Risk of a non-retail business occupying a large amount of space on Adams Street that does not contribute to an enhanced experience for visitors coming to Carroll's downtown. The use of a corner building in the district has significant influence on the user experience.
- Obsolete single-story building design (built in 1972) in a downtown setting. The exterior facade is inconsistent with its downtown context, having long walls with limited transparency. Typical building frontages along Adams Street is 25' long while the JC Penney building is 100' long on the west side and over 200' on its south side.
- Unknown interior condition for building code compliance and HVAC.

Exceptions to this study:

The scope of the study excluded any investigation for code compliance and remediation. The review focused on reuse possibilities for the future. As-built drawings were unavailable and therefore the program is subject to further investigation.



Next steps:

The timeline for proceeding with next steps is subject to the property owner's interest. The following steps are advisory only.

1. Determine if a tenant can lease the space.
2. Determine if a scenario with multiple tenants will attract tenants. This may include finding commitments for future tenants before remodeling the space.
3. In collaboration with the City and its partners, consider preparing a development deal for building a mixed use project.



The facade demonstration shows how the existing facade's large expanse can exhibit a refreshed character.

504 ADAMS STREET POSSIBILITIES

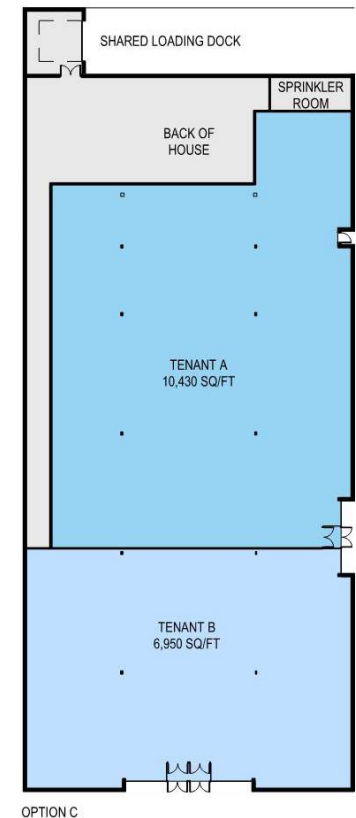
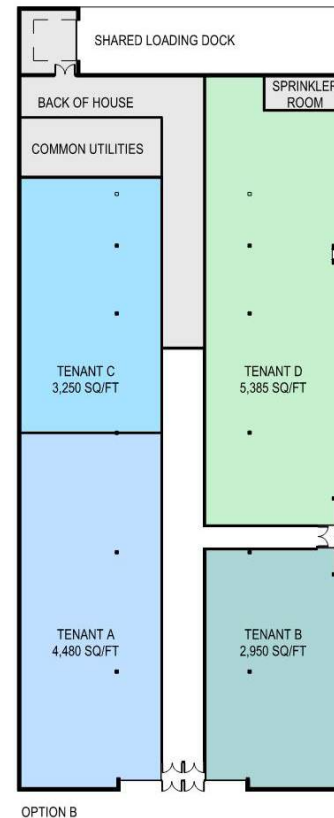
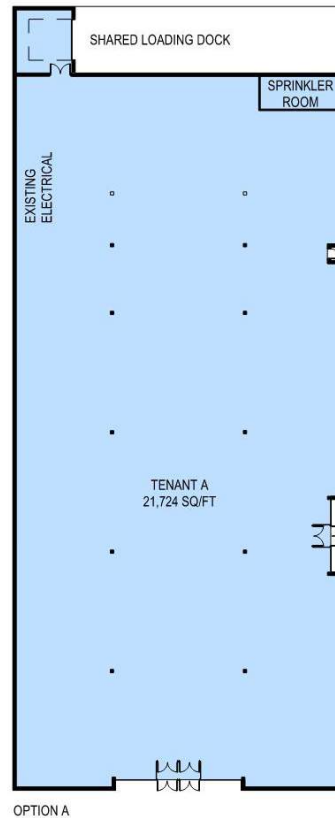
Reuse Programs:

Common components for all programs include:

- Retain existing entrances on south and west
- Retain loading dock
- Retain existing electrical
- Retain supporting interior columns

Three reuse scenarios were considered for the former JC Penney building, including:

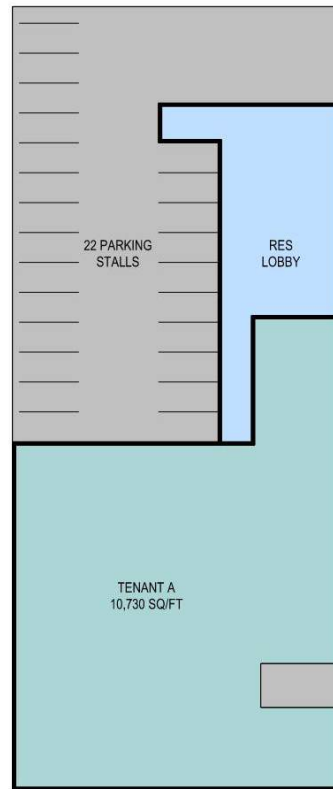
- Reoccupied with single tenant (21,724 SF)
 - › Tenant A (~4,500 SF)
 - › Tenant B (~3,000 SF)
 - › Tenant C (~3,000 SF)
 - › Tenant D (~5,300 SF)
- Remodeled for small tenant spaces with common hallways and back of house features.
 - › Tenant A (~7,000 SF) with primary access to west entrance.
 - › Tenant B (~10,000 SF) with primary access to south entrance.



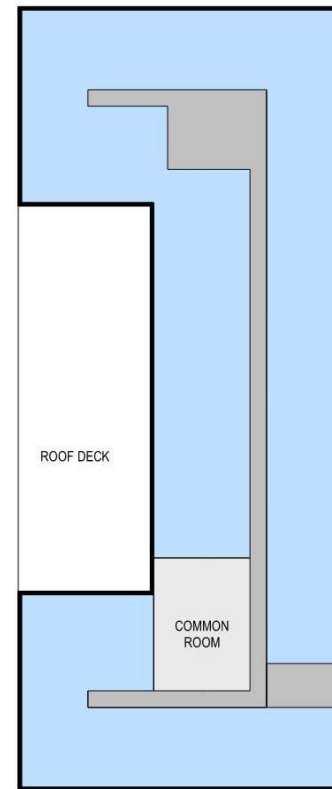
Redevelopment Program:

The redevelopment program considers a new mixed-use building, requiring the demolition of the existing JC Penney building. The ground level includes commercial tenant space and parking, and the upper level housing with a possible rooftop deck.

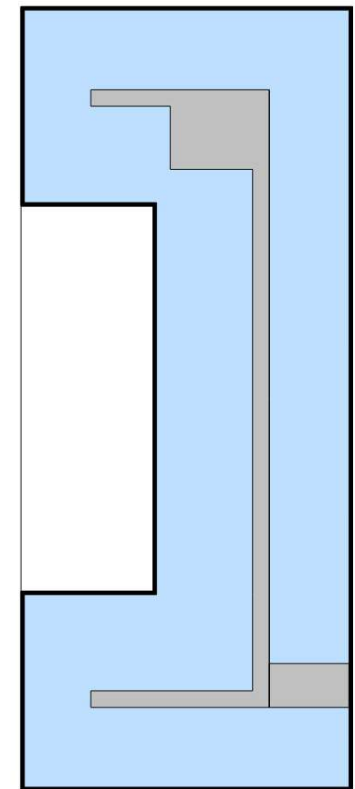
- Covered surface parking (~9,000 SF) for about 22 stalls with access from the alley.
- Leasable ~10,000 ground level tenant space with access on both Adams Street and 5th Street.
- Upper-level housing (~17,000 SF per level or total of ~34,000 SF) that could support 20 housing units per level, assuming an average of 650 SF units.



LEVEL 1 - 14,550 GROSS SQ/FT



LEVEL 2 - 17,045 GROSS SQ/FT



LEVEL 3 - 17,045 GROSS SQ/FT



A background photograph of a meeting. Several people are gathered around a presentation board. A woman in a floral top is gesturing while talking to a man in a light blue shirt. Other people are visible in the background, some looking at the board. The board has the text 'WEST STREET BLOCK' visible on it.

5 // ACTION

The success of implementing the enhancements and improving the transportation, residential, and business environment along the Corridor will require coordinated involvement by many organizations. Each of these organizations have a role to play and the efforts of one organization alone will not provide the required support to strengthen the Corridor. Successful development efforts require successful organizations and public/private partnerships.

ACTION SCHEDULE

The Corridor of Commerce 2.0 Plan establishes concepts for mobility, development and imaging along and to Highway 30 in Carroll. The Plan will be developed in incremental steps that require setting priorities, completing initial steps, evaluating new conditions as they arise, and making necessary adjustments.

The City with partner agencies and other players in the planning process should maintain a five year capital program for corridor initiatives, updated annually, much as the City does for its overall capital improvement plans. Market demands and opportunities will inevitably affect this schedule, which should be updated annually based on priority criteria.

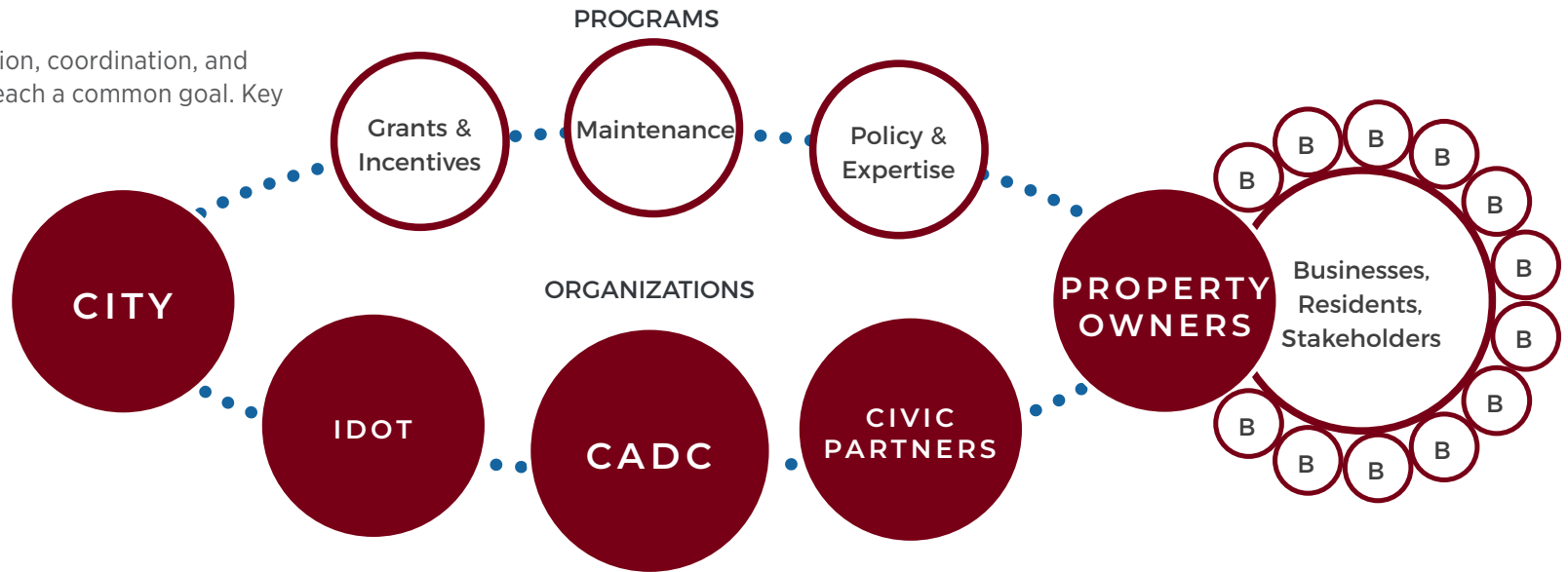
These evaluative criteria may involve applying the following questions to specific projects at the time of consideration:

- Does the project improve safety for residents, customers, and visitors to Carroll?
- Does the project respond to specific or high profile community issues or needs from the public engagement process or researched studies?
- Does the project generate maximum private market response?
- What is the project's potential to enhance the image of the area and community?
- Does the project attract both local residents and visitors, increasing business traffic and creating new reasons for people to be in Carroll?
- Does the project support the growth of existing businesses?
- Does the project capitalize on established, but unmet, market needs?
- Can the project be realistically implemented within a reasonable time frame with potentially available resources?
- Does the project generate substantial community support or consensus?
- Does the project incorporate and leverage outside funding sources, such as state grants or charitable contributions?

Tables at the end of this chapter provide a conceptual schedule for implementation. This is based on reviewing public sector projects/policies based on the criteria discussed here. This schedule should be seen as an initial effort based on current conditions, and could change dramatically as opportunities present themselves.

PARTNERSHIPS

Partnerships are collaboration, coordination, and organization of efforts to reach a common goal. Key partnerships include:



City of Carroll

The City of Carroll has crucial responsibilities, working with other organizations, to implement the Plan:

- Managing capital improvement projects and budgets including street modifications (with IDOT), public park areas, streetscaping, and trails.
- Managing and providing incentives where appropriate to implement the vision and intent of the Corridor Plan. Incentives may include a program to encourage private property enhancements, gap development financing, TIF, and other targeted programs.
- Reviewing, amending, and enforcing the Carroll zoning ordinance to regulate development and property improvement in line with the intent of the Corridor Plan.

- Communicating with property owners to address emerging needs, concerns, and developing continued support for the Corridor Plan vision.

CADC

CADC has several responsibilities in implementation:

- Helping represent businesses along the corridor.
- Maintaining dialog with business and property owners to understand market changes, trends, and concerns.
- Marketing the corridor and its assets to the broader area.
- Advocating for projects and assisting in fund raising for appropriate projects.
- Communicating regularly with the City of Carroll on Corridor conditions, events, projects, and other updates.

Iowa Department of Transportation (IDOT)

The IDOT plays a major role in improving the environment of the corridor through its jurisdictional authority over State Highway 30. The City of Carroll needs to maintain ongoing communication with IDOT throughout project implementation to ensure improvements benefit all modes of transportation – motorists, bicyclists, pedestrians, and transit users.

Carroll Chamber of Commerce

There are many businesses in the corridor. As implementation begins to unfold it is important that the Carroll Chamber of Commerce be involved throughout the process. Promotions through the Chamber can focus on improvements in the corridor as a tool to attract new customers and events to Carroll.

POLICY REVIEW

This section addresses policy considerations for key issues and components of the Plan. Many of these principles relate directly to zoning and design standards. Zoning regulations are a first step to ensure development along the corridor meets the vision laid out in the Plan.

Land Use and Zoning

The zoning map identifies the corridor as primarily four districts:

B-2 General Business District. The intent of the “B-2” District is to establish and preserve a general business district, providing a wide variety of goods and services for the City.

- Almost all of the properties adjacent to Highway 30 are zoned B-2. The district allows many different uses and general flexibility in site design.
 - › The B-2 district does limit multi-family uses to special use permits. This may be ok to ensure adequate site design, but multi-family uses could also be considered to allow by right. Multi-family uses in the context of the Carroll Zoning code are any use with three or more units, owner or rental.

B-3 Central Business District. The intent of the “B-3” District is to establish a Central Business District for a variety of retail establishments, government and professional offices, and places of entertainment in a setting conducive to and safe for a high volume of automotive and pedestrian traffic. This district differs from the “B-2” District in that no off-street parking is required (except for multi-family dwellings) thereby creating and maintaining a concentrated commercial center.

- The B-3 district represents the downtown and no changes are needed to implement the intent of the Corridor of Commerce 2.0 Plan.
 - › If sites downtown were to propose more multi-family units, the City may want to consider reducing parking requirements to be more specific based on the type units. For example, fewer parking spots required for efficiency versus two bedroom units. Often, the developer know best how many parking stalls are needed to accommodate all potential tenants of a project.

I-1 Light Industrial District. The intent of the “I-1” District is to establish and preserve a light industrial district for limited commercial and industrial uses.

- More prevalent in the transition areas. There are no development opportunities in this Plan that fall within an I-1 district.

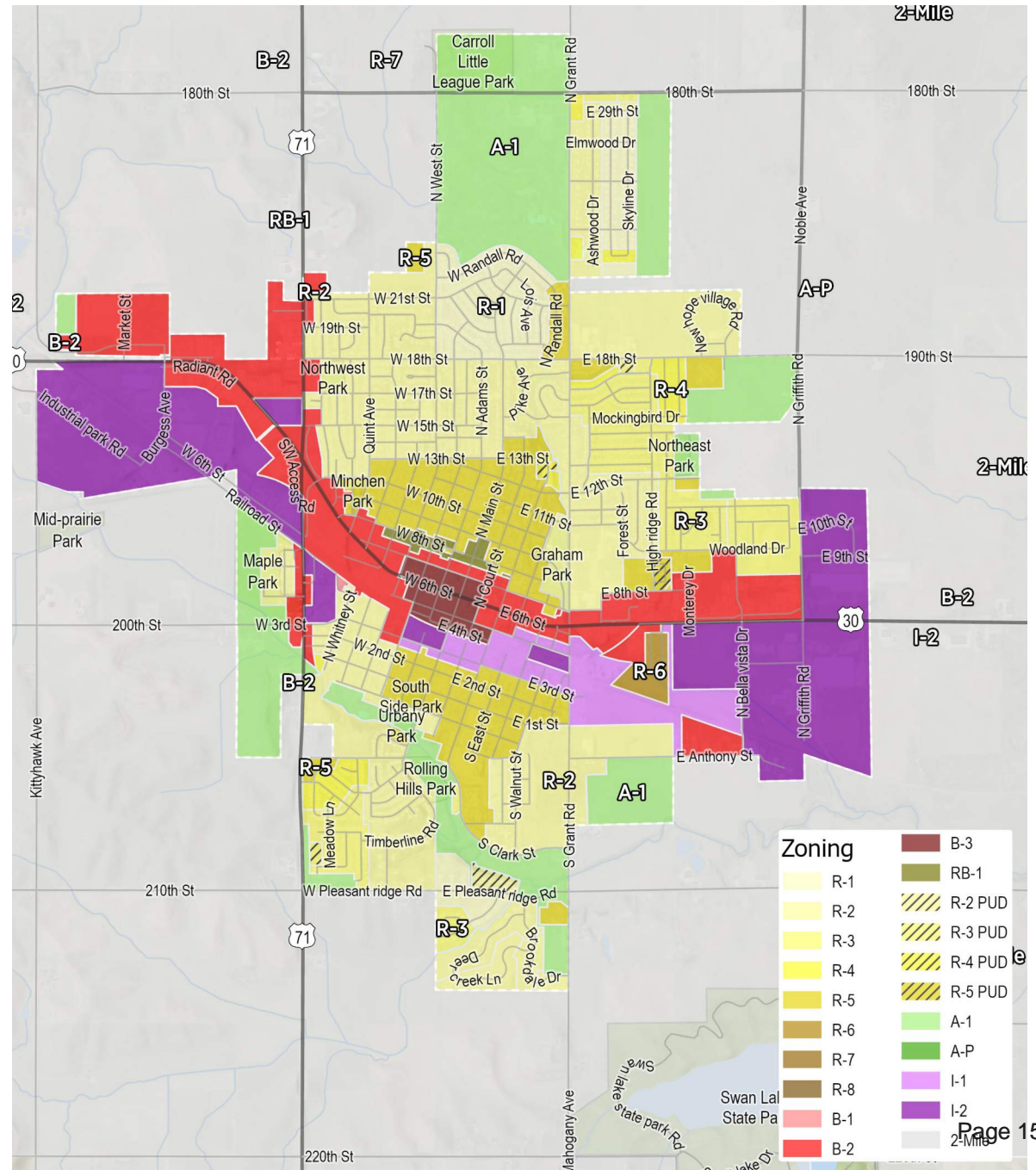
I-2 General Industrial District. The intent of the “I-2” District is to create and preserve an area for industrial related uses of such nature that they require isolation from other kinds of land uses.

- Areas zoned I-2 are generally in the approach areas where there are existing, functioning businesses and employment centers.
 - › The exception is the south development site that is farmed today and shown as a development opportunity in this Plan. Pending uses that may find the site desirable, rezoning to B-2 or remaining I-2 aligns with the recommendations of this Plan. Note the public street elements and sidewalks are a priority under any zoning district.

Zoning Considerations

The current zoning and sign ordinances will generally allow the development opportunities in this Plan to move forward. However, amendments should be considered to better implement the imaging vision of the Plan.

- Signage
- Building Appearance
- Parking Lot Design
- Pedestrian Mobility



Signage

Outside of the scope of this Plan, the City sign code needs to be updated to be content neutral. For example, the zoning administrator should not be required to read the sign to regulate it (i.e. time and temperature signs, directional signs, etc.).

A general feeling from the public engagement was that signs contributes to the appearance of a site. Some also felt monument signs were more attractive than tall pole signs. Strategies include:

- The existing sign code does have maintenance and inspection provisions and these should be enforced regularly.
- Consider whether sign design standards would be beneficial to enforce for new signs along the corridor. Examples include standards for material, height, sign type, and location on a site.



Building Appearance

The appearance of a building can have a significant influence on the feeling of investment or disinvestment in an area. Some cities in Iowa do enforce stronger building design standards to ensure the character of certain areas are maintained. For Carroll, the greatest protection of character and image would come from zoning amendments that include:

- Add a list of prohibited building materials. This list does not need to be long and should only include the types of building materials that are most discouraging to the image of the corridor or known to deteriorate faster than other similar materials.
 - › An example is prohibiting primarily corrugated metal or pole building construction.
- Prohibit certain materials on street facing facades of buildings in the corridor study area. This is different approach to maintaining building appearance. A standards such as this can be more flexible by not prohibiting certain materials on all sides of a building.
- Often codes will require screening of dumpster and mechanical equipment. This is relatively easy to enforce and most property owners screen these items regardless. However, requiring higher quality materials can prevent unsightly deterioration.
- Some codes to specify the look of facades to prevent large expanses of blank walls without windows or architectural features. This type of requirement would need more discussion with the community on its feasibility for enforcement



Parking Lot Design

Like buildings, parking lots can have a large influence on the feeling of an area, particularly from a pedestrians perspective. This is evidenced in the corridor today through the large number of parking areas adjacent to the street with new greenery or design considerations. Several standards can have a significant influence on the image of the corridor.

- Minimize potential traffic on residential streets. An ideal circulation pattern is using internal circulation to direct customer traffic to north-south streets between commercial property lines.
- Minimize access driveways from each street. Access management can be regulated in the zoning code, most often by limiting the number of driveway curb cuts that can be made onto any one street or requiring cross property access via a frontage road. Dyersville, Iowa is an example of an ordinance that regulates access with minimal requirements.
- Require new parking lots to be set back from sidewalks and property line. This allows room for a landscaping strip and creates a separated space between vehicle and pedestrian use areas. Many cities regulate such setbacks.
- Require internal parking lot landscaping. Landscaping islands within parking areas breaks up large expanses of concrete, can help manage stormwater, and make site look nicer from the street. The island do need to be large enough for plant health and many cities large and small have models that could work in Carroll.
- Several development opportunity concepts in this plan show parking lots in the rear yard of buildings. This is often required in some cities along high profile corridors.

Pedestrian Mobility

The City can take direct steps to improve pedestrian safety and comfort in public rights-of-way. However, when a pedestrian steps off a public sidewalk they can be faced with vastly different experiences. The zoning code can require several items to ensure pedestrian safety and comfort within private property.

- Require sidewalks leading from parking areas and public sidewalks building entrances.
- Require clear markings where pedestrian pathways cross driveways or other vehicle use areas.
- Mark pedestrian paths or provide curbed sidewalks within large parking lots.
- Require a certain number of bicycle parking stalls, much like vehicle parking stalls are required.



IMPLEMENTATION SUMMARY					
	ON-GOING	SHORT	MEDIUM	LONG	FUNDING
MOBILITY (PATHS)					
Path definition - East of Grant Road (north side)		X			
New path route - East of Grant Road (south side)			X		
Grant Road Bike Route (Graham Park District Plan)		X			
Grant Road Path - west side of street, west of drainage way		X			
Grant Road Sidepath - south of Hwy 30 to Pleasant Ridge Rd (Sauk Rail Trail)			X		
Sidewalk maintenance, crossing accessibility (E 5th Street)	X				
Sidewalk maintenance, crossing accessibility (E 7th Street)	X				
Side path gap infill - Simon Ave to Hwy 71 (south side)		X			
Ped/bike enhancements - W 6th St under Hwy 71 (from Putnam or CitiCenter parking lot)			X		
Ped/bike connection - Putnam Ave to SW Frontage Road across Hwy 71				X	
W 6th Street path/extension - West of Hwy 71 to Wal-Mart			X		
Path definition - West of Hwy 71 (south side)				X	
W 18th St path extension to Wal Mart			X		
City wide trail loop that links into the corridor through the "ribbons" in the Plan				X	
MOBILITY (CROSSINGS)					
Grant Road intersection definition (vertical striping, crossing area features)		X			
New pedestrian crossing treatment - Griffith Rd (Pella/Farner-Bocken)			X		
West Street intersection definition (vertical striping)		X			
Quint Ave intersection definition (vertical striping, crossing area features, sidewalk ramps/ADA, sidewalk landing on Quint Ave)		X			
W 10th Street/Putnam Avenue intersection crossing			X		
New pedestrian crossing treatment - Market St (Wal-Mart)			X		

IMPLEMENTATION SUMMARY					
	ON-GOING	SHORT	MEDIUM	LONG	FUNDING
IMAGING					
Landscaping – East of Grant Road	X		X		
Vertical Elements – East of Grant Road			X		
Grant Road Intersection SE Landscaping Enhancements		X			
Downtown Signage Update		X			
Wayfinding – Pedestrians (outside of downtown)		X			
Wayfinding – Motorists		X			
Landscaping – West of Grant Road	X		X		
Vertical Elements – West of Grant Road			X		
DEVELOPMENT					
JC Building Use		X			
Hwy 30 East - South – Communication with owner on future plans	X			X	
Hwy 30 East – North – Communication with owner on their plans	X		X		
Grant Rd Intersection SW – Communication with owner on the Plan vision	X	X			
Grant Rd Intersection NE – Communication with owner on relocation	X	X			
West St Intersection – Communication with owner on relocation/updates	X		X		
Quint Ave Triangle – Communication with owner on their plans	X			X	
Large parking lot reconfiguration, efficiency, pedestrian routes – Work with property owners (CitiCenter, Depot Business Center, Ace/Dollar General area)		X			
POLICY					
Adopt Building Standards within the corridor		X			
Update Future Land Use Map based on the strategies in this Plan		X			
Organize Property Owners around Plan Vision	X	X			
Develop incentive structures to encourage desired development (TIF, site development assistance, permitting)	X				
Update Zone for Business district to encourage mixed-use sites with residential, commercial		X			
Annually evaluate and update the Plan with changing market conditions and development sites	X				
Business owner technical assistance tool kit (succession planning, market updates, location, start-up guide, customer experience)	X	X			

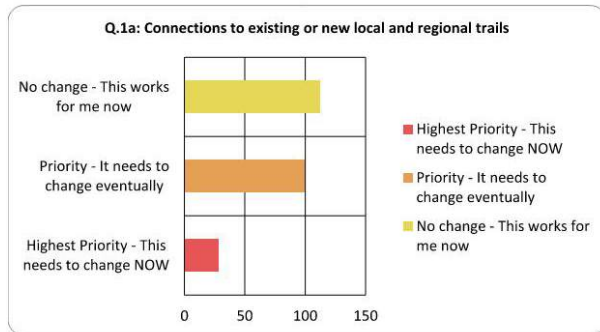
APPENDIX

FULL SURVEY RESULTS

Carroll U.S. 30 Corridor of Commerce Update

Q.1a: Connections to existing or new local and regional trails

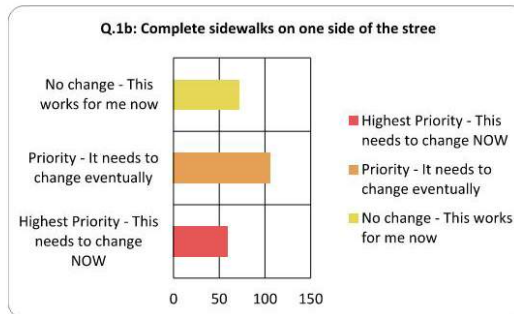
Choice	Responses
Highest Priority - This needs to change NOW	28 11.72%
Priority - It needs to change eventually	99 41.42%
No change - This works for me now	112 46.86%
Answered	239
Skipped	21



Carroll U.S. 30 Corridor of Commerce Update

Q.1b: Complete sidewalks on one side of the street

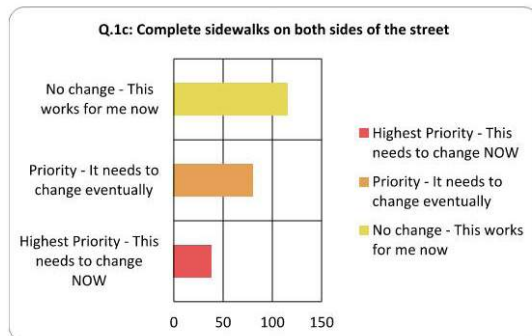
Choice	Responses
Highest Priority - This needs to change NOW	59 24.89%
Priority - It needs to change eventually	105 44.30%
No change - This works for me now	71 29.96%
Answered	237
Skipped	23



Carroll U.S. 30 Corridor of Commerce Update

Q.1c: Complete sidewalks on both sides of the street

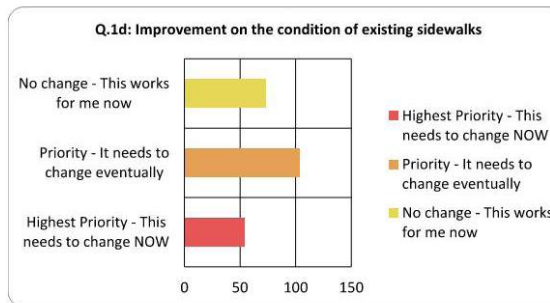
Choice	Responses
Highest Priority - This needs to change NOW	38 16.24%
Priority - It needs to change eventually	80 34.19%
No change - This works for me now	115 49.15%
Answered	234
Skipped	26



Carroll U.S. 30 Corridor of Commerce Update

Q.1d: Improvement on the condition of existing sidewalks

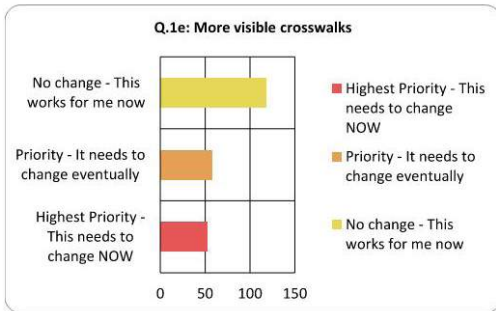
Choice	Responses
Highest Priority - This needs to change NOW	54 23.38%
Priority - It needs to change eventually	103 44.59%
No change - This works for me now	73 31.60%
Answered	231
Skipped	29



Carroll U.S. 30 Corridor of Commerce Update

Q.1e: More visible crosswalks

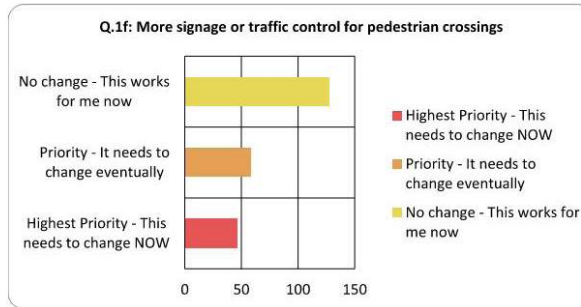
Choice	Responses
Highest Priority - This needs to change NOW	52 22.71%
Priority - It needs to change eventually	58 25.33%
No change - This works for me now	118 51.53%
Answered	229
Skipped	31



Carroll U.S. 30 Corridor of Commerce Update

Q.1f: More signage or traffic control for pedestrian crossings

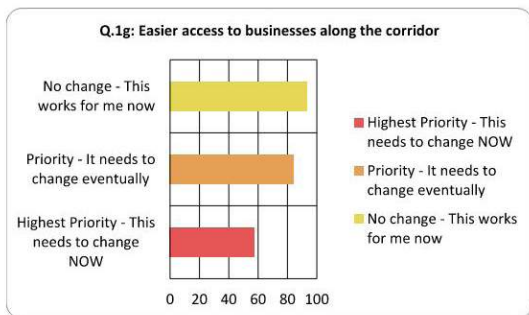
Choice	Responses
Highest Priority - This needs to change NOW	46 19.83%
Priority - It needs to change eventually	58 25.00%
No change - This works for me now	127 54.74%
Answered	232
Skipped	28



Carroll U.S. 30 Corridor of Commerce Update

Q.1g: Easier access to businesses along the corridor

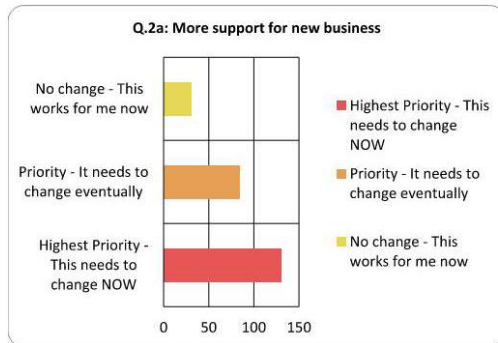
Choice	Responses
Highest Priority - This needs to change NOW	57 24.26%
Priority - It needs to change eventually	84 35.74%
No change - This works for me now	93 39.57%
Answered	235
Skipped	25



Carroll U.S. 30 Corridor of Commerce Update

Q.2a: More support for new business

Choice	Responses
Highest Priority - This needs to change NOW	130 53.28%
Priority - It needs to change eventually	84 34.43%
No change - This works for me now	30 12.30%
Answered	244
Skipped	16



Carroll U.S. 30 Corridor of Commerce Update

Q.2b: More retail quality and variety

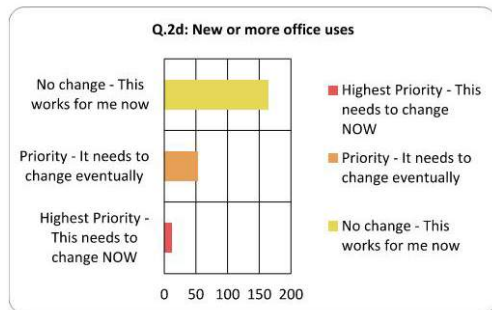
Choice	Responses
Highest Priority - This needs to change NOW	157 66.53%
Priority - It needs to change eventually	61 25.85%
No change - This works for me now	17 7.20%
Answered	236
Skipped	24



Carroll U.S. 30 Corridor of Commerce Update

Q.2d: New or more office uses

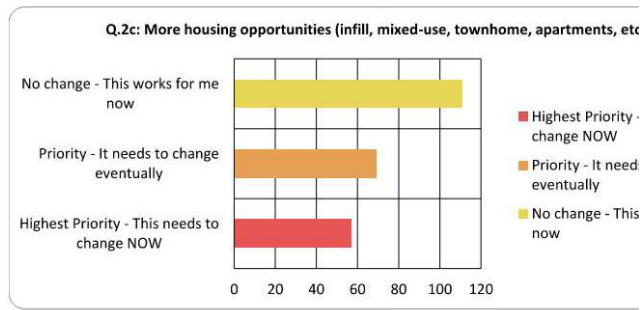
Choice	Responses
Highest Priority - This needs to change NOW	12 5.24%
Priority - It needs to change eventually	52 22.71%
No change - This works for me now	164 71.62%
Answered	229
Skipped	31



Carroll U.S. 30 Corridor of Commerce Update

Q.2c: More housing opportunities (infill, mixed-use, townhome, apartments, etc.)

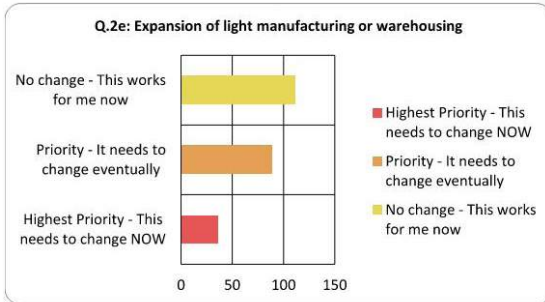
Choice	Responses
Highest Priority - This needs to change NOW	
Priority - It needs to change eventually	
No change - This works for me now	
Answered	
Skipped	



Carroll U.S. 30 Corridor of Commerce Update

Q.2e: Expansion of light manufacturing or warehousing

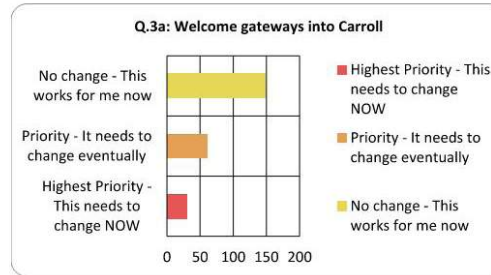
Choice	Responses
Highest Priority - This needs to change NOW	36 15.32%
Priority - It needs to change eventually	88 37.45%
No change - This works for me now	111 47.23%
Answered	235
Skipped	25



Carroll U.S. 30 Corridor of Commerce Update

Q.3a: Welcome gateways into Carroll

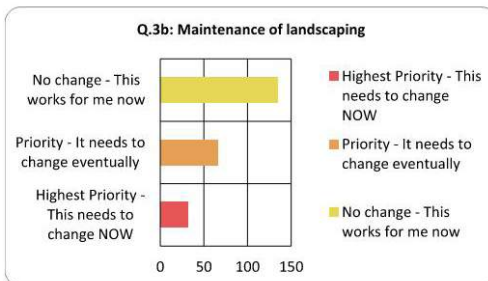
Choice	Responses
Highest Priority - This needs to change NOW	30 12.61%
Priority - It needs to change eventually	60 25.21%
No change - This works for me now	148 62.18%
Answered	238
Skipped	22



Carroll U.S. 30 Corridor of Commerce Update

Q.3b: Maintenance of landscaping

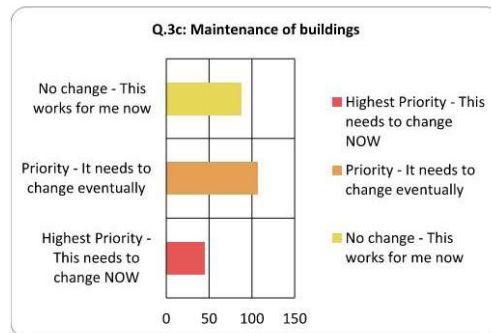
Choice	Responses
Highest Priority - This needs to change NOW	31 13.42%
Priority - It needs to change eventually	66 28.57%
No change - This works for me now	134 58.01%
Answered	231
Skipped	29



Carroll U.S. 30 Corridor of Commerce Update

Q.3c: Maintenance of buildings

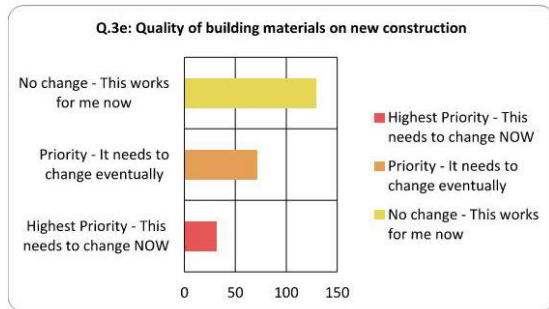
Choice	Responses
Highest Priority - This needs to change NOW	45 18.91%
Priority - It needs to change eventually	106 44.54%
No change - This works for me now	87 36.55%
Answered	238
Skipped	22



Carroll U.S. 30 Corridor of Commerce Update

Q.3e: Quality of building materials on new construction

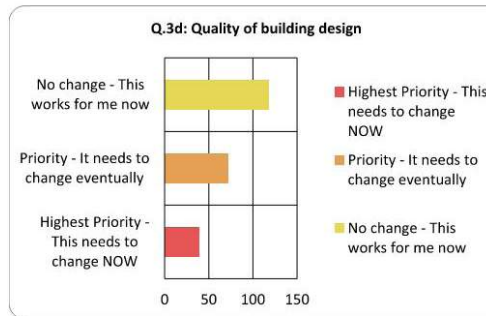
Choice	Responses
Highest Priority - This needs to change NOW	31 13.42%
Priority - It needs to change eventually	71 30.74%
No change - This works for me now	129 55.84%
Answered	231
Skipped	29



Carroll U.S. 30 Corridor of Commerce Update

Q.3d: Quality of building design

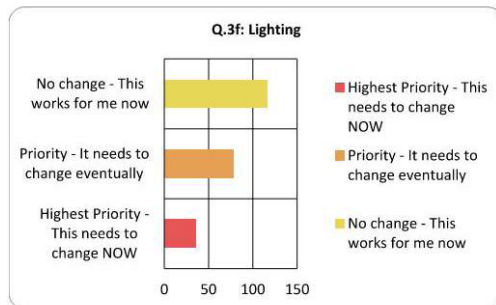
Choice	Responses
Highest Priority - This needs to change NOW	39 17.03%
Priority - It needs to change eventually	72 31.44%
No change - This works for me now	118 51.53%
Answered	229
Skipped	31



Carroll U.S. 30 Corridor of Commerce Update

Q.3f: Lighting

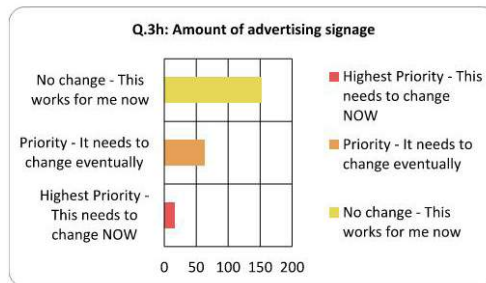
Choice	Responses
Highest Priority - This needs to change NOW	35 15.28%
Priority - It needs to change eventually	78 34.06%
No change - This works for me now	116 50.66%
Answered	229
Skipped	31



Carroll U.S. 30 Corridor of Commerce Update

Q.3h: Amount of advertising signage

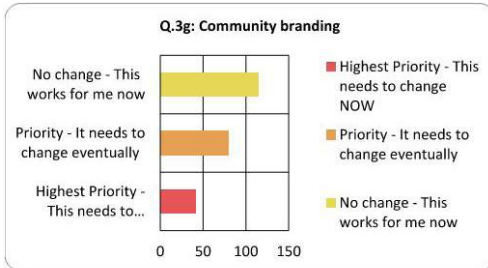
Choice	Responses
Highest Priority - This needs to change NOW	16 6.96%
Priority - It needs to change eventually	62 26.96%
No change - This works for me now	152 66.09%
Answered	230
Skipped	30



Carroll U.S. 30 Corridor of Commerce Update

Q.3g: Community branding

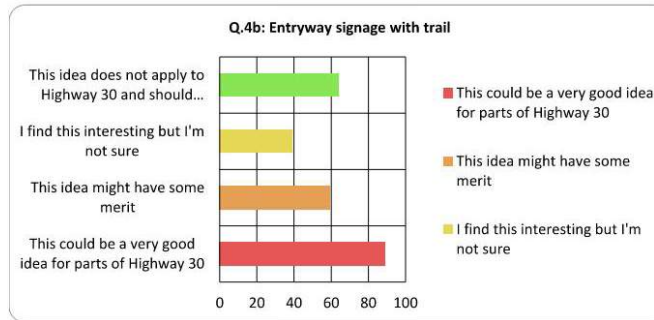
Choice	Responses
Highest Priority - This needs to change NOW	41 17.45%
Priority - It needs to change eventually	80 34.04%
No change - This works for me now	114 48.51%
Answered	235
Skipped	25



Carroll U.S. 30 Corridor of Commerce Update

Q.4b: Entryway signage with trail

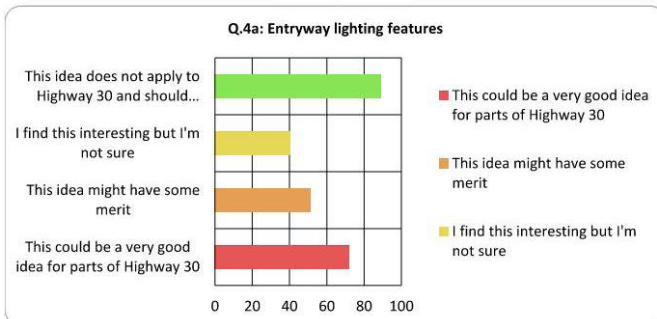
Choice	Responses
This could be a very good idea for parts of Highway 30	89 35.46%
This idea might have some merit	59 23.51%
I find this interesting but I'm not sure	39 15.54%
This idea does not apply to Highway 30 and should not be considered	64 25.50%
Answered	251
Skipped	9



Carroll U.S. 30 Corridor of Commerce Update

Q.4a: Entryway lighting features

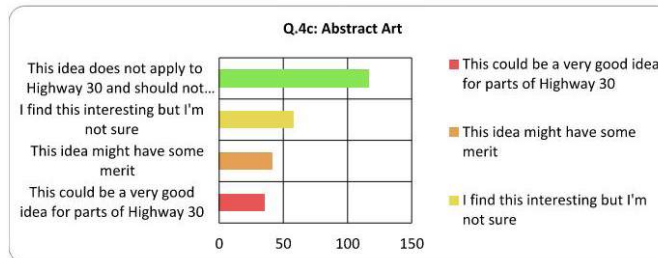
Choice	Responses
This could be a very good idea for parts of Highway 30	72 28.57%
This idea might have some merit	51 20.24%
I find this interesting but I'm not sure	40 15.87%
This idea does not apply to Highway 30 and should not be considered	89 35.32%
Answered	252
Skipped	8



Carroll U.S. 30 Corridor of Commerce Update

Q.4c: Abstract Art

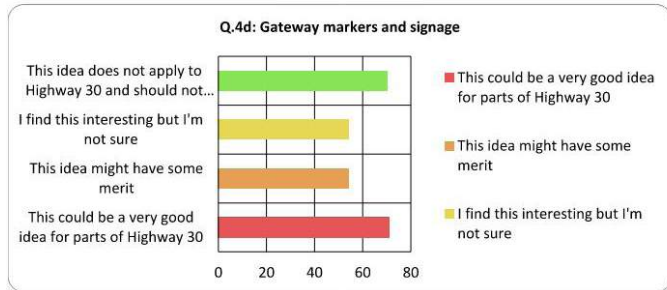
Choice	Responses
This could be a very good idea for parts of Highway 30	35 14.00%
This idea might have some merit	41 16.40%
I find this interesting but I'm not sure	58 23.20%
This idea does not apply to Highway 30 and should not be considered	116 46.40%
Answered	250
Skipped	10



Carroll U.S. 30 Corridor of Commerce Update

Q.4d: Gateway markers and signage

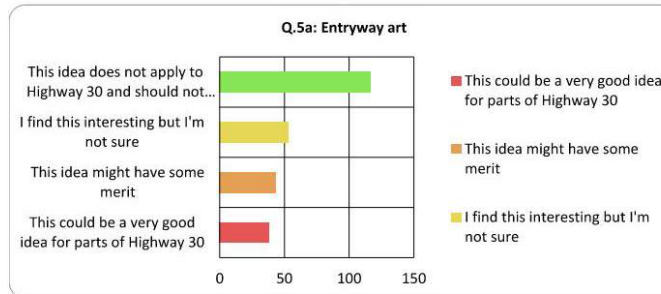
Choice	Responses
This could be a very good idea for parts of Highway 30	71 28.51%
This idea might have some merit	54 21.69%
I find this interesting but I'm not sure	54 21.69%
This idea does not apply to Highway 30 and should not be considered	70 28.11%
Answered	249
Skipped	11



Carroll U.S. 30 Corridor of Commerce Update

Q.5a: Entryway art

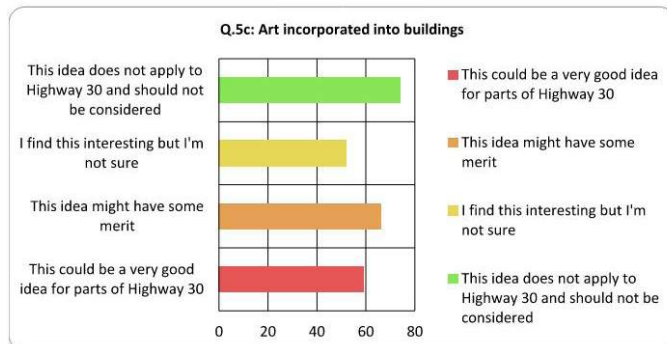
Choice	Responses
This could be a very good idea for parts of Highway 30	38 15.20%
This idea might have some merit	43 17.20%
I find this interesting but I'm not sure	53 21.20%
This idea does not apply to Highway 30 and should not be considered	116 46.40%
Answered	250
Skipped	10



Carroll U.S. 30 Corridor of Commerce Update

Q.5c: Art incorporated into buildings

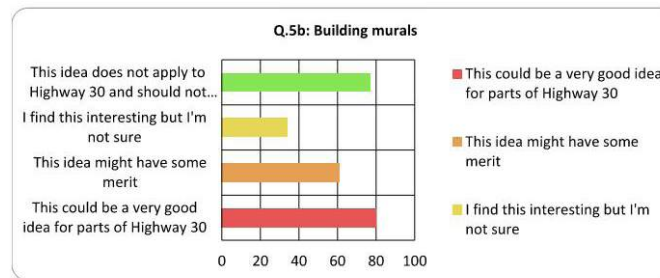
Choice	Responses
This could be a very good idea for parts of Highway 30	59 23.51%
This idea might have some merit	66 26.29%
I find this interesting but I'm not sure	52 20.72%
This idea does not apply to Highway 30 and should not be considered	74 29.48%
Answered	251
Skipped	9



Carroll U.S. 30 Corridor of Commerce Update

Q.5b: Building murals

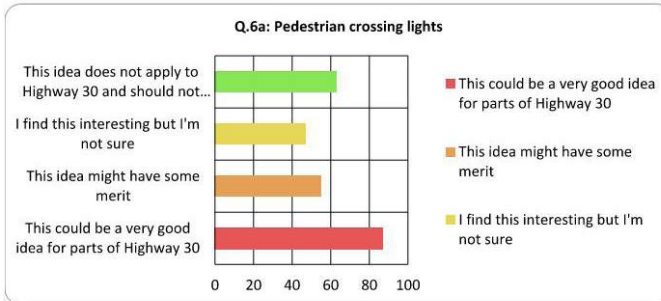
Choice	Responses
This could be a very good idea for parts of Highway 30	80 31.75%
This idea might have some merit	61 24.21%
I find this interesting but I'm not sure	34 13.49%
This idea does not apply to Highway 30 and should not be considered	77 30.56%
Answered	252
Skipped	8



Carroll U.S. 30 Corridor of Commerce Update

Q.6a: Pedestrian crossing lights

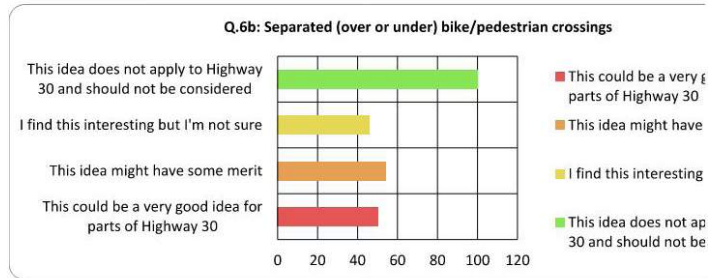
Choice	Responses
This could be a very good idea for parts of Highway 30	87 34.52%
This idea might have some merit	55 21.83%
I find this interesting but I'm not sure	47 18.65%
This idea does not apply to Highway 30 and should not be considered	63 25.00%
Answered	252
Skipped	8



Carroll U.S. 30 Corridor of Commerce Update

Q.6b: Separated (over or under) bike/pedestrian crossings

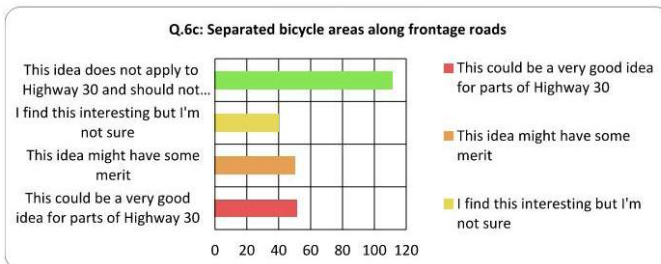
Choice	Responses
This could be a very good idea for parts of Highway 30	50
This idea might have some merit	54
I find this interesting but I'm not sure	46
This idea does not apply to Highway 30 and should not be considered	100
Answered	250
Skipped	10



Carroll U.S. 30 Corridor of Commerce Update

Q.6c: Separated bicycle areas along frontage roads

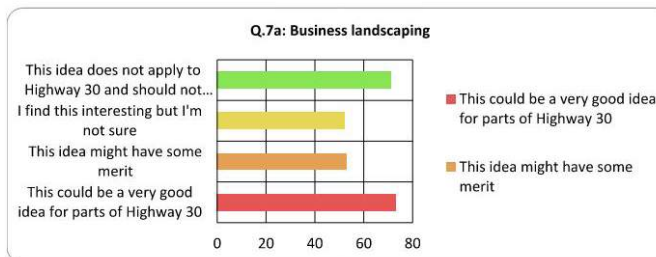
Choice	Responses
This could be a very good idea for parts of Highway 30	51 20.24%
This idea might have some merit	50 19.84%
I find this interesting but I'm not sure	40 15.87%
This idea does not apply to Highway 30 and should not be considered	111 44.05%
Answered	252
Skipped	8



Carroll U.S. 30 Corridor of Commerce Update

Q.7a: Business landscaping

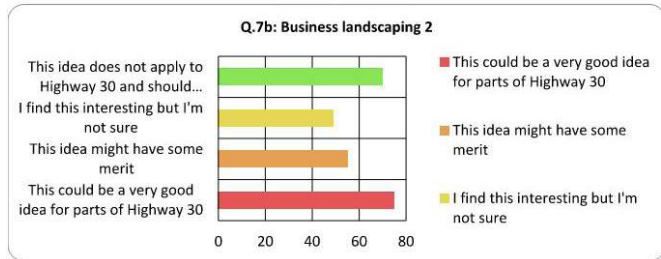
Choice	Responses
This could be a very good idea for parts of Highway 30	73 29.32%
This idea might have some merit	53 21.29%
I find this interesting but I'm not sure	52 20.88%
This idea does not apply to Highway 30 and should not be considered	71 28.51%
Answered	249
Skipped	11



Carroll U.S. 30 Corridor of Commerce Update

Q.7b: Business landscaping 2

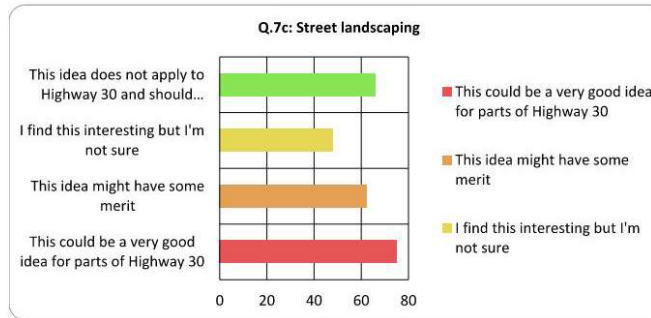
Choice	Responses
This could be a very good idea for parts of Highway 30	75 30.12%
This idea might have some merit	55 22.09%
I find this interesting but I'm not sure	49 19.68%
This idea does not apply to Highway 30 and should not be considered	70 28.11%
Answered	249
Skipped	11



Carroll U.S. 30 Corridor of Commerce Update

Q.7c: Street landscaping

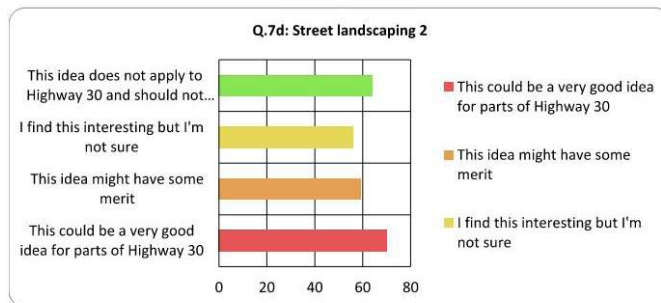
Choice	Responses
This could be a very good idea for parts of Highway 30	75 29.88%
This idea might have some merit	62 24.70%
I find this interesting but I'm not sure	48 19.12%
This idea does not apply to Highway 30 and should not be considered	66 26.29%
Answered	251
Skipped	9



Carroll U.S. 30 Corridor of Commerce Update

Q.7d: Street landscaping 2

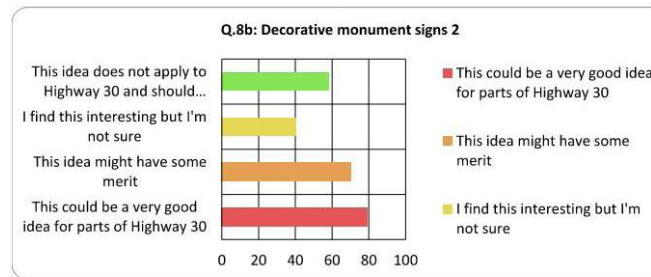
Choice	Responses
This could be a very good idea for parts of Highway 30	70 28.11%
This idea might have some merit	59 23.69%
I find this interesting but I'm not sure	56 22.49%
This idea does not apply to Highway 30 and should not be considered	64 25.70%
Answered	249
Skipped	11



Carroll U.S. 30 Corridor of Commerce Update

Q.8b: Decorative monument signs 2

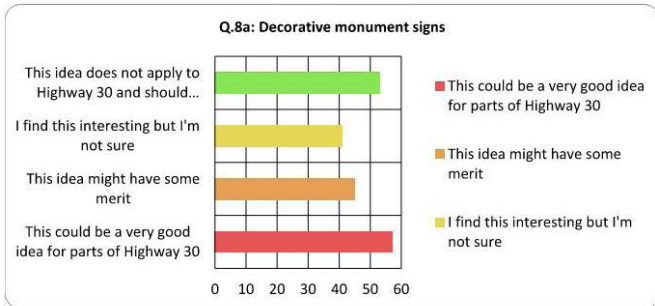
Choice	Responses
This could be a very good idea for parts of Highway 30	79 31.98%
This idea might have some merit	70 28.34%
I find this interesting but I'm not sure	40 16.19%
This idea does not apply to Highway 30 and should not be considered	58 23.48%
Answered	247
Skipped	13



Carroll U.S. 30 Corridor of Commerce Update

Q.8a: Decorative monument signs

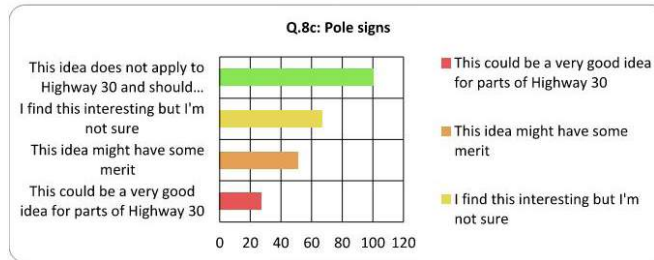
Choice	Responses
This could be a very good idea for parts of Highway 30	57 29.08%
This idea might have some merit	45 22.96%
I find this interesting but I'm not sure	41 20.92%
This idea does not apply to Highway 30 and should not be considered	53 27.04%
Answered	196
Skipped	64



Carroll U.S. 30 Corridor of Commerce Update

Q.8c: Pole signs

Choice	Responses
This could be a very good idea for parts of Highway 30	27 11.02%
This idea might have some merit	51 20.82%
I find this interesting but I'm not sure	67 27.35%
This idea does not apply to Highway 30 and should not be considered	100 40.82%
Answered	245
Skipped	15



Carroll U.S. 30 Corridor of Commerce Update

Q.8d: Multi-tenant signs

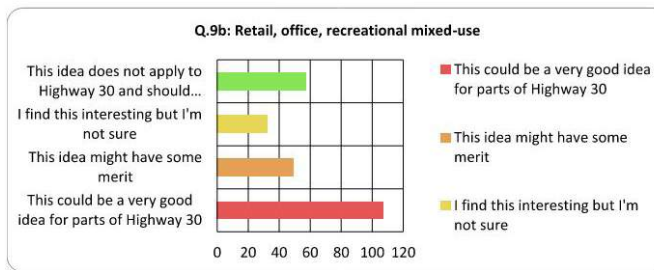
Choice	Responses
This could be a very good idea for parts of Highway 30	49 19.76%
This idea might have some merit	74 29.84%
I find this interesting but I'm not sure	58 23.39%
This idea does not apply to Highway 30 and should not be considered	67 27.02%
Answered	248
Skipped	12



Carroll U.S. 30 Corridor of Commerce Update

Q.9b: Retail, office, recreational mixed-use

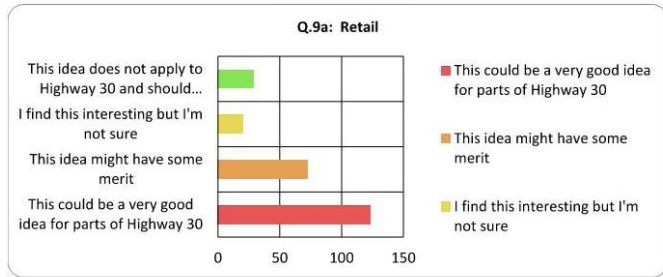
Choice	Responses
This could be a very good idea for parts of Highway 30	107 43.67%
This idea might have some merit	49 20.00%
I find this interesting but I'm not sure	32 13.06%
This idea does not apply to Highway 30 and should not be considered	57 23.27%
Answered	245
Skipped	15



Carroll U.S. 30 Corridor of Commerce Update

Q.9a: Retail

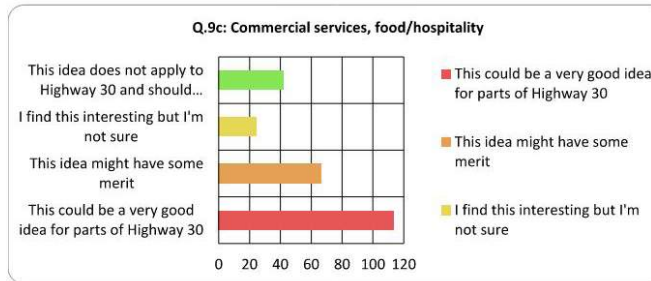
Choice	Responses
This could be a very good idea for parts of Highway 30	123 50.41%
This idea might have some merit	72 29.51%
I find this interesting but I'm not sure	20 8.20%
This idea does not apply to Highway 30 and should not be considered	29 11.89%
Answered	244
Skipped	16



Carroll U.S. 30 Corridor of Commerce Update

Q.9c: Commercial services, food/hospitality

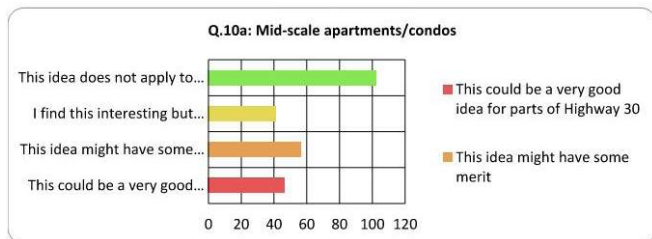
Choice	Responses
This could be a very good idea for parts of Highway 30	113 46.12%
This idea might have some merit	66 26.94%
I find this interesting but I'm not sure	24 9.80%
This idea does not apply to Highway 30 and should not be considered	42 17.14%
Answered	245
Skipped	15



Carroll U.S. 30 Corridor of Commerce Update

Q.10a: Mid-scale apartments/condos

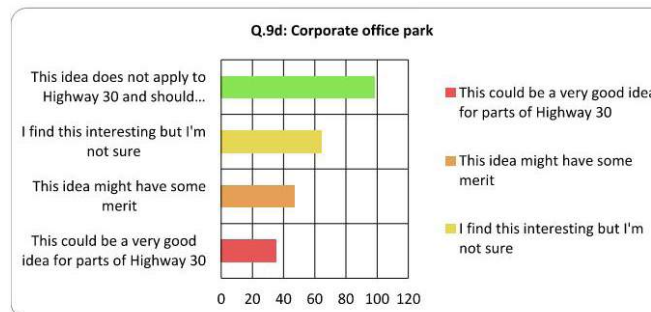
Choice	Responses
This could be a very good idea for parts of Highway 30	46 18.78%
This idea might have some merit	56 22.86%
I find this interesting but I'm not sure	41 16.73%
This idea does not apply to Highway 30 and should not be considered	102 41.63%
Answered	245
Skipped	15



Carroll U.S. 30 Corridor of Commerce Update

Q.9d: Corporate office park

Choice	Responses
This could be a very good idea for parts of Highway 30	35 14.34%
This idea might have some merit	47 19.26%
I find this interesting but I'm not sure	64 26.23%
This idea does not apply to Highway 30 and should not be considered	98 40.16%
Answered	244
Skipped	16



Carroll U.S. 30 Corridor of Commerce Update

Q.10b: Townhome or rowhomes

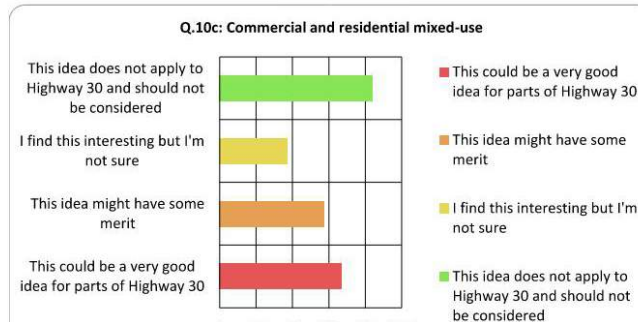
Choice	Responses
This could be a very good idea for parts of Highway 30	49 20.00%
This idea might have some merit	58 23.67%
I find this interesting but I'm not sure	46 18.78%
This idea does not apply to Highway 30 and should not be considered	92 37.55%
Answered	245
Skipped	15



Carroll U.S. 30 Corridor of Commerce Update

Q.10c: Commercial and residential mixed-use

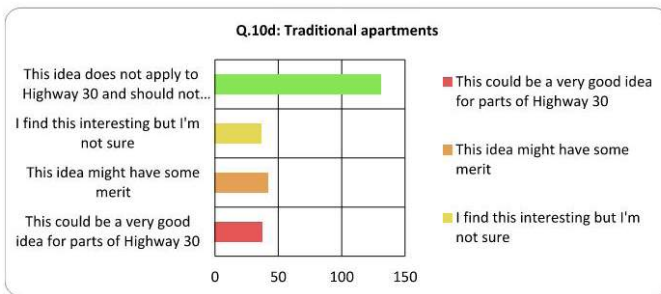
Choice	Responses
This could be a very good idea for parts of Highway 30	67 27.35%
This idea might have some merit	57 23.27%
I find this interesting but I'm not sure	37 15.10%
This idea does not apply to Highway 30 and should not be considered	84 34.29%
Answered	245
Skipped	15



Carroll U.S. 30 Corridor of Commerce Update

Q.10d: Traditional apartments

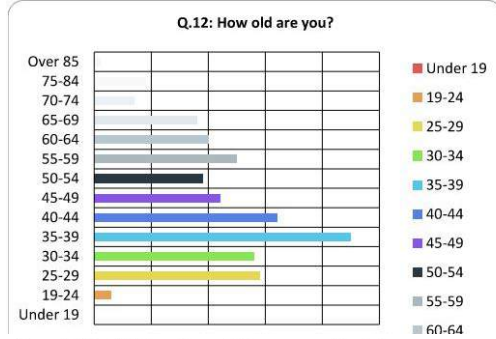
Choice	Responses
This could be a very good idea for parts of Highway 30	37 15.04%
This idea might have some merit	42 17.07%
I find this interesting but I'm not sure	36 14.63%
This idea does not apply to Highway 30 and should not be considered	131 53.25%
Answered	246
Skipped	14



Carroll U.S. 30 Corridor of Commerce Update

Q.12: How old are you?

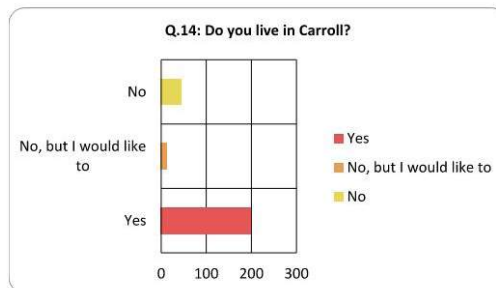
Choice	Responses
Under 19	0 0.00%
19-24	3 1.16%
25-29	29 11.24%
30-34	28 10.85%
35-39	45 17.44%
40-44	32 12.40%
45-49	22 8.53%
50-54	19 7.36%
55-59	25 9.69%
60-64	20 7.75%
65-69	18 6.98%
70-74	7 2.71%
75-84	9 3.49%
Over 85	1 0.39%
Answered	258
Skipped	2



Carroll U.S. 30 Corridor of Commerce Update

Q.14: Do you live in Carroll?

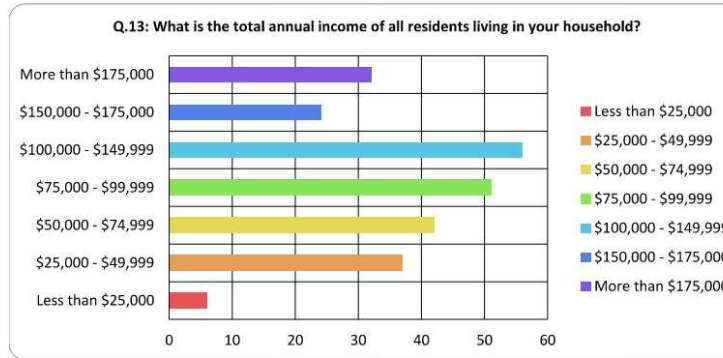
Choice	Responses
Yes	199 77.73%
No, but I would like to	12 4.69%
No	45 17.58%
Answered	256
Skipped	4



Carroll U.S. 30 Corridor of Commerce Update

Q.13: What is the total annual income of all residents living in your household?

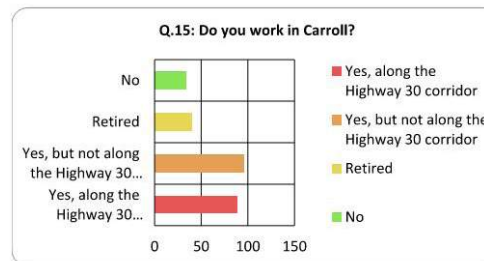
Choice	Responses
Less than \$25,000	6 2.42%
\$25,000 - \$49,999	37 14.92%
\$50,000 - \$74,999	42 16.94%
\$75,000 - \$99,999	51 20.56%
\$100,000 - \$149,999	56 22.58%
\$150,000 - \$175,000	24 9.68%
More than \$175,000	32 12.90%
Answered	248
Skipped	12



Carroll U.S. 30 Corridor of Commerce Update

Q.15: Do you work in Carroll?

Choice	Responses
Yes, along the Highway 30 corridor	88 34.24%
Yes, but not along the Highway 30 corridor	96 37.35%
Retired	40 15.56%
No	33 12.84%
Answered	257
Skipped	3



**CITY OF CARROLL
LEGAL DEBT LIMIT
FISCAL YEAR 2023/2024**

BOND/NOTE/LOAN <small>(PRINCIPAL ONLY)</small>	TYPE OF DEBT	F.Y. 2023/24	F.Y. 2024/25	F.Y. 2025/26	F.Y. 2026/27	F.Y. 2027/28	F.Y. 2028/29	F.Y. 2029/30	F.Y. 2030/31	F.Y. 2031/32	F.Y. 2032/33
Series 2016B GO Capital Loan Notes Cemetery Bldg/3rd St	DEBT SERV	295,000	-	-	-	-	-	-	-	-	-
2020A GO Capital Loan Notes Fire Truck/Street Improvements	DEBT SERV	850,000	725,000	595,000	455,000	310,000	160,000	-	-	-	-
2021A GO Refunding Capital Loan Notes Library/City Hall/Trails/Lighting/Pickleball	DEBT SERV	2,635,000	2,390,000	2,145,000	1,895,000	1,635,000	1,375,000	1,110,000	835,000	560,000	280,000
2022A GO LOSST Bonds Rec Center Building Improvements	LOST/DEBT SERV	5,135,000	4,925,000	4,710,000	4,485,000	4,255,000	4,015,000	3,770,000	3,515,000	3,250,000	2,980,000
		8,915,000	8,040,000	7,450,000	6,835,000	6,200,000	5,550,000	4,880,000	4,350,000	3,810,000	3,260,000
Debt Limit Calculation											
1/1/22 Assessed Value (Inc. T.I.F.)		\$922,764,918	\$922,764,918	\$922,764,918	\$922,764,918	\$922,764,918	\$922,764,918	\$922,764,918	\$922,764,918	\$922,764,918	\$922,764,918
Less Military Exemption		740,800	740,800	740,800	740,800	740,800	740,800	740,800	740,800	740,800	740,800
Legal Debt Limit %		5%	5%	5%	5%	5%	5%	5%	5%	5%	5%
Legal Debt Limit		46,101,206	46,101,206	46,101,206	46,101,206	46,101,206	46,101,206	46,101,206	46,101,206	46,101,206	46,101,206
Less Current Debt		8,915,000	8,040,000	7,450,000	6,835,000	6,200,000	5,550,000	4,880,000	4,350,000	3,810,000	3,260,000
Debt Capacity		37,186,206	38,061,206	38,651,206	39,266,206	39,901,206	40,551,206	41,221,206	41,751,206	42,291,206	42,841,206
BOND/NOTE/LOAN <small>(PRINCIPAL ONLY)</small>	TYPE OF DEBT	F.Y. 2023/24	F.Y. 2024/25	F.Y. 2025/26	F.Y. 2026/27	F.Y. 2027/28	F.Y. 2028/29	F.Y. 2029/30	F.Y. 2030/31	F.Y. 2031/32	F.Y. 2032/33
SRF Loan - Sewer Revenue Bonds	SEWER UTILITY	1,420,000	721,000	-	-	-	-	-	-	-	-

**CITY OF CARROLL DEBT SCHEDULE F.Y. 2023/24
PRINCIPAL & INTEREST**

GENERAL OBLIGATION BOND/LOAN/NOTE	YEAR ISSUED	PRINCIPAL AMOUNT ISSUED	YEARS FINANCED	PROJECTED MATURITY	F.Y. 23-24	F.Y. 24-25	F.Y. 25-26	F.Y. 26-27	F.Y. 27-28	F.Y. 28-29	F.Y. 29-30	F.Y. 30-31	F.Y. 31-32	F.Y. 32-33
DEBT SERVICE FUND:														
2) G.O. Capital Loan Note 2016B Cemetery Bldg/3rd St	2016	\$2,290,000	8	2024	299,720									
3) G.O. Capital Loan Note 2020A Fire Truck/Street Improvements	2020	\$1,505,000	10	2029	165,900	164,650	168,150	166,150	163,900	166,400				
4) G.O. Capital Loan Note 2021A Refunding of 2018B-Library/City Hall/Parks	2021	\$3,325,000	12	2033	287,300	282,400	282,500	287,500	282,300	282,100	286,800	284,050	286,300	286,300
5) G.O. LOST Debt 2022A Rec Center Building Improvements	2022	\$5,400,000	19	2041	397,113	393,713	395,113	391,113	391,913	387,313	387,513	387,313	384,363	385,993
5) PROPOSED G.O. Capital Loan Note 2023A Adams Street Reconstruction/Rec Center	2023	\$2,660,000	8	2031	532,259	825,450	291,250	295,800	294,638	293,000	290,888	293,300		
4) Bond Registration Fees*					2,900	2,400	2,400	2,400	2,400	2,400	1,800	1,800	1,200	1,200
LOST RELIEF					(477,888)	(477,888)	(477,888)	(477,888)	(477,888)	(477,888)	(477,888)	(477,888)	(477,888)	(477,888)
LOST DEBT SERVICE PMT**					(397,713)	(394,313)	(395,713)	(391,713)	(392,513)	(387,913)	(388,113)	(387,913)	(384,963)	(386,593)
PROPERTY TAX REPLACEMENT@					(20,886)	(16,709)	(13,367)	(10,694)	0	0	0	0	0	0
ASHWOOD TIF REPAYMENT##					(1,896)	(1,896)	(1,896)	(1,896)	0	0	0	0	0	0
DEBT SERVICE SUPPORTED BY ANNUAL LEVY					786,809	777,807	250,549	260,772	264,750	265,412	101,000	100,662	(190,988)	(190,988)
DEBT SUPPORTED BY USER RATES														
Wastewater Treatment Plant - SRF LOAN Service Fee (0.25% of principal outstanding)	2003	\$8,000,000	20	2025	525,008	531,135								
					2,573	1,305								
					527,580	532,440								
Wastewater Treatment Plant - SRF LOAN Service Fee (0.25% of principal outstanding)	2004	\$2,998,000	20	2025	198,843	202,483								
					978	498								
					199,820	202,980								
TOTAL SRF LOAN					727,400	735,420								

* = Bond fee Allocation (2016B - \$500; 2020A, 2021A, 2022A & 2023A - \$600 each)

** = LOST Debt Service Payment for the 2022A issuance

@ = Commercial/Industrial Property Tax Replacement from State

= Final Year of TIF collections is FY 2027