



2026 City of Audubon Comprehensive Plan

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Chapter 1

Introduction

The City of Audubon is located in the central area of Audubon County in West Central Iowa, southeast of the four corners of Carroll, Crawford, Audubon, and Shelby Counties. Its 1.9 square miles of land is gently rolling, and is generally favorable for development, with no major hills or valleys. The community is situated along the Bluegrass Creek, a tributary of the East Nishnabotna River, which provides drainage for the city.

Planning and zoning are two important tools for cities to use to provide a high quality of life. Planning assesses the current conditions in an area and identifies strengths to build on and weaknesses to improve. It also sets out an implementation program that specifies when actions are to be taken. Audubon's comprehensive plan was last updated in 2003, which indicates a pressing need for updates according to current conditions. The lack of an updated comprehensive plan and zoning ordinances could lead to development without proper assessments, hindering the quality of life of local residents.

This comprehensive plan will list the strengths, weaknesses, opportunities, and threats gathered from public input. The issues Audubon is facing as well as issues city officials and community members foresee will be discussed throughout the sections of this plan. Ideas for the city's future are included in this plan and this comprehensive plan will set the goals and policies necessary to bring the ideas to reality. Finally, the plan will serve as the legal basis for zoning, which will guide the way land is used as stated in the Iowa Code, Section 414.3:

"The regulations shall be made in accordance with a comprehensive plan and designed to preserve the availability of agricultural land; to consider the protection of soil from wind and water erosion; to encourage efficient urban development patterns; to lessen congestion in the street; to secure safety from fire, flood, panic, and other dangers; to promote health and general welfare; to provide adequate light and air; to prevent the overcrowding of land; to avoid undue concentration of population; to promote the conservation of energy resources; to promote reasonable access to solar energy; and to facilitate the adequate provision of transportation, water, sewerage, schools, parks, and other public requirements. However, provisions of this section relating to the objectives of energy conservation and access to solar energy do not void any zoning regulation existing on July 1, 1981, or require zoning in a city that did not have zoning prior to July 1, 1981."

"Such regulations shall be made with reasonable consideration, among other things, as to the character of the area of the district and the peculiar suitability of such area for particular uses, and with a view to conserving the value of buildings and encouraging the most appropriate use of land throughout such city."

As a result of the combined effort from the City Council, Audubon citizens, the planning and zoning commission and Region XII Council of Governments, this plan will meet the law stated previously and will serve as the City's long-range plan for the future of Audubon. With hard work and commitment, the visions identified in this plan will become reality, making Audubon a viable place to live and work for many years.

Chapter 2

History

In the 2020 Census, 2,053 residents were counted living in Audubon. This is a decrease from the 2010 Census, when the city was home to 2,176 residents. Census counts show that Audubon is the largest community in Audubon County, followed by Exira, the former county seat. Audubon is located along U.S. Highway 71, approximately 75 miles from the Des Moines metro area, 80 miles from the Omaha/Council Bluffs metro area, and 110 miles from Sioux City.

The City of Audubon is named for John James Audubon, a famous artist and naturalist. The city was laid out by the Chicago, Rock Island, and Pacific Railroad on September 23, 1878. By December of that year, over 50 houses, a bank, five general stores, two hotels, and multiple other businesses were already constructed within the new town. The four months of growth for the city started talks of moving the county seat from Exira to Audubon. In 1879, the railroad built which was to become the Audubon County Courthouse and leased it to the county for five years, free of charge, in case the county seat was moved. The 1879 general election voted to approve the moving of the county seat from Exira to Audubon.



Growth of the city continued at a fairly rapid pace until 1900, and then continued more moderately until 1950. In addition to the Rock Island Railroad, the Chicago & Northwestern built a line north out of the community, connecting to Manning in the 1990s.

The railroad played an important part in the vitality of the local economy for many years. Audubon County was long known for its strong cattle industry, and “Operation T-Bone” was a standing tradition of shipping trainloads of cattle to market in Omaha and Chicago. Today, the community continues to celebrate this tradition with “T-Bone Days” held every summer, even though cattle shipping is a thing of the past as the railroad leading to Audubon has been long since abandoned.

Chapter 3

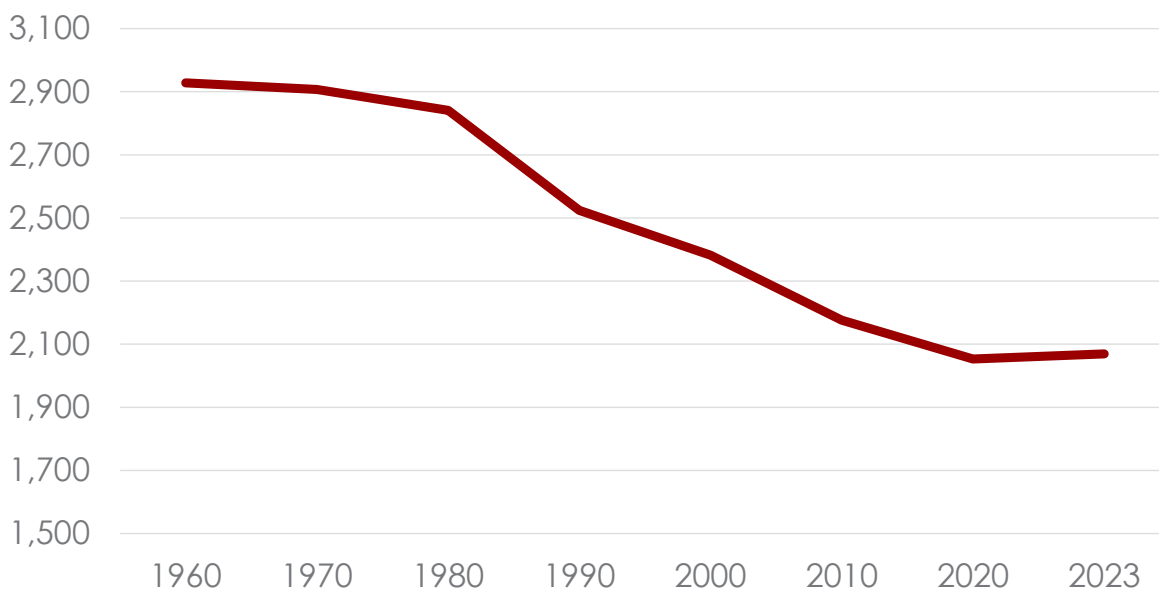
Population

Historic Population

Over the past 50 years, the City of Audubon has experienced a gradual decline. In 1960, Audubon had a population of 2,928. Since then, the City's population has declined 29.3% (859 residents) to 2,069 in 2023. The most dramatic change happened between 1980 and 1990, when the city lost 317 residents. Figure 1.1 shows the City of Audubon's population trend since 1960.

Rural Iowa, in general, has seen population decline over the last half of the twentieth century. There are many reasons for this, but some of the largest factors include the industrialization of agriculture, younger populations seeking higher education, location of jobs, and the amenities offered in larger markets.

Figure 1.1: City of Audubon Historic Population, 1960-2023



From 1900, Audubon County saw a general trend of population decline, as displayed in the graph in figure 1.2. The 2020 census showed that 5,674 residents live in Audubon County. This is a 7.27% decrease from the 2010 census counts, when the county had 6,119 residents.

Audubon's representation of the county's population has been gradually increasing, with a peak of 36.2% in 2020. The largest increase occurred from 1960 (26.8%) to 1980 (33.2%), as demonstrated in figure 1.3.

Figure 1.2: Audubon County Historic Population, 1900-2023

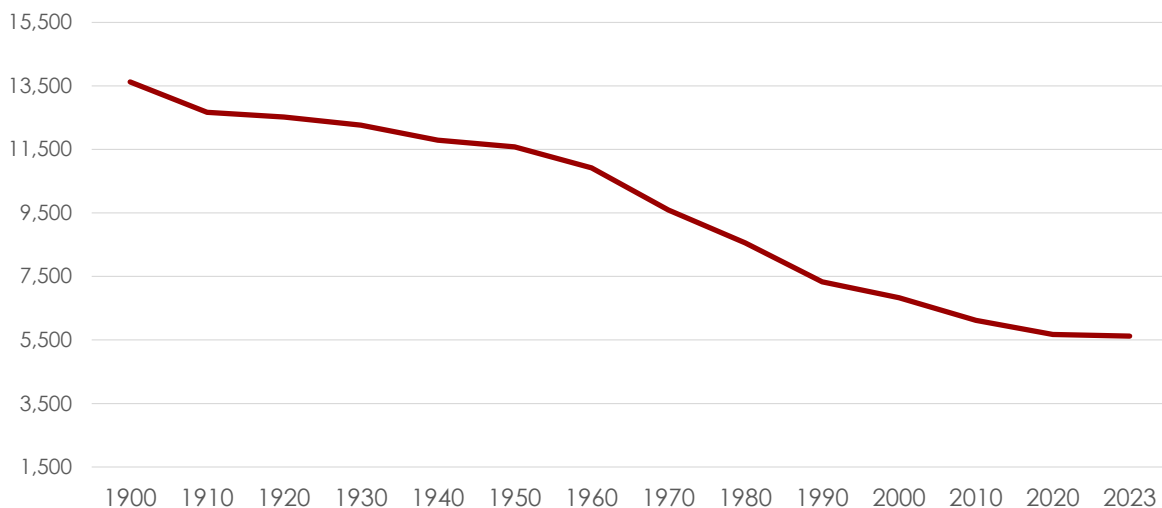
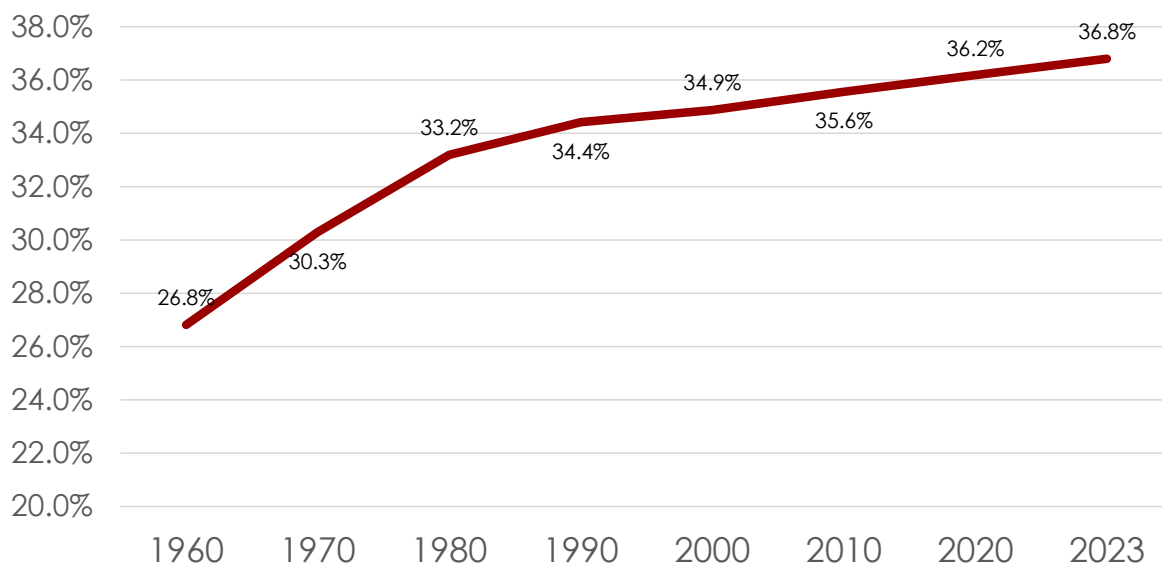


Figure 1.3: Audubon as a Percentage of Audubon County

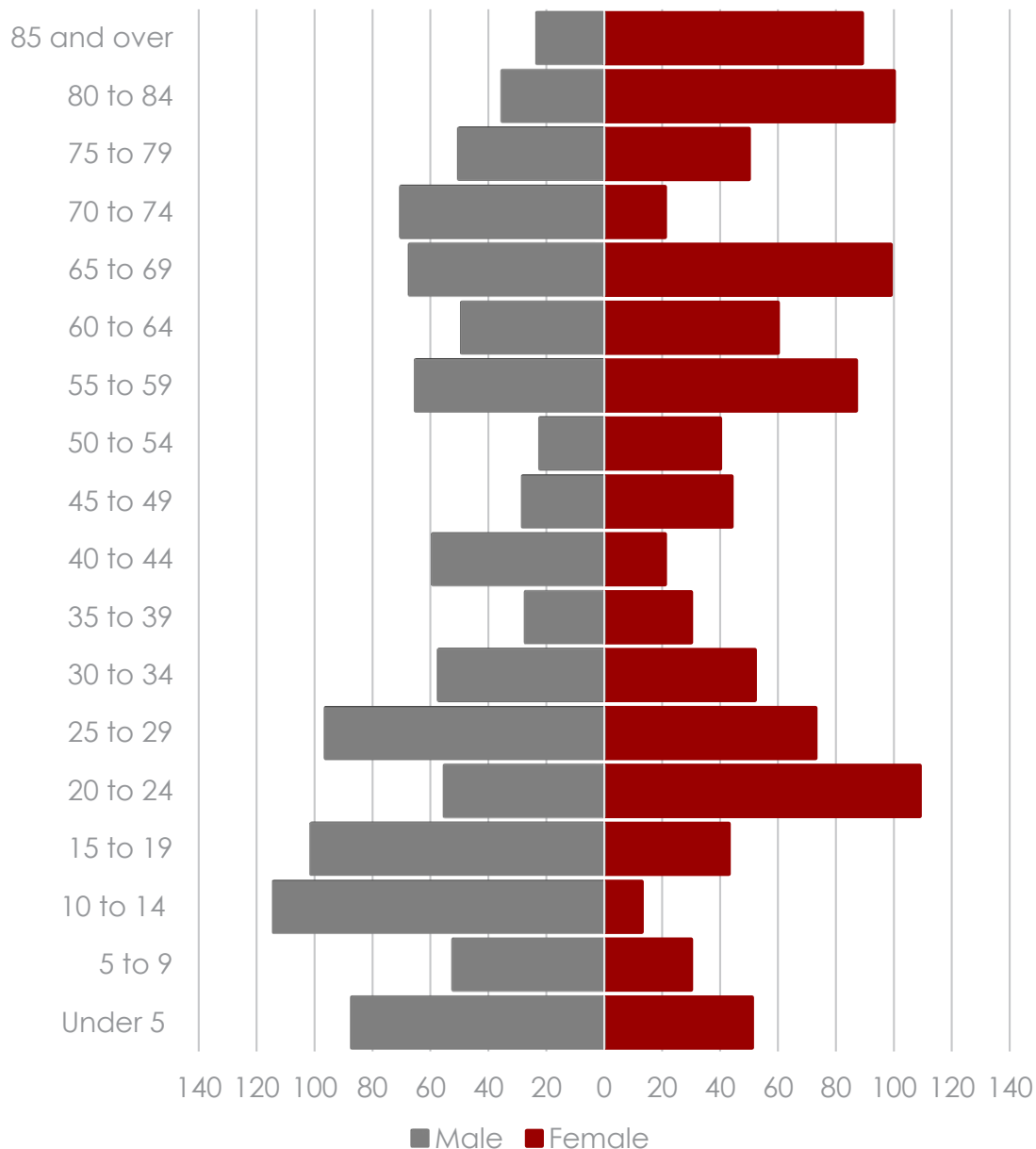


Population Cohorts

Audubon's population pyramid, which breaks down population cohorts according to the 2020 Decennial Census, can be found in figure 1.4. This figure breaks Audubon's population into five-year age groups and shows the breakdown by gender as well. The City's population makeup is not very different from other parts of Audubon County, and even most of the State of Iowa. A large majority of rural Iowa has a spike in residents aged 45-65 years.

There are similar parts male and female in most age ranges, with the exception of the cohorts of 75 and older. This parity can potentially mean that a large majority of the adult population is married. Comparing these ranges with the number of children under 5 and those between 5 and 19 years old can possibly mean that these cohorts (35-39, 40-44, 45-49, 50-54, and 55-59) are parents.

Figure 1.4: Population Age and Gender, 2023



It is also important to note the population aged 55 and over. During the lifespan of this comprehensive plan, many of these individuals will be retiring either within the city or other locations. This trend will likely affect the services in which the community has to offer to this particular demographic. The city may need smaller single-family homes, smaller rental units, or assisted living/nursing facilities.

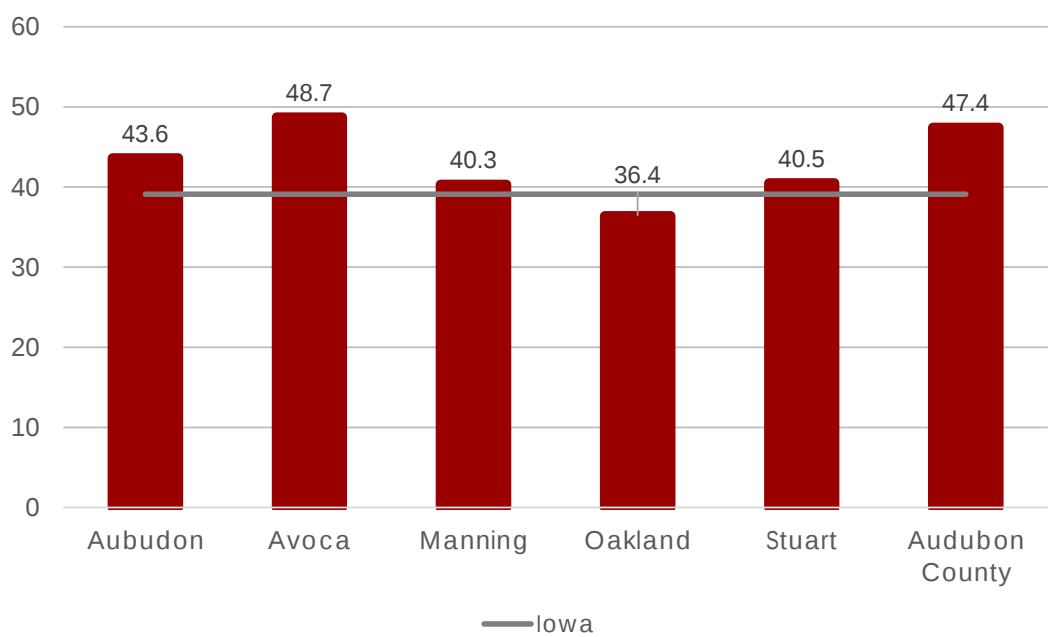
The larger number of residents in child-bearing ages may also lead to increase in school enrollment and require additional homes to be constructed. Moreover, the larger number of children may increase the demand for parks, playgrounds, and other community facilities. Each age cohort requires specific amenities and can provide different specialties for the community.

Median Age

Audubon’s median age can be utilized to compare city to city as well as to provide insight into how the city’s population age compares regionally. In 2023, American Community Survey counts showed that Audubon had the highest median age when compared regionally to the cities in figure 1.5. The second highest median age in the region is Avoca (42.1), followed by Oakland (41.9). Stuart displays the lowest median age, with estimates showing the city’s median age at 39.3 years. All cities within the chart have a higher median age than the State of Iowa as a whole, that being 38.3 years. Rural communities tend to have a higher median age, given that students leave their home communities to seek higher education and employment.

Even though Audubon has the highest median age when compared to other cities in the region, it still has a lower median age than the county as a whole. The higher median age within the community can mean a couple of things. The easiest to infer is that there are more older residents than there are younger residents, which brings the median age up. The median age lowering from the previous decennial census in 2010 can mean that the Audubon Elementary School and the Audubon County Head Start Preschool are attractive amenities to families with children and that new families with younger children have moved to the area since 2010.

Figure 1.5: Median Age Comparison, 2023



Race

The 2020 Census showed that both the City of Audubon and Audubon County became more diverse over the last ten years. In many rural communities and counties, people of Hispanic or Latino decent help stabilize otherwise declining populations. Audubon has seen a considerable increase in the Hispanic and Latino population, even proportionally greater than Audubon County as a whole. Table 1.1 below documents the recorded race responses from the 2010 and 2020 Censuses.

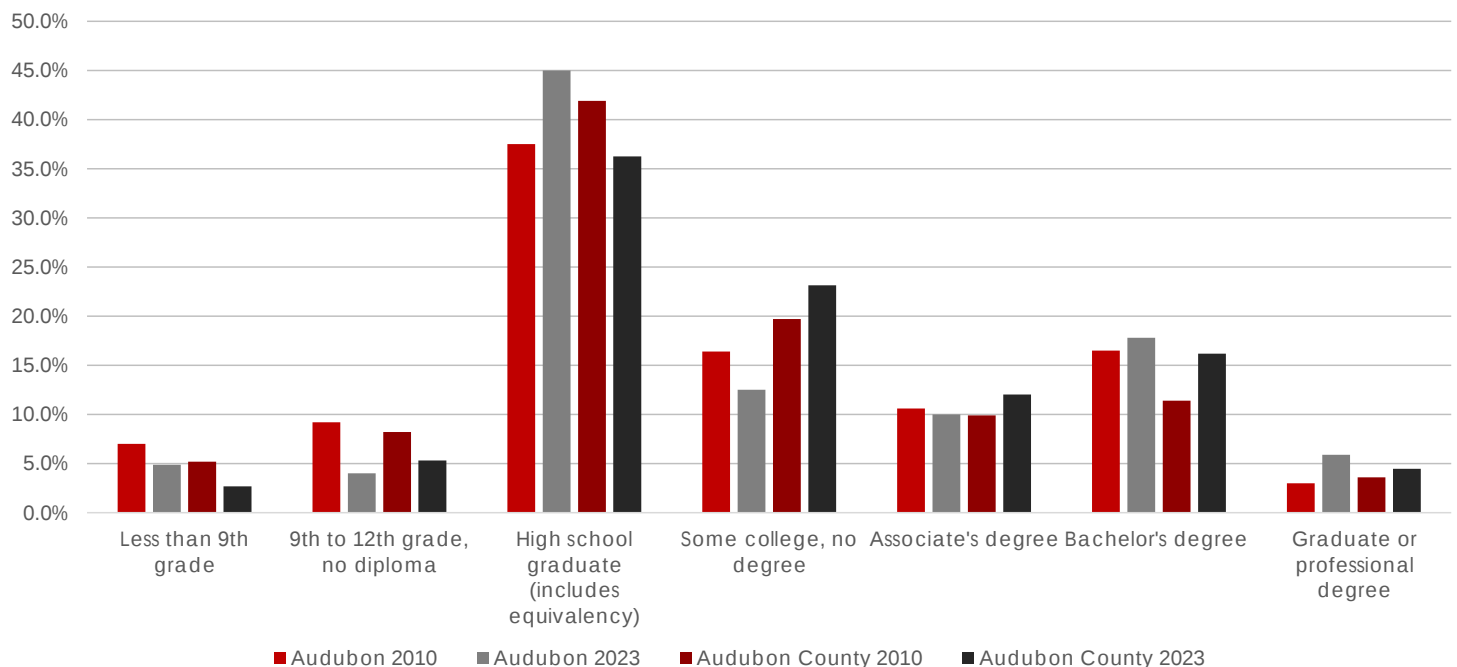
Table 1.1: Median Age Comparison, 2023

	Audubon				Audubon County			
	2010 Census	2010 Percent	2023 Census	2023 Percent	2010 Census	2010 Percent	2023 Census	2023 Percent
Total Population	2,176	100.0%	2,069	100%	6,119	100.0%	5,622	100%
White	2,152	98.9%	1,963	94.88%	6,032	98.6%	5,511	98.03%
Black or African American	5	0.2%	9	0.43%	10	0.2%	113	2.01%
American Indian and Alaska Native	6	0.3%	9	0.43%	8	0.1%	48	0.85%
Asian	5	0.2%	0	0.00%	25	0.4%	3	0.05%
Native Hawaiian and Other Pacific Islander	1	0.0%	0	0.00%	1	0.0%	14	0.25%
Some Other Race	1	0.0%	12	0.58%	6	0.1%	0	0.00%
Two or More Races	6	0.3%	76	3.67%	37	0.6%	113	2.01%
Hispanic or Latino and Race								
Hispanic or Latino (of any race)	16	0.7%	17	0.82%	37	0.6%	115	2.05%

Educational Attainment

Since 2010, the City of Audubon has seen an increase in population with some degree or college education. The combined population with associates degrees, bachelor's degrees, and graduate or professional degrees increased from 30.1% in 2010 to 30.5% in 2020. On the other hand, the percent of the population that has less than a 9th grade education or even a high school diploma or equivalent has decreased within the city. Audubon County also saw a decrease in the population with a less than 9th grade education. The trend of leaving school before graduating high school was more popular when farming wasn't as industrialized and more hands were required to run the family farm. The increase in the population with degrees, particularly associate and graduate or professional degrees, may be a result of companies within the community and immediate areas expanding and requiring additional employees to fill specialized positions.

Figure 1.6: Educational Attainment, 2010 & 2023



Chapter 4

Housing

Housing within a community is an important aspect to examine throughout the planning process. Being able to understand the characteristics of the housing stock the city has available and the types of housing that may be lacking or needing improvement can help the city focus on future efforts. Ensuring Audubon has a diverse stock of available and affordable housing is important for the city's economic success. Attractive housing stocks can assist with the recruitment of new employers and their employees to the community.

Housing Units

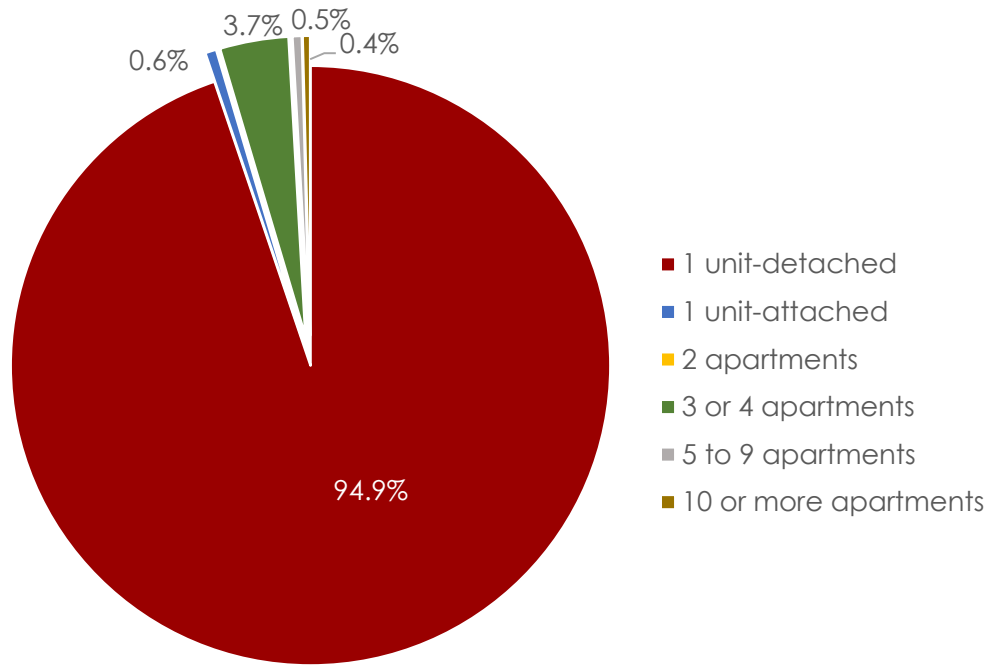
Table 4.1 shows the change in total housing units in Audubon as well as in similarly sized communities throughout the region. From 2000 to 2010, Audubon's housing stock remained stable, while from 2010 to 2020 the city has seen a considerable decrease in the number of housing units. During this last period, Audubon was the only city between comparable ones in the region that demonstrated a decrease in housing units, as shown in table 4.1. Similarly, Audubon County also displayed a decrease in the housing stock between 2010 and 2020. Among comparable cities, Stuart saw the highest growth, with a 9.7% increase in housing units. The reason for this growth is the proximity to the Des Moines Metropolitan Area. As the metro continues to grow, towns a short drive from it also grow, as people drive into the city.

Table 4.1: Change in Housing Units, 2000-2020

Jurisdiction	2000	2010	2020	2000-2010	2010-2020
Aubudon	1,105	1,106	1,047	0.1%	-5.3%
Avoca	710	711	767	0.1%	7.9%
Manning	709	719	747	1.4%	3.9%
Oakland	637	657	669	3.1%	1.8%
Stuart	739	746	818	0.9%	9.7%
Audubon County	2,995	2,972	2,787	-0.8%	-6.2%

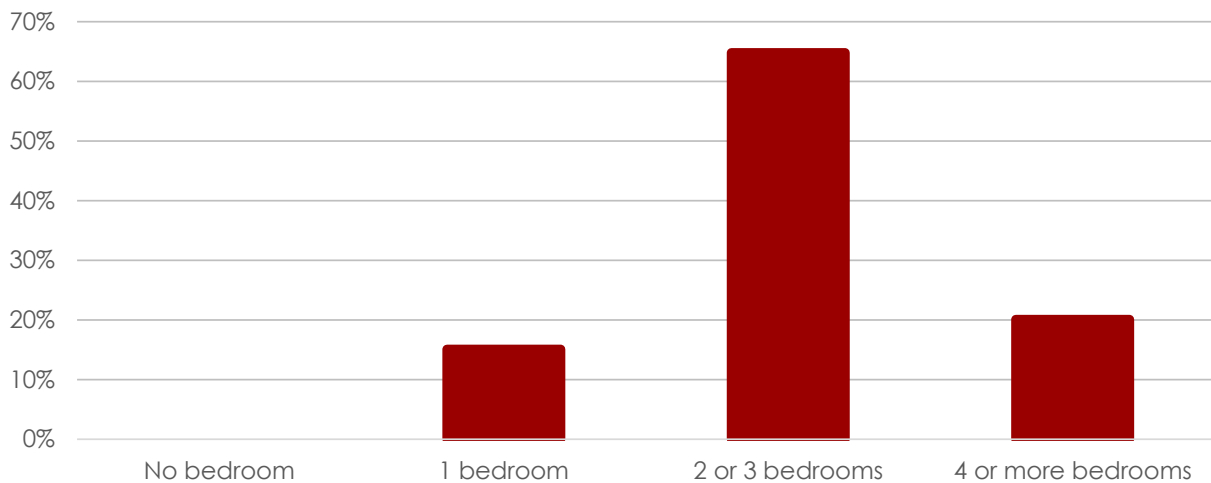
The total number of housing units within a city is important, but equally important is considering what types of housing units there are and who lives in them. The chart in figure 4.1 breaks down the type of housing units that make up the city's housing stock, according to the 2023 American Community Survey estimates. The largest portion (94.9%) of the city's units is 1 unit-detached, also known as single-family homes. After single-family homes, apartment complexes with 3 or 4 units are the next largest cohort at 3.7% of the city's housing stock.

Figure 4.1: Housing Unit Type, 2023



One of the biggest considerations people have for buying a house is how many bedrooms are located within a home. There has to be enough bedrooms to accommodate the family's size, as well as their wants and needs. Figure 4.2 shows the number of bedrooms in the city's current housing stock according to the 2023 American Community Survey estimates. Over 60% of the homes in Audubon have either 2 or 3 bedrooms. No units in the city have no bedrooms, or are "studio apartments".

Figure 4.2: Number of Bedrooms, 2023

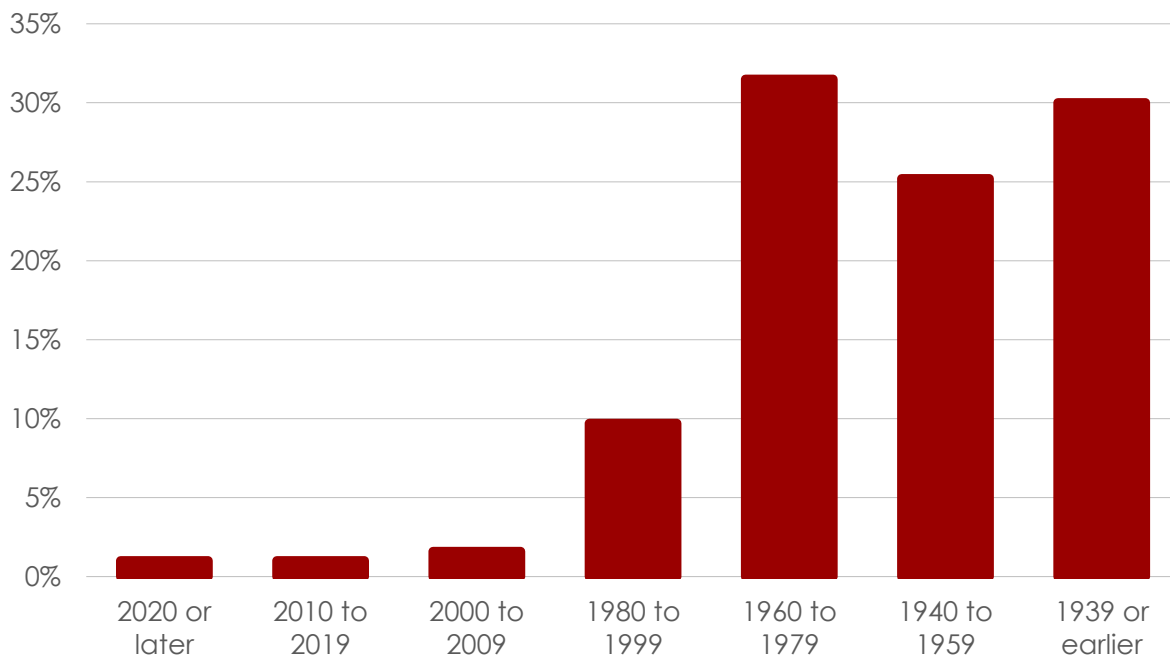


Structural Age

According to the 2022 American Community Survey estimates, there have been very few units built in Audubon since 2000. The majority (55.6%) of the city's homes are 65 years or older. Table 4.2 has a complete breakdown of Audubon and comparable cities housing stock ages. Audubon has seen the lowest growth of homes constructed since 2010 in the compared cities. Stuart is the only city that has had more builds between 2010 and 2019, but the municipality is located closer to the Des Moines metro, which has been rapidly expanding.

Older structures do not necessarily mean a poor-quality home, but modern homes use updated construction techniques and materials. These updated materials and techniques provide advantages when it comes to energy efficiency, longevity of materials (roof life, siding life, etc.), and updated safety requirements. The older a home is, the more likely it is to have potentially hazardous materials such as asbestos, knob and tube wiring, and lead paint within in, which can put the residents of the home in potential danger.

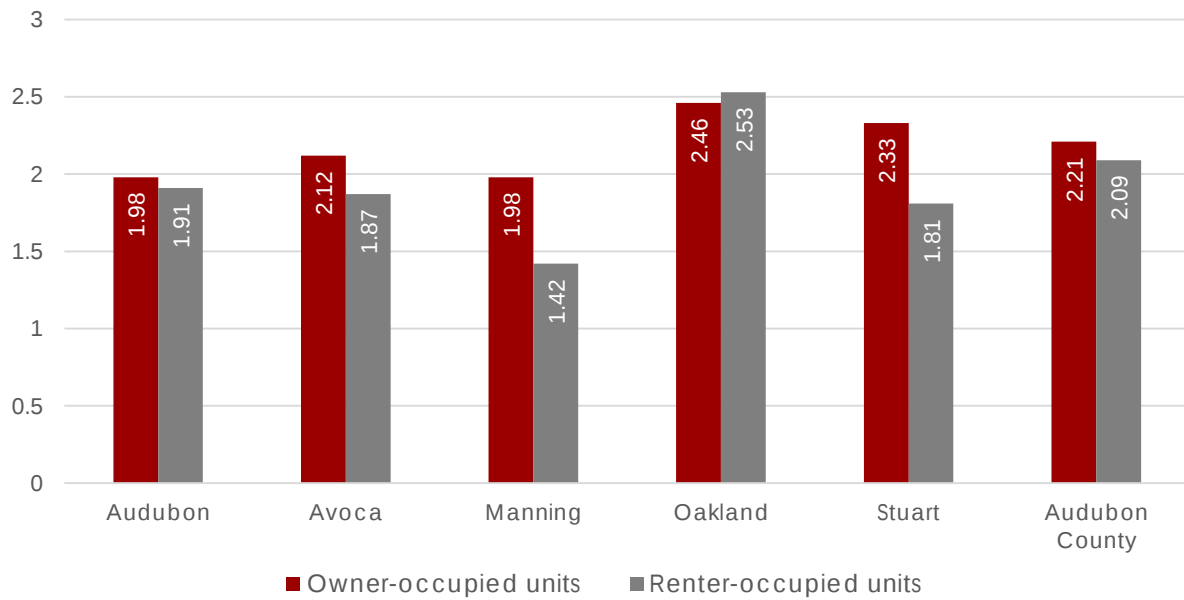
Figure 4.3: Year Structure Built, 2023



Average Household Size

The average household size of a community can help the city estimate the number of housing units needed to meet the future housing demand. When compared to similarly sized communities, the city of Audubon's owner-occupied average household size is the lowest at 1.78 people per household. The city's renter-occupied average falls among the middle of the distribution at 1.88 people per household. These numbers help the city understand that if the population of each of the cities in figure 4.4 grew by the same number of people, Audubon would need more owner-occupied housing units than the others to ensure there is enough housing for all residents.

Figure 4.4: Average Household Size, 2023



Household Type

While the characteristics of the physical housing stock are important, it is also important to know the makeup of the households within the city's units as different households may prefer or require different amenities. Table 4.2 breaks down Audubon household types for the population in general as well as by owner and renter-occupied units.

When comparing owner and renter occupied households, a few differences are noticed. Owner-occupied units are mostly made up of family households (60.2%), of which 49.6% are married-couple families. On the other hand, renter-occupied units are majorly composed of non-family households (57.6%), of which 48.9% are householders living alone. Among the total of householders living alone, 20.7% are residents who are 65 years or older, 17.4% are householders of 35-64 years of age, and 10.9% are aged 15 to 34.

Table 4.2: Household Type, 2023

Household Type	All Occupied Units	Owner-Occupied Units	Renter-Occupied Units
Family Households	49.1%	58.3%	28.0%
Married-couple family	34.3%	47.7%	3.5%
Householder 15 to 34 years	6.7%	9.7%	0.0%
Householder 35 to 64 years	12.2%	15.9%	3.5%
Householder 65 years and over	15.4%	22.1%	0.0%
Other Family	14.8%	10.6%	24.4%
Male householder, no spouse present	1.9%	0.6%	4.8%
Householder 15 to 34 years	0.0%	0.0%	0.0%
Householder 35 to 64 years	1.5%	0.0%	4.8%
Householder 65 years and over	0.4%	0.6%	0.0%
Female householder, no spouse present	13.0%	10.1%	19.6%
Householder 15 to 34 years	6.6%	5.3%	9.6%
Householder 35 to 64 years	5.9%	4.2%	10.0%
Householder 65 years and over	0.4%	0.6%	0.0%
Non-family Households	50.9%	41.7%	72.0%
Householder living alone	45.0%	40.0%	56.6%
Householder 15 to 34 years	11.8%	9.0%	18.3%
Householder 35 to 64 years	12.6%	12.4%	12.9%
Householder 65 years and over	20.7%	18.6%	25.4%
Householder not living alone	5.8%	1.7%	15.4%
Householder 15 to 34 years	4.7%	0.0%	15.4%
Householder 35 to 64 years	0.9%	1.3%	0.0%
Householder 65 years and over	0.3%	0.4%	0.0%

Source: American Community Survey

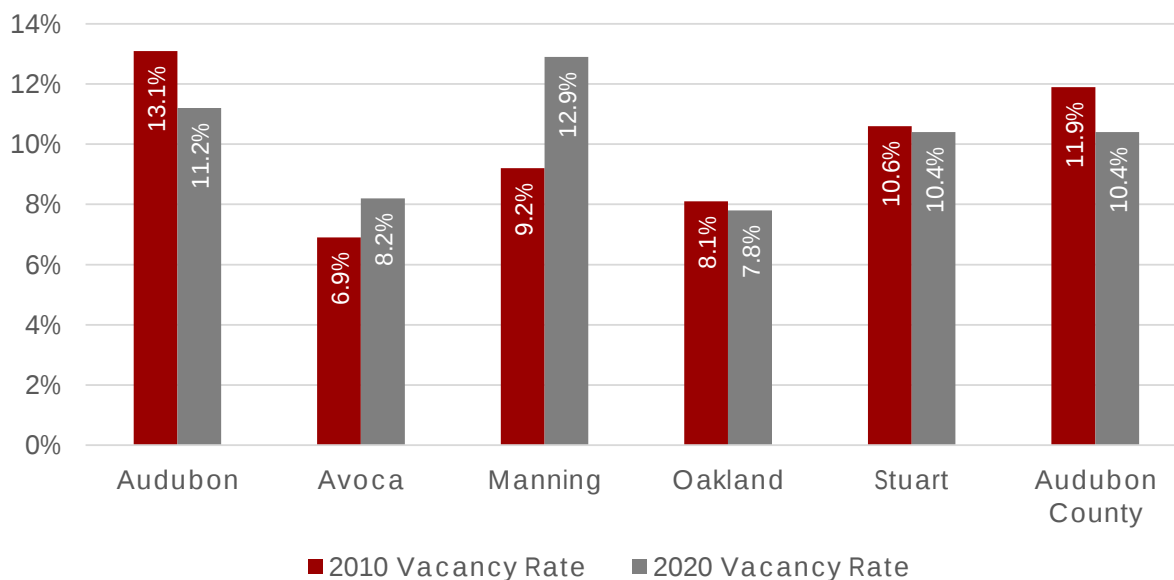
**Definitions of household types can be found at the end of this chapter.

Vacancy Rate

According to the 2020 Decennial Census, Audubon has a total of 1,047 housing units. During the same time, the city had a vacancy rate of 11.2%, or 117 housing units. This vacancy rate is a decrease from that of the 2010 Decennial Census, when census counts showed that 13.1% of Audubon's housing units were vacant. This information is shown in figure 4.5 while comparing Audubon with other similar-sized communities in the region.

In 2010, Audubon had the highest vacancy rate of the comparable cities and Audubon County, with 13.1%. Avoca had a vacancy rate of 6.9% at the time. Presently, Audubon has the second highest vacancy rate when looking at the same similar-sized communities, which is a modest improvement from 2010 rates. Overall, the city presented a 14.5% decrease in vacancy rates between 2010 and 2020. Vacancy within Audubon County as a whole decreased 12.6%, from 11.9% in 2010 to 10.4% in 2020.

Figure 4.5: Vacancy Rates, 2020 & 2020



It is important for cities to have some vacant units throughout the city to promote migration into the community. Some vacancy allows for new residents to move into the city without having to wait for a family to move out. Vacancies also allow Audubon residents to move within the city to fit changing housing needs.

Monthly Housing Costs

Audubon, when compared regionally to similarly-sized communities, notices lower monthly housing costs for its residents. Table 4.3 compares the median monthly housing costs for Audubon with comparable cities and Audubon County in 2022. In 2022, homeowners with a mortgage spent around \$39 less a month (\$468 per year) than Manning, which was the next lowest comparable city. Homeowners in Stuart experience the highest monthly cost for homes with a mortgage, paying approximately \$1,346 per month. Homeowners without a mortgage within Audubon, on average, spend approximately \$30 less a month (\$360 per year) than Oakland, which was in this case the next lowest comparable city. Audubon also has the lowest monthly housing costs for owner-occupied units without a mortgage. Avoca has the highest average monthly costs in this category at \$538 per month. Renters in Audubon pay a median of \$779 a month, which is the second highest cost when looking at comparable cities. Manning has the lowest median rent, which is \$216 less than Audubon's median rent.

Potential and current residents of a city need to be able to afford the housing within that city to strongly consider moving into or staying within that particular community. Lower monthly costs allow for city residents to spend their money elsewhere, which is vital for creating a strong, diverse economy. A vibrant economy is attractive to businesses as well as residents.

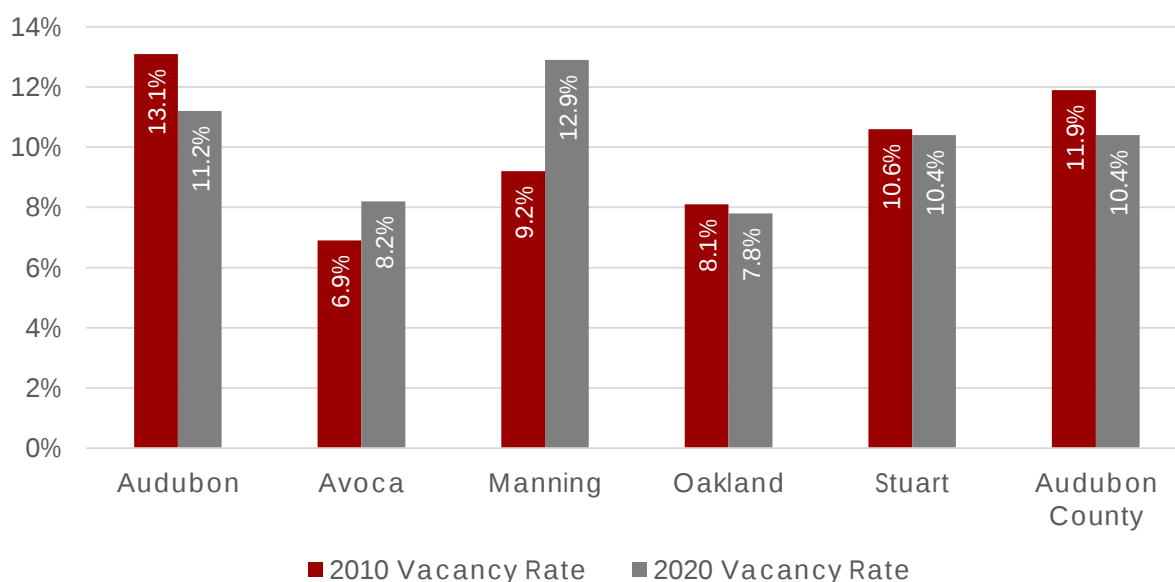
Table 4.4: Regional Monthly Housing Costs, 2023

	Audubon	Avoca	Manning	Oakland	Stuart	Audubon County
Median monthly costs for owner-occupied units with a mortgage	\$964	\$1,247	\$961	\$1,176	\$1,304	\$1,126
Median monthly costs for owner-occupied units without a mortgage	\$478	\$597	\$501	\$491	\$520	\$492
Median gross rent for renter-occupied units paying rent	\$718	\$873	\$719	\$856	\$768	\$707

Housing Values

Another important aspect surrounding housing is cost. Figure 4.6 shows the estimated values of the owner-occupied single-family homes within Audubon city limits. The current median housing value is estimated to be \$86,600, a 42.2% increase from the 2010 median housing value of \$60,900. Like many rural Iowa cities, Audubon has a larger number of homes valued less than \$100,000, with the number of homes decreasing as the housing value increases. The complete breakdown of housing values within the city according to 2023 American Community Survey estimates is found in Figure 4.6.

Figure 4.6: Housing Values, 2023



Housing Conditions

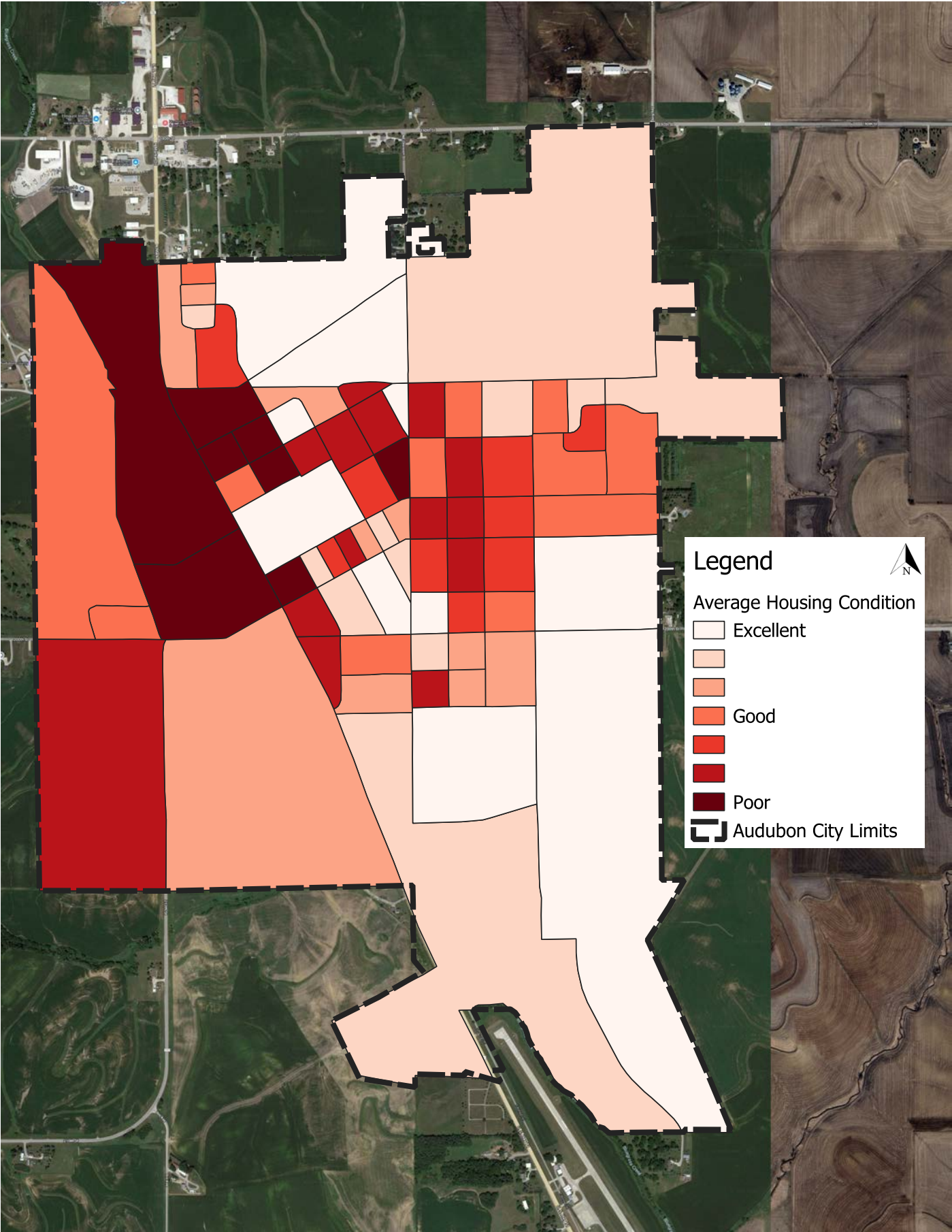
A windshield survey was conducted in June 2025 to evaluate each housing property within Audubon city limits based on predetermined criteria found in table 4.5. The windshield survey evaluated 995 residential structures. A small percentage of the homes (6% or 60 homes) were evaluated and determined to meet the rank 1 criteria. Homes which were ranked good (rank 2) were more frequent, as 63.7% of the homes within Audubon met this category's criteria.

Rank 3 (fair condition) homes make up 24.2% of the city's total housing stock. Approximately 5% of the city's housing stock was ranked a 4 (poor condition). There were eleven homes which were ranked as dilapidated, which means that these structures require major attention. Table 4.5 shows a numerical breakdown of the windshield survey results and map 4.1 shows the average housing condition by census block with some blocks being edited to show a more accurate representation of the average condition.

Table 4.5: Housing Conditions

Rank	Condition	Number	Percent	Description
Rank 1	Excellent	60	6.0%	A structure that is under construction, recently completed or if older has been completely renovated so that effectively, it is a new home. Most of these homes are less than ten years old.
Rank 2	Good	634	63.7%	A structure that may be somewhat older, but has been carefully maintained. The structure is sound and substantial improvements have been made. The home may show some minor signs of wear, although none that would need to be addressed right now.
Rank 3	Fair	240	24.2%	A structure that needs mostly cosmetic repairs and modernization improvements. The main structure of the home is sound but it may need new shingles, paint, windows, etc. These homes would be considered good "fixer uppers" for most people.
Rank 4	Poor	50	5.0%	A structure that is in need of major attention. In addition to the cosmetic repairs found in rank 3, these homes need major foundation work or other structural repairs. Structures are not level or plumb and exhibit signs of sagging, settling, etc. Rehabilitation may cost more than what is economically feasible.
Rank 5	Dilapidated	11	1.1%	These homes are often abandoned and rehabilitation is not feasible. Homes are unsightly and a general nuisance. Demolition is necessary

Map 4.1: Housing Conditions



Future Housing Demand

The projection of future housing units must be based on the expected rate of growth and the current condition of the city's housing stock, as well as other population characteristics. Table 4.6 shows the population growth potentials as well as the housing demands that those populations will require.

The replacement housing number is derived from the windshield survey. Homes which ranked 4 or 5 are recognized as homes which by 2040 will need to be replaced. A vacancy rate of 4% allows for new residents to move into the city with options as well as provides options for those who live within the city if they would want to.

Population estimates are very difficult to project and often cannot account for social and/or economic changes that are presently occurring, which leads estimates to be just that, estimates. According to the trend observed from 1960 to 2020, there is a higher probability of population decline within the city. However, if the city grows at 1% each year, there will need to be 173 housing units added to the city's current stock by the year 2040. Adding that many housing units by 2040 means that 11 units per year until 2040 need to be constructed. It is important to remember that not all of these units will need to be owner-occupied homes. If the number of renters and owners stays the same, 37 of these units (20%) will need to accommodate renters and 148 (80%) will need to be owner-occupied single-family homes.

Table 4.6: City of Audubon Future Housing Demand Forecast

Approximate Yearly Assumed Growth Rates	-2.0%	-1.0%	0.0%	1.0%	2.0%
2040 Population Projection	2,012	2,032	2,053	2,074	2,094
Minus People Living in Group Quarters (2.2% of city population)	44	45	45	46	46
Equals Population to be Housed by 2040	1,968	1,988	2,008	2,028	2,048
Divided by Persons per Household (1.81)	1,968/1.81	1,988/1.81	2,008/1.81	2,028/1.81	2,048/1.81
Equals Total Housing Units Needed	1,087	1,098	1,109	1,120	1,131
Plus Desired Vacancy Rate of 4%	43	44	44	45	45
Plus Replacement Housing	61	61	61	61	61
Equals Required Number of Housing Units	1,192	1,203	1,215	1,226	1,238
Minus Available Number of Housing Units (2020 Census Total)	1,047	1,047	1,047	1,047	1,047
Equals Total Number of New Housing Units Needed in City for the Year 2040	145	156	168	179	191
Minus Total Number of New Housing Units Built in Audubon 2010-2022	6	6	6	6	6
Equals Total Number of Housing Units Needed added in the City for the Year 2040	139	150	162	173	185
Number of New Units Required Per Year from 2026 to 2040 to meet Demand	10	11	12	13	14

Available Programs

City of Audubon Tax Abatement

All residential properties within the Audubon city limits are eligible for the city's tax abatement program. Real estate improvements which qualify are eligible for tax abatement based on the assessment classifications. Property currently assessed (or will be after renovation/construction) as residential and for commercially assessed property used for residential purposes with three or more separate living quarters with at least 75% of the space used for residential purposes are eligible for abatement of:

Year 1	90% of the added value
Year 2	75% of the added value
Year 3	60% of the added value
Year 4	45% of the added value
Year 5	30% of the added value
Year 6	Full value of improvements are collected - No exemption

Region XII Housing Authority - Section 8 Housing

Region XII Housing Authority is the administrative body for the Section 8 Housing Choice Voucher Program for the City of Audubon. This program helps provide rental assistance for low income families. The program generally requires renters to pay at least 30, but less than 40 percent of the rent, and the housing authority forms a contract with the landlord to pay the difference directly to the landlord on behalf of the family. To be eligible for this program, rental units must meet the HUD's standards for safe and sanitary living conditions. This program does not offer emergency housing or assistance and can generally only help applicants of the program when the funds and support is available.

For more information, contact the Region XII Housing Authority at 712-792-5560.

New Opportunities - Weatherization Assistance Program

The Weatherization Program aims to reduce energy costs for low-income families by improving the efficiency of their homes at no cost to the family. This program provides energy efficiency through insulating attics and sidewalls, air sealing, furnace and water heater replacements, minor repairs, as well as health and safety measures.

For more information, contact the New Opportunities Energy Director at 712-792-2832.

New Opportunities - Energy Assistance

The Low-Income Home Energy Assistance Program (LIHEAP) is a federally-funded program that has been established to help qualifying low-income Iowa homeowners and renters pay for a portion of their home heating costs by providing a one-time payment to the heating utility. By doing so, you can reduce the risk of health and safety problems (such as illness, fire, or eviction). The assistance is based on household income, household size, type of fuel, and type of housing. In order to be eligible, the income of the applicant must be at or below 200% of the 2021 federal poverty guidelines. Applications are accepted from November 1st – April 30th of every year. An application for energy assistance is also an application for weatherization of your home.

For more information, contact the Carroll County Family Development Center at 712-792-9266.

Region XII Council of Governments - Revolving Loan Funds

Loans are available to income-qualified homeowners in any of Region XII's member communities for down payment assistance and/or home repairs to eliminate health and safety hazards including windows, doors, roofs, furnaces, etc.

For more information, contact: Karla Janning, Housing Programs Coordinator at Region XII COG at 712-792-9914 or kjanning@region12cog.org.

Region XII Council of Governments – Housing Trust Fund

The COG Housing Trust Fund can assist potential homeowners located within Audubon with down payment assistance and/or rehabilitation. This assistance can be in the form of a loan, grant, or a half grant half loan. The form of assistance is income based and participants of this program can receive up to \$10,000.

For more information, contact: Ashley Owen, Housing Specialist at Region XII COG at 712-792-9914 or aowen@region12cog.org.

Iowa Finance Authority – Main Street Loan Program

Loans are given to communities with an identified need in the rehabilitation of upper floor housing in mixed use buildings or for new construction on infill in downtown areas. The Main Street Loans range between \$50,000 and \$250,000 and applications are reviewed on an ongoing basis.

For more information about the Main Street Loan Program, contact the Main Street Loan Program Team at 515-452-0437.

Federal Home Loan Bank – Competitive Affordable Housing Program

The Competitive Affordable Housing Program encourages partnerships between member financial institutions and local housing providers to secure funds for the purchase, construction or rehabilitation of affordable homeownership or rental housing units. Grants are available to sponsors, including non-profits, government organizations, housing authorities, and other qualifying organizations.

For more information, contact the Des Moines FHLB at 800-544-3452 or 515-699-2100.

Federal Home Loan Bank – Down Payment Program

This program aims to help individuals and families achieve homeownership by providing down payment and closing assistance to eligible owner-occupant households.

For more information, contact the Des Moines FHLB at 800-544-3452 or 515-699-2100.

USDA – Single-Family Housing Guaranteed Loan Program

This program assists approved households the opportunity to own dwellings as their primary residence in eligible areas. Applicants may build, rehabilitate, improve or relocate a dwelling. Funds may be used towards reasonable closing costs as well as repairs and rehabilitation.

For more information, contact the Iowa Single-Family Housing Program's Director at 515-284-4444.

Region XII Council of Governments

The City or individual homeowners can reach out to Region XII Council of Governments (COG) for assistance related to purchasing a home, home repairs, or emergency needs. The COG has both loan and grant funds available to offer. Funds are derived from a number of programs which all have different income and eligibility requirements.

For more information, contact Region XII COG at 712-792-9914.

Goals:

Address need for additional rental housing

Audubon is currently dealing with limited rental housing options. An online search of properties in May 2024 showed one unit available for rent. This situation has not changed as in 2020 three rental units were vacant, and in 2010, there were two unoccupied rental units within the community. Desirable rental units continue to have waiting lists. Within the city, there may be some renters looking to buy homes if one within their price range was to become available. As newer homes are being built, some of the houses that become available may be within the current renter's price range, allowing for them to buy a home and free up their current rental.

Action items: -Continue to explore the option of second story apartments downtown
-Determine if the need exists enough to fill a new apartment building, if so, start conversations with builders

Explore funding options for new home builds

Increasingly more people are becoming leery of building a home as going over budget is not an option for a large number of households. One of the biggest problems with being able to provide the turn-key homes buyers are looking for is financial risk. There currently is a high demand for these types of homes, but there is always the risk that the home, after built, could sit on the market for a number of months or even years. Along with the risk there is the potential for a big reward.

Action items: -Present the incentives that are now available
-Present the opportunity to invest in new housing to community members as they would be helping make the city attractive to new residents
-Seek out an investor group and gauge interest as another option to ensure funding is available
-Seek any available funding to help reduce cost
-Look at the construction of a new subdivision

Explore options to improve existing housing stock

Audubon's current housing stock has a lot to offer current and potential residents. The city's housing stock is aging, and aging homes require upkeep. The city would like to keep its current housing stock up-to-date and attractive in order to keep attracting new residents. There are many programs available to help current and potential homeowners rehabilitate their homes.

Action items: -Continue to address abandoned/vacant homes
-Down-payment assistance for first-time home buyers
-Monitor and watch for additional funds to become available
-Continue Rental Property Inspections and registration program

Address the need for new homes (either spec or custom builds)

Reasonably priced, updated homes in Audubon are not on the market very long before being sold. Home-seekers are more interested in purchasing already built homes to reduce the risk of going over their housing budget. The committee determined that there is a high demand for affordable new homes. Potential home buyers also stated that if they would buy a spec home, they would be willing to allow the developer to show their home, with reasonable notice, to encourage the building of more new homes.

Action items:

- Secure financial backing to build a spec home
- Ensure potential lot locations are buildable
- Start with building any number and continue as long as demand allows
- Utilize the IEDA Workforce Housing Tax Credit program to encourage new builds within the city
- Look at developing additional incentives to encourage new development

Recruit Contractors & Trades

One of the largest hurdles the city is currently facing regarding the housing stock is finding contractors who are willing and able to construct new homes within the city. Recruiting contractors who have the available time, and are willing to travel to rural Iowa to build homes within the community would provide a boost to the city's housing stock and future development.

Action items:

- Try to find a couple residents looking to construct homes, to create additional opportunities for contractors instead of just singular builds
- Financially back a spec build to get new construction started

Create a Rental Registry for Renters find Available Properties

Potential renters in Audubon do not have a convenient place to look for available rental properties within the community. They currently are to call any landlords they know of and ask if there are any available, which can discourage some renters. Creating a location where they can find all the availabilities would encourage renters within the community.

Action items:

- Start a rental registry site from scratch
- Utilize a current website to market
- Create a shadow listing that would bring you to the city's rental list

Chapter 5

Parks and Culture

Parks and recreation have been an integral part of the Audubon community, one that residents have made a commitment to support. Through community support and City dedication, the parks and recreation facilities have continuously been developed and upgraded. The high quality of the amenities, coupled with their number offered within the community ensure that there is something for residents of all ages to enjoy.

Albert the Bull Park and Campground

The Albert the Bull Park includes a variety of amenities. These amenities include the 8.5 acre modern campground which has 40 hookups (30amp and 50amp), a shelter house with electricity and a fireplace, and the World's Largest Bull Structure. The neighboring sports complex consists of the city swimming pool, tennis courts, sand volleyball court, track, football field, baseball fields, and children's playground.



Audubon Golf & Country Club

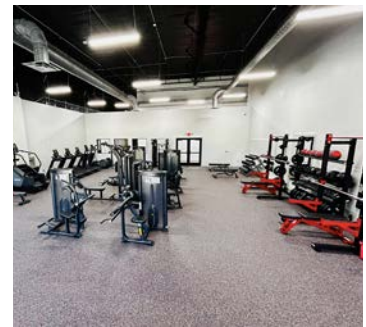
The Audubon Golf & Country Club is a semi-private golf and country club located on 520 South Division Street. The course was originally built as a 6-hole course, but has since been transitioned into a challenging 9-hole course. The club has several tournaments throughout the summer and has a golf league. The location also has a clubhouse which is available for events.



Audubon Recreation Center

The Audubon Recreation Center (ARC) is a 501(c)3 non-profit organization founded by the Audubon Recreation Foundation. The Audubon Recreation Center offers basketball, a batting cage for baseball and softball players, a walking track, a racquetball court that can interchange between racquetball, pickleball, and wallyball. The Center also has a 150 person community room, for big events from weddings, birthday parties, or company meetings. The room also features a microphone system and laser projector.

The ARC also has an eight-lane state of the art bowling center and restaurant. The bowling system allows bowlers to play a regular game of bowling or try a mini game. The center also has an arcade and soft play area. There are no requirements to use the bowling center, restaurant, soft play area, or arcade. With a daily admission or the purchase of a membership, the rest of the facility can be accessed including the fitness center, batting cage, basketball court, walking track and raquetball court.



Bluegrass Park (Dinosaur Park)

Located in West Audubon, the park has two sheltered picnic areas, a water bottle filling station, basketball court, playground equipment, and spacious grounds. It is known for the playground equipment with a dinosaur theme. The park has a walking trail which is approximately a quarter mile loop. The park recently was updated with some new equipment and the playground surfacing was changed from rock to mulch.



Audubon City Park

City Park is located on the square on Broadway St. (Main Street). This park is where many community events happen, including Music in the Park, Farmer's Market, and the T-Bone Celebration.

In the middle of the park is John James Audubon's bronze statue surrounded by native plantings and a water feature showing him painting in a natural environment. Partially within city park is the John James Audubon bird walk. The walk expands into the downtown district. Also within the park are sculptures of wildlife and an eagle by Arnie's Artworks can also be found.



Legion Park

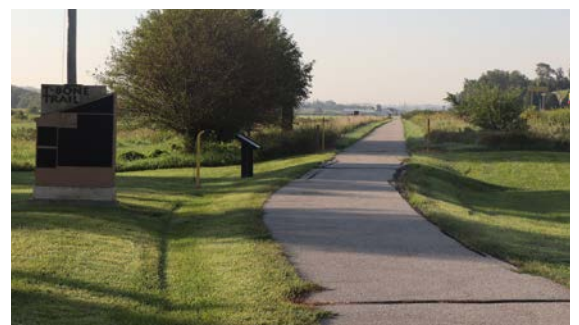
Located approximately one block North of Albert the Bull campground on 814 East Division Street. Legion Park has playground equipment, restrooms, and a shelter house. New additions to the park include a 9-hole Frisbee golf course, pickleball court, and new basketball hoops.



T-Bone Trail

The T-Bone Trail consists of over 20 miles of trails in Audubon County and into Cass County. The trail takes its name from an event called Operation T-Bone Days originating in Audubon. The Rock Island Railroad built a spur line from Atlantic to Audubon in 1878 to facilitate transportation of cattle to the stockyards in Chicago. The trail is built on the rail bed of that spur, which was abandoned in the 1990s.

This 21 mile-long rails-to-trails path is used by bikers, walkers, and others who enjoy the easy accessibility of a smooth surface. It has been designated a part of the American Discovery Trail. The trail runs through the countryside along Highway 71 and is paved with asphalt or concrete. The trail begins at the Albert the Bull Park in Audubon and trails by Hamlin, Exira, and Brayton under Interstate 80 into Cass County.



Goals:

Renovations/Improvements at the Pool

Audubon's pool is an asset to the community and while it is usable in its current condition, upgrades/renovations which could increase the number of annual visitors. Investing money into the pool would only increase the pool's attraction.

- Action items:
- Install a zero entry in the current pool
 - Add a splash pad or splash pad features
 - Complete upgrades to the pool shelter

Shelter Improvements

The shelter houses located within the city parks are available for rentals as well as just regular usage by park patrons. While these shelters are important to the parks, they have recently started to require additional maintenance, due to their ages. Improvement to the shelters would not only increase the number of rentals, but would also improve the appearance of the parks they are located in.

- Action items:
- Update lighting at Albert the Bull Park
 - Reroof the shelter at Legion Park

Install new equipment/updates at the Parks

Each of Audubon's parks offer different amenities for those who visit. Continuing to diversify the parks will only continue to increase each individual park's appeal to the general public and allow all parks to continue to be utilized. Installing new/updated equipment and amenities at each park will create new reasons for visits to the parks.

- Action items:
- Paint pickleball lines on the basketball court at Legion Park to make it dual purpose
 - Install new play equipment
 - Install benches/seating at Legion Park
 - Construct new bathrooms at Legion Park
 - Complete updates to the shelter and bathroom at Albert the Bull Park
 - Install a flag at Legion Park
 - Create a dog park at Bluegrass Park
 - Install a skate park
 - Either turn current courts into (by flooding), or install a new ice skating rink
 - Utilize new equipment to encourage more league activities

Historic & Cultural Resources

Albert the Bull

In 1963, the Audubon Junior Chamber of Commerce made the plans for “Albert”. This statue would pay tribute to Operation T-Bone, as well as the state and nation's beef industry. In choosing a name for the bull, it seemed only fitting to name him “Albert” after Albert Kruse, who originated Operation T-Bone.

There was one major stipulation in the Jaycees’ resolution to sponsor the project: that no solicitation of funds be made in the community. The project costs, estimated at \$30,000, were financed through various fund-raising activities and donations from agricultural industries across the nation.

“Albert the Bull” has been featured in several national magazines and newspapers, including “Remembering the Rock” in 2008. “Albert” was also in the movie “Beethoven’s 3rd” and mentioned on the television shows of “Jeopardy” and “West Wing”.



John James Audubon Plaza and Birdwalk

Located at 401 Park Place, this plaza and birdwalk celebrate the legacy of John James Audubon. The centerpiece of the park is a bronze statue of Audubon himself, surrounded by native plantings and a water feature that depicts him painting in a natural environment. Additionally, in the downtown area, there are more than 200 bird mosaics inset in the brick sidewalks. These mosaics celebrate the diversity of bird species and pay an homage to Audubon’s passion for ornithology.



Audubon County Courthouse – Original and Current

The original Audubon County Courthouse was located at the intersection of Washington and Kilworth Streets in Exira. The building served as the County Courthouse from 1874 to 1879, and is thought to be the first building erected in the county specifically for use as a county government facility. Audubon County was organized in 1855. In 1855, the county seat was located in the “paper town” of Dayton. However, few people were willing to purchase lots in Dayton, which caused for the relocation of the seat to move to Viola (now Exira). Disagreement over the location of the county seat was a favorite political pastime at the time, and Exira was challenged a number of times in the following years, and not until 1874 did Exira's position seem secure enough to warrant the construction of a real county government facility. That year, the building was erected. There continued to be disagreement over where the county seat should be located and in 1879, Audubon campaigned successfully for the relocation of the county seat. It has remained in Audubon ever since. The current county courthouse is located at 318 Leroy Street. Construction on the courthouse started in 1938 and was completed in 1939. It was one of ten courthouses built in Iowa during the federal Public Works Administration program's operation. The courthouse located in Audubon on Leroy Street is still the current county courthouse and is in use today.



Audubon Public Library

The Audubon Public Library was constructed in 1912 by the architectural firm Proudfoot, Bird & Rawson from Des Moines. The library is one of one hundred Carnegie libraries built in Iowa. The move to obtain Carnegie funding for a new public library began in March 1911 with a well-attended public meeting in the county courthouse. On April 16, 1911 673 votes were cast: 515 for the library and 142 against the library, and a few “spoiled” ballots. By June 1911, the Library Board acquired land for the library building and by January 1912, plans were unveiled to the public. Construction began that spring and was finished by early fall 1912. The library was formally opened to the public on December 5, 1912. The library has not been altered in any significant manner since it was constructed. It still serves the community in the same place it was originally built, over one hundred years ago.



John James Audubon

The entrance to the library hosts a large tile mural of John James Audubon and a Great Blue Heron designed by Judy Sutcliffe, Audubon native and nationally known tile artist. The library houses several John James Audubon prints and books; and has an origami mobile of over 1,200 paper cranes called “Free to Fly”, by Linda Merk. The John James Audubon Cultural Center is part of the 1912 Carnegie Library.

The John James Audubon Plaza is home to a 20 feet tall, 8 feet wide stained glass clock. The clock depicts John James Audubon and his dog, Zephyr. The clock features the exact universal time and is lighted at night. The plaza also has ceramic tile mosaics of Audubon’s prints from “Birds of America”. The mosaics were commissioned by the Audubon Masonic Association and were made by a native and nationally known artist, Clint Hansen.

The Audubon Post Office Mural is a 1930’s art project painted by Virginia Snedeker on the Post Office, located on 428 Tracy St. The mural depicts John James Audubon and his party during their journey down the Ohio and Mississippi Rivers along with the boatman and owners who dropped by for a little relaxation.



Nathaniel Hamlin Park & Museum

The Audubon County Home Historic District, now known as Nathaniel Hamlin Park and Museum was listed on the National Register of Historic Places in 2015. The Historic District includes the following structures: the Audubon County Home, the Caretakers’ Cottage, the Meeting Hall, the Tenants Garage, the Wash House, the West Barn, the East Barn, the Machine Shed, the Country Schoolhouse, the Blacksmith Shop, the Elk Barn, and the Elk Gazebo. Other parts of the site that contribute to the Historic Designation include the cemetery site, the cave, the reservoir, and fifteen windmills. The home and its additional structures were used to house indigent people of the county, which included the poor who couldn’t support themselves, as well as inebriates and the insane.

Today, the park is open year-round and allows for visitors throughout all seasons. The museum buildings are open on a regular basis from Memorial Day through September.



C.W. McCall

Bill Fries, an advertising executive better known by his stage name, C.W. McCall, known for his hit country records in the 1970's about long-haul truck drivers.

Billie Dale Fries was born November 15, 1928, in Audubon, Iowa. His father was a foreman at a company that manufactured farm buildings. Both of his parents played musical instruments, and Mr. Fries had early aspirations of being a classical musician.

Mr. Fries, later legally changes his name to William Dale Fries Jr.- played the clarinet in bands at the at the University of Iowa and later studied art and film production.

In the early 1970's, Mr. Fries was asked to devise an advertising campaign for Old Home bread (Metz Baking Company). He created the characters of C.W. McCall and a gum-chewing waitress named Mavis at the Old Home Filler-Up an' Keep On-a-Truckin' Café.

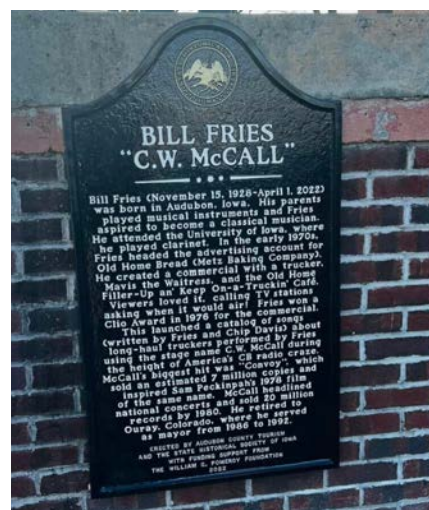
The commercials became so popular that viewers called TV stations asking when the spots would air, and they won a national Clio Award for advertising in 1974 for the best U.S. television campaign. Mr. Fries's musical partner was Chip Davis, a Bozell & Jacobs jingle composer who wrote the music for most of the C.W. McCall songs.

"Convoy", sold an estimated 7 million copies and inspired Sam Peckinpah's 1978 film "Convoy", starring Kris Kristofferson. He had five other top 20 country hits, including "Roses for Mama", "Hot Rod Lincoln", and "Maybellene". Bill performed on Johnny Carson's "Tonight Show" and headlined national concert tours. He sold about 20 million records before he stopped performing by 1980.

He retired to Ouray, Colorado and served as mayor from 1986 to 1992. He passed away April 1, 2022.

"Well, mercy sakes, good buddy, we gonna back on outta here, "C.W. McCall says at the end of "Convoy," with a slight alteration of a trucker's farewell: "Keep the bugs off your glass and the bears off your ... tail."

Today, in the Audubon City Park, the bandshell stage houses a historic plaque honoring C.W. McCall and his roots in Audubon.



Goals:

Highlight Audubon's History

Audubon's history is still present today. Making historical information readily available at historical sites should be considered to widen the availability of historical knowledge. In partnership with Audubon County, the city could be part of a county-wide educational tour.

Action items:

- Create itineraries for the community
- Choose venues to showcase historical information
- Consider new ways to promote the city's history and historic amenities
- Continue to promote and safeguard the city's historic properties
- Find resources to preserve historic buildings

Complete the Birdwalk

The City of Audubon is home to a birdwalk which is made up of 200 ceramic tile installations of birds from John James Audubon's book, "The Birds of America." This birdwalk is an attraction to those not only interested in Audubon's art and naturalist work as well as those interested in ceramic mosaics.

Action items:

- Finish bird walk. Currently, approximately only half of the birds have been completed.

Chapter 6

Transportation

Audubon, besides being the county seat for Audubon County, is centrally located between Iowa's larger metros and county seats. This central location provides residents travel options within manageable distances. While the city is largely dominated by vehicle transportation routes, the city is working to diversify transportation options for residents. The diversification of transportation routes will ensure that everybody, including non-drivers, have viable transportation options. Bike trails, city streets, state highways, and city sidewalks create the diverse transportation system within the community. The easy access to larger metros with convenient travel times contributes to the community's ability to attract visitors to the community and new residents.

Streets

The region's highway system allows for convenient travel between Audubon and several surrounding communities. Table 6.1 shows that Audubon is located within 43 miles of the Carroll County seat and the three neighboring county seats (Crawford, Guthrie, and Shelby County), as well as within 115 miles and two hours of some of the state's largest cities.

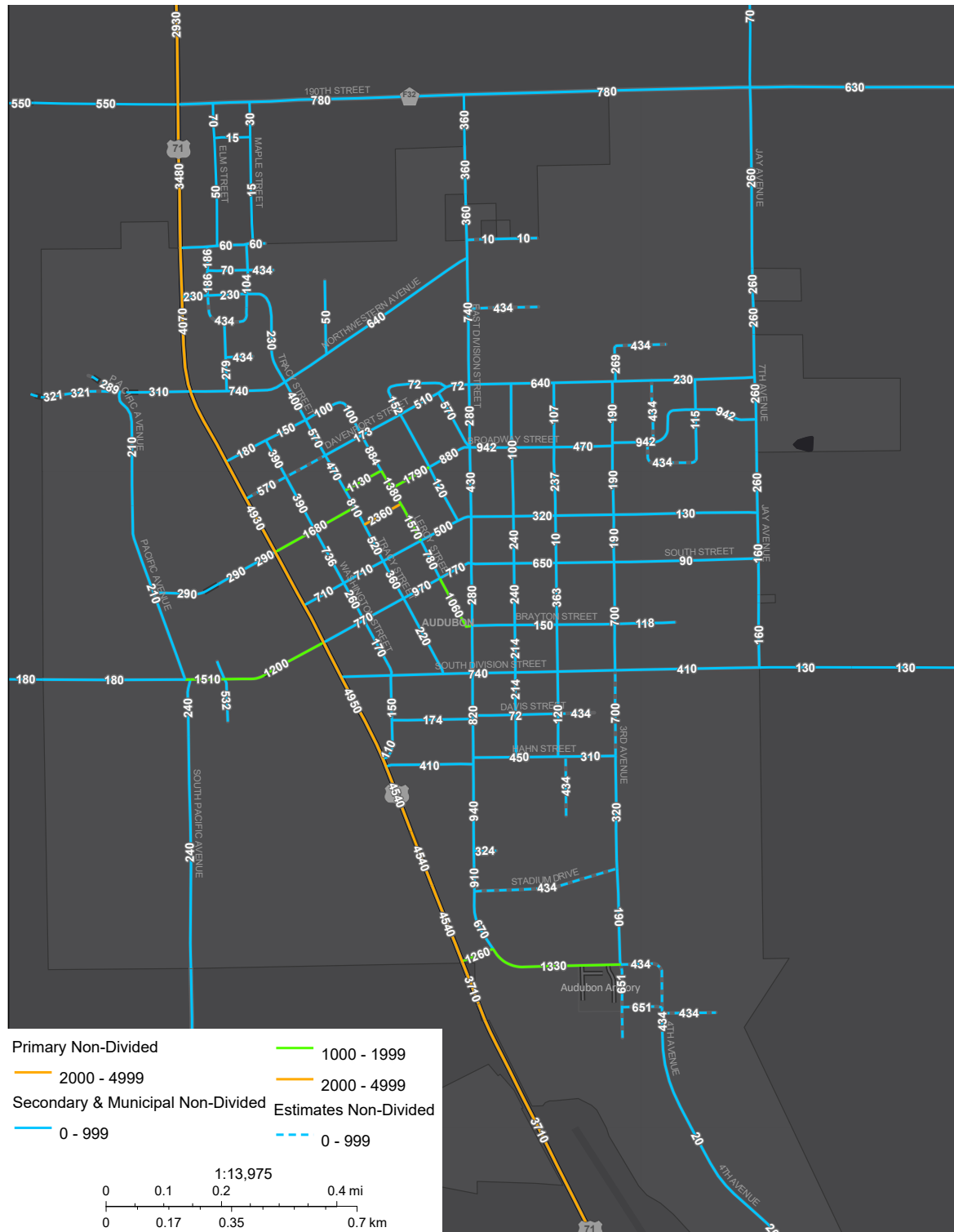
Table 6.1: Distance and Travel Times

City	Miles	Travel Time
Carroll, IA	27.7	32 minutes
Denison, IA	42.8	49 minutes
Guthrie Center, IA	25	27 minutes
Harlan, IA	27.9	31 minutes
Ames, IA	92	1 hour and 42 minutes
Des Moines, IA	83.2	1 hour and 19 minutes
Omaha, NE	79.8	1 hour and 14 minutes
Sioux City, IA	113	2 hours and 2 minutes

U.S. Highway 71 travels through the west portion of the city from north to south, providing easy access to routes which lead to nearby communities. According to the Iowa Department of Transportation (IDOT), the portion of the U.S. Highway 71 passing through Audubon had an average annual daily traffic (AADT) count of 3,710-4,950 vehicles in 2024. Other streets within Audubon with notable traffic would be Broadway/West Broadway Street, between Pacific Avenue and 7th Avenue, with 290-2,360 trips per day. This part of the city contains several public buildings, including the Audubon County Treasurer and Recorder, and the Audubon

City Clerk Office. The area also contains many commercial buildings and the John James Audubon Plaza and Birdwalk. The concentration of different activities in this area could be responsible for a large portion of the daily trips through these routes. South Street also has a notable AADT, with 90-1,510 trips per day. The Audubon streets on which the Iowa Department of Transportation evaluates the average annual daily traffic can be found in map 6.1. Not all streets within the city have had the AADT calculated or manually counted, so the AADT numbers are not shown for every street.

Map 6.1: Average Annual Daily Traffic



Air Transportation

The Audubon County Airport, formerly Audubon Municipal Airport, is located one mile southeast of Audubon's central business district. This airport is owned by the Audubon County Airport Authority. It serves local aviation services as well as some additional services. The closest commercial airport is Eppley Airfield in Omaha, Nebraska (86 miles). Eppley Airfield is served by Alaska Airlines, Allegiant Air, American Airlines, Delta, Frontier, Southwest, Sun Country Airlines, and United Airlines. The next closest commercial airport is the Des Moines International Airport located in Des Moines, Iowa (89 miles). The Des Moines International Airport is served by Allegiant Air, American Airlines, Delta, Frontier, Southwest, and United Airlines.

Western Iowa Transit

The Western Iowa Transit System serves the City of Audubon. Western Iowa Transit is a service of Region XII Council of Governments out of Carroll and aims to provide safe, dependable, and efficient public transportation for all citizens within the system's service area while helping the citizens maintain and improve their quality of life. This service is demand responsive and serves all ability and age levels. Western Iowa Transit has over 60 buses, vans, and cars throughout Audubon, Carroll, Crawford, Greene, Guthrie, and Sac Counties. While the transit service serves the citizens of the six-county service area, the system will transport any resident of those counties to wherever they need to go, whether it be an in-town ride, or a ride to the airport in Omaha.



Bike/Pedestrian

According to walkscore.com, Audubon has a walk score of 49 out of 100, which is considered to be a car-dependent community. The city's bike score is a 40 out of 100 which means it is somewhat bikeable. These scores are calculated by analyzing routes to nearby amenities with points awarded based on the distance to each amenity. The website also measures pedestrian friendliness by analyzing population density and road metrics such as block length and intersection density.

Another aspect to pedestrian traffic is the walk appeal. Walk appeal evaluates the feelings pedestrians have while walking. People are willing to walk further, if the walk is aesthetically appealing. Recent upgrades to buildings on Broadway, coupled with the birdwalk, has created good walk appeal. While there is no way to directly measure this, it is just a feeling that is noticed when walking in the area. Improvements to the city's sidewalks, downtown, and city parks, will only continue to improve the city's walk appeal.

While Audubon does not score well for walkability and bike-ability, it still provides opportunities for recreational walking and biking. The city's connection to the T-Bone trail allows for residents to easily connect to the 21-mile trail for both walking and biking. Within the city's Bluegrass Park, there is also a shorter loop for residents to utilize.

Commuting

One of the more important aspects to consider when dealing with transportation is how Audubon's residents travel to and from work. The largest portion (81.2%) of Audubon's residents traveled alone to work. Carpooling is the second most practiced way residents of Audubon travel to work at 6.7%. Walking to work is how 6.4% of Audubon residents travel to work. The number of residents who walk are an important reason to ensure the city's sidewalks stay in prime condition. 5.1% of Audubon residents work from home, which does not require them to travel to work. The average commute time was 17.1 minutes.

Comparing the information in table 6.2 below to information from 2017, the percentage of workers within Audubon who commute alone decreased from 86.8% in 2017 to 85.7% in 2023. The percentage of workers who carpoolled also decreased from 9.9% in 2017 to 3.2% in 2023. Workers who walked saw a great increase, from 0.8% in 2017 to 7.3% in 2023. The number of residents who worked from home also saw a great increase, most likely due to the new remote work patterns established as a result of the COVID-19 pandemic.

Table 6.2: Means of Commuting to Work,

	Audubon	Avoca	Manning	Oakland	Stuart	Audubon County
Total workers age 16 and over	959	673	854	732	769	2,715
Drove alone	85.7%	89.6%	80.3%	75.1%	69.2%	81.6%
Carpooled	3.2%	5.9%	8.9%	16.1%	7.8%	4.8%
Public transportation	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Walked	7.3%	0.0%	2.1%	3.7%	5.6%	3.8%
Other means	0.6%	0.0%	1.1%	0.0%	5.4%	60.0%
Worked from home	3.1%	4.5%	7.6%	5.1%	12.0%	9.4%
Average commute time (minutes)	15.5	22.6	20.4	24.2	27.9	18.7

Table 6.2 shows the way Audubon's residents travel to work compared to cities of similar size and location throughout West Central Iowa. Audubon has the lowest average commute time at 17.1 minutes, followed by Manning at 20.9 minutes and Oakland at 22.7 minutes. Stuart residents experience the longest commute time of the comparable cities at 28.2 minutes. Audubon also has the highest percentage of residents who walk to work at 6.4%, followed by Manning, Oakland, and Stuart at 3.6%.

While evaluating how residents travel to work, it is also important to recognize where the workers are going. Map 6.2 shows how many residents are traveling from outside Audubon for work, how many are staying within the city for employment, and how many are leaving the city for work. According to the information displayed in map 6.2, 327 residents of Audubon live and work within Audubon city limits. The information also shows that 590 residents of Audubon work outside the city limits. There are also 570 workers who live outside of Audubon's city limits but drive into the city every day for work.

Map 6.2: Inflow/Outflow of Workers, 2023

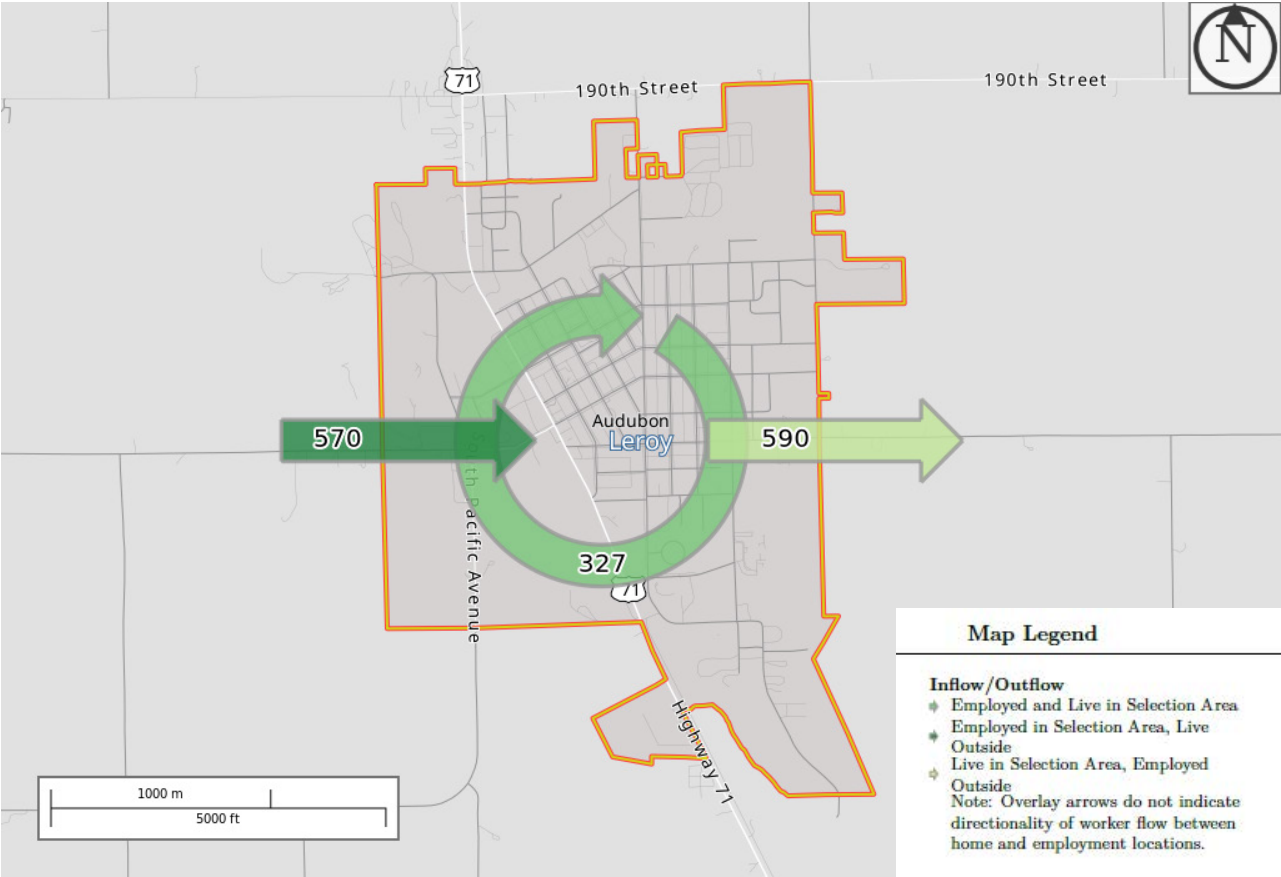
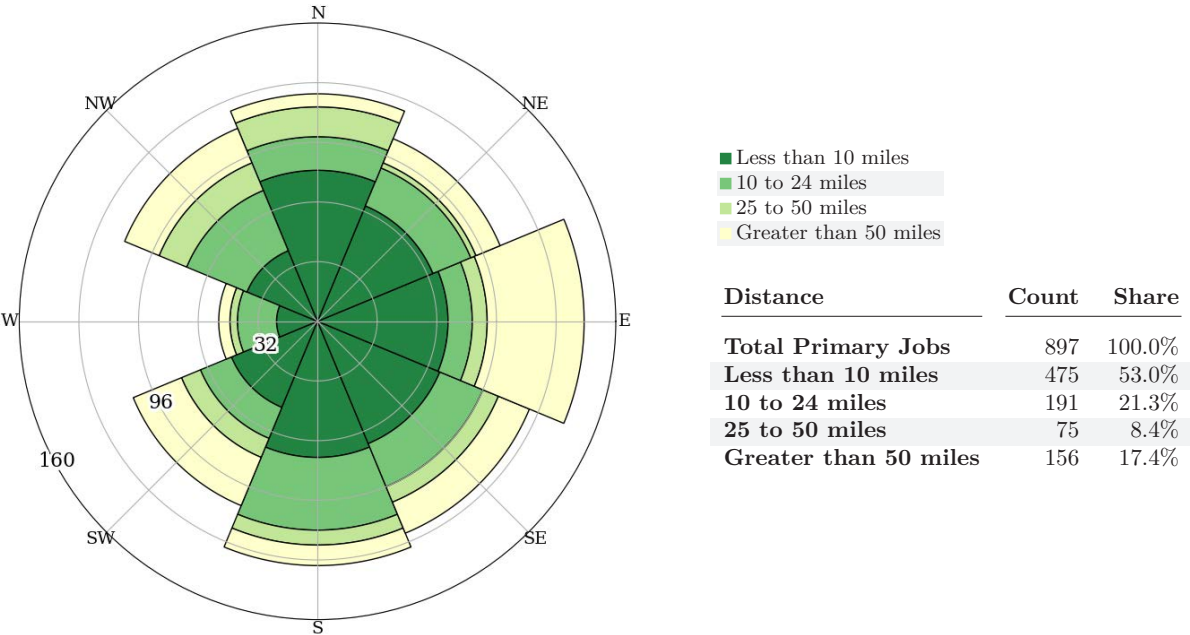


Figure 6.1 shows how far and in what direction the Audubon commuters travel to/for work. This information is calculated utilizing census block information. Figure 6.1 depicts that the majority of Audubon residents who travel outside the city for employment travel East/South. The largest portion of the chart section showing East reveals that workers travel over 50 miles in that direction, which could mean that these workers are traveling to the Des Moines metro for work. The employees going South travel mostly between less than 10 miles and 10 to 24 miles from home to work.

Figure 6.1: Distance and Direction traveled from home to work, 2023



Goals

Repair/add sidewalks where needed

Audubon has a large amount of sidewalks located throughout the community. Some of these sidewalks have fallen into disrepair and require either repair or replacement to be usable to the community. Other sidewalks were constructed poorly in the beginning and have not been usable since constructed. Addressing the city's overall sidewalk system would allow for pedestrians to utilize the sidewalks instead of the streets.

Action items:

- Advertise sidewalk program (replacement or new)
- Partner with homeowners to fix problem sidewalks/curbs
- Complete a sidewalk audit
- Enforce sidewalk construction permit

Community Placemaking

Creating a cohesive look to the community helps visitors place their feelings with where they are. They can recognize the community and feel of the place no matter where they are within the city.

Action items:

- Add street lighting
- Install way-finding signage along Highway 71
- Create a cohesive, green corridor along Highway 71
- Designate a food truck location

Trail Continuation

The T-Bone Trail is a high-quality amenity which only benefits the City of Audubon and Audubon County. This trail is a draw to visitors, allowing them to travel to three of Audubon County's five cities and eventually into Cass County. Continuing this trail and making improvements will only increase the trail's appeal.

Action items:

- Construct a pedestrian bridge crossing the creek
- Install way-finding signage to make the trail more visible (in-town)

Chapter 7

Infrastructure

Providing sufficient infrastructure to the community's residents can improve individual's living environments and experiences. Systems which provide reliable and quality service to the homes and businesses throughout the city are vital to making the city attractive to the current and potential residents and businesses. The City of Audubon provides its residents superior and efficient facilities that keep the community running smoothly.

Water

Water service is provided by the City of Audubon through the Audubon Water Supply. The Audubon City Water Plant is located at 270 190th Street. The water source is groundwater, with City-owned wells throughout the community. Audubon prepares utility bills for its residents, which are due on the 15th of every month.

In 2019, a water improvement project was implemented throughout the city to update the system. Funded by the USDA Rural Development, this project included the installation of new meters in properties to enable radio read that allows for monthly billing. The plant also replaced most of the controls that had aged out to the point no parts were available. Additionally, the well houses were redone, along with the electrical lines to them. One new well was placed to complete the upgrades.

Another recent project implemented in the city was the 2020 Weir Project, in which the dam on the East Nishnabotna river was completely repaired. The river provides for the City's alluvial wells, and the improvement brought by the project allows the City to maintain the needed water levels, ensuring that the alluvial system continues to provide a steady source of water.

Sewer

Sewer services within Audubon are provided by the City. The wastewater treatment plant is located at 1101 Third Avenue, in the Southern portion of Audubon. In 2019, a project funded by the USDA Rural Development was responsible for the installation of a new ultra-violet process to the treatment facility. Most all sewer lines in town had cured-in-place pipe lining installed (CIPP). Additionally, a new garage was built in the treatment plant to store equipment. This project also included televising nearly all the lines in town for more efficient maintenance.

Storm Water

The City of Audubon is committed to keeping our community safe and functioning smoothly by maintaining the stormwater system that directs rainwater away from streets and homes. This includes regular care of curbs, gutters, and stormwater intakes to help prevent flooding and protect the city's infrastructure.

Electric

Reliable electric service in Audubon is provided by MidAmerican Energy, headquartered in Des Moines and proudly serving communities across Iowa through regional offices in Sioux City, Fort Dodge, and Davenport.

Natural Gas

Natural gas service in Audubon is provided by MidAmerican Energy. MidAmerican operates a distribution pipeline running through the southeastern quadrant of Audubon County.

Telecommunications

Windstream (formerly Iowa Telecom) is the primary provider of telephone and internet service in Audubon. The Aureon Fiber Optic Network also serves the city. Mediacom also provides telephone, cable, and internet services to Audubon.

Residents of Audubon have access to a number of wireless providers, including Verizon, T-Mobile (U.S. Cellular), and AT&T.

Audubon also has access to the Iowa Communications Network (ICN). The ICN is an interactive closed-circuit tool that allows classes and workshops to be broadcast throughout the state. This tool is frequently used by colleges and universities, high schools, and state agencies. The Audubon County Memorial Hospital, National Guard Facility, and the Audubon school offer ICN access within the City of Audubon.

Goals

Maintain existing services

Audubon's infrastructure is in good condition and has been well maintained. Continued maintenance of this infrastructure is essential to sustain the high level of service which residents currently enjoy. As residential, commercial, and industrial growth continues, it is important to continue to expand utilities as usage reaches current capacities.

Action items:

- Expand to new areas, or annexed land, when necessary
- Evaluate lift station capacities and increase if found necessary
- Continue to meet DNR requirements for water quality and wastewater treatment

Chapter 8

Community Facilities

Residents of the City of Audubon require and request a variety of services which provide for a basic level of health, safety, and welfare. Some of these services maintain a high quality of life, while others foster job creation or aid in sustaining the economy. In order to plan for the future, Audubon needs to have a clear understanding of where these facilities are located, as well as their use and capacity. As Audubon continues to move into the future, these services may need to be expanded or new facilities may need to be built.

City Hall

The Audubon City Hall in Audubon, Iowa, is located at 315 Broadway Street and serves as the center of local government operations. It houses the offices of the city clerk and other municipal departments, such as zoning, utilities, and public works. Citizens can visit City Hall to pay utility bills, obtain permits, ask questions about city services, or attend city council meetings. It functions as both an administrative hub and a place for residents to participate in community decision-making.



Public Works

Audubon's Public Works Department is located at 117 Market Street. Public Works is responsible for maintaining and managing the City's network of streets, bridges, curbs, parking, street lighting, water, sewer, and drainage infrastructure. The department also oversees municipal buildings and grounds, city equipment, snowplowing and city special events.



Post Office

City, rural, and post-office mail box delivery are all available through the Audubon Post Office, which is located on 428 Tracy Street. There is also a drop box available for after hour drops. The facility is open from Monday through Friday, from 9 AM to 4:30 PM and Saturdays from 9 AM to 12 PM. Outside of mail delivery, the post office offers money order, mail holding, and address change services.



Fire and Rescue Department

The Audubon Fire and Rescue Department is located at 113 Market Street and is composed of dedicated volunteers that provide fire protection and medical emergency service to city residents. They also respond to rural fires, car accidents, search and rescue, gas leaks, industrial accidents, assist law enforcement, and medical emergencies. Many of the members hold various levels of certification in Fire Fighter, Certified

Instructor, First Responders, or Emergency Medical Technician. The Audubon Fire and Rescue Department also works with schools, hospitals, nursing homes, and businesses to provide guidance regarding fire safety, such as drills, evacuation plans, extinguisher use and other safety matters. They also participate in numerous community projects.



Police Department

Audubon's Police Department is housed within the City Hall office at 315 Broadway Street. The department has one police chief and three patrol officers. The Police Department's mission is to protect and serve the community in a fair and professional manner. The personnel of the Audubon Police Department are dedicated to their cause and will continue to cooperate with the citizens they serve to keep Audubon a safe place to live and work. They provide patrol service, participate in training programs, interact with young students while teaching DARE in schools, and support Crime Stoppers. The Audubon Police Department strives to protect and serve the community through enforcement, prevention, and cooperation.



Audubon County Facilities - Courthouse

The Audubon County Courthouse sits at 318 Leroy Street and was built in 1938-39 with funding from the Public Works Administration. It was dedicated on June 11, 1940. It houses multiple county offices and services including the courts, the clerk of court, property-tax services via the treasurer, the recorder's office which manages real-estate and vital records, the assessor, veterans affairs, and other administrative functions.



Audubon County Facilities - Congregate Meals

Congregate nutrition locations are community-based meal programs that provide nutritious meals to older adults in group settings. Congregate Meals are served in Audubon at the Memorial Building, located at 410 North Park Place. Congregate meals are a program of the Elderbridge Agency on Aging.



Audubon County Facilities - New Opportunities

The Audubon County Family Development Center is located at 109 Tracy Street in Audubon. New Opportunities is one of 17 Community Action Agencies serving the state of Iowa. Iowa's Community Action Agencies are locally-based private, non-profit organizations that network with a wide-array of local organizations to enhance the opportunities for low-income Iowans (children and families) to meet basic needs and develop their own capacity to do so. The Audubon County Family Development Center offers the following programs/services: food pantry, mobile food pantry, Low Income Home Energy Assistance Program, Utility Crisis Assistance, Weatherization, Clothing Disaster Assistance, Family Development and Self-Sufficiency Program, Financial Literacy Counseling & Education, Back to School Supplies, Backpack Program Christmas Toys, and Holiday Food Baskets.



Education

Audubon is the home of the Audubon Community School District, which includes the Audubon Elementary School (Pre-school until 4th Grade) and the Audubon Middle & High School (5th-12th Grade). The elementary school is located at 600 Tracy Street, while the middle and high school building is on 800 Third Avenue. Offered at the school is the Launch Kids Club which is an after school, and summer program designed for TK-4th grade children. This program provides a location for the younger school-aged children to gather from after school until 5:30 Monday through Friday. During the summer, the program is open from 9:00am - 5:00pm, Monday through Friday.

The city is also home to one private preschool, St. John's Christian Preschool. It is located within St. John's Lutheran Church and offers a Christian-based education for children 3 or 4 years of age, with the focus being school readiness skills.



Audubon Middle & High School



Audubon Elementary School



St. John's Christian Preschool

Caring & Sharing

Caring & Sharing is a non-profit, non-perishable food and clothing pantry for Audubon residents. Caring & Sharing is operating in a new location, at 413 Tracy Street. Anyone in Audubon County that is struggling to provide for basic needs of clothing and food is encouraged to reach out to the Audubon County Caring and Sharing group.



Healthcare

The Audubon County Memorial Hospital & Clinics is the lone hospital in the city and county, with 17 beds and an average occupancy of 25%. There are also three family physicians, seven nurse practitioners, one general surgeon, and one anesthesiologist.



Hospital services include cardiac rehabilitation, emergency services, infusion services, acute care, skilled nursing services, laboratory, radiology, respiratory therapy, home sleep studies, physical therapy, occupational therapy, speech therapy, surgical services, and telemedicine services. In addition, they offer several specialty services including orthopedic, mental health, hand and micro-vascular, sports medicine, pain management, podiatry, oncology, cardiology, urology, head and neck surgery, ENT (ear, nose, and throat) care, neurology, pulmonology, rheumatology, and nephrology. The hospital also owns and operates two rural health clinics, Audubon Family Health Clinic and Exira Medical Clinic. Their clinics offer complete care from newborns to senior adults by providing child check-ups, age-appropriate preventative care, sports and school physicals, immunizations, and treatment of occasional and ongoing illnesses.

Child Care

The City of Audubon has nine in-home daycare providers which provide childcare for the families of the community. These in-home providers currently have waitlists and the city is seeing the 5 year and under population continuing to grow. This has created a need for additional daycare opportunities, especially as the city's only center closed abruptly in 2025, putting additional strain on the in-home providers. The community recognizes the need for quality child care and has created a new board for the center to determine the best redevelopment plan.



Churches

There are eight churches in Audubon: Audubon Church of Christ (2050 U.S. Highway 71), St. John's Lutheran Church (815 East Division Street), Legacy Church (524 Pacific Avenue), Faith Community Church (226 Chicago Street), First United Methodist Church (428 Washington Street), First Presbyterian Church (301 Church Street), Our Saviour's Lutheran Church (326 Leroy Street), and St. Patrick's Catholic Church (116 East Division Street). In addition to serving their individual members, each church is active within the community.

Our Savior's Lutheran Church is home to one of the Food Bank of Iowa's mobile food pantries, and is open monthly to all Audubon County residents.



Audubon Church of Christ



St. John's Lutheran Church



Legacy Church



Faith Community Church



First United Methodist Church



First Presbyterian Church



Our Saviour's Lutheran Church



St. Patrick's Catholic Church

Goals

Meet the child care needs of the community

After the Children's Nest abruptly closed in 2025, the community felt the impacts. In-home providers took on additional children and in some cases, families were forced to find alternative solutions. Being able to provide for the child care needs of the community is vital to attracting and retaining workforce.

Action Items: -Work to redetermine the use of the current daycare

Develop plans for professional service provider recruitment

In order to maintain existing services, it will be important for health care providers, and other professional services to have resources available to recruit new providers to existing practices. It will also be beneficial for the city to have resources available to recruit new providers. The planning committee recommended that these providers be encouraged to mentor young professionals.

Action Items: -Explore next steps for healthcare professionals
 -Continue to facilitate opportunities with immigrants
 -Work with the juniors and seniors in high school to develop relationships for post-graduation employment opportunities
 -Recruit professional lawyers
 -Attract ground transport service

Secure Necessary Upgrades for the Fire and Rescue Department

Audubon's fire department is staffed by volunteers. Ensuring that these volunteers have access

to adequate facilities, personal protective equipment, and other gear is essential to their safety as they respond to the fire and rescue calls of the community.

Action Items: -Replace bunker gear
-Construct new fire station
-Replace air packs
-Replace other equipment as deemed necessary

Recruit/Retain Employment of the Trades

Audubon currently has a number of businesses which provide trade services to the community. These businesses provide services through plumbers, HVAC technicians, electricians, carpenters, roofers, mechanics, welders, machinists, etc. While there are currently a number of these businesses in the community, the owners are aging and have no succession plans, or no staff to run the business.

Action Items: -Recruit tradesmen/women from outside the community
-Work in cooperation with businesses to set up/implement internships/apprenticeship opportunities
-Expand trades internships/apprenticeship opportunities with DMACC and local businesses

Provide Support to the Police Department

The Audubon Police Department is a vital service to the residents of Audubon. These individuals put their safety in jeopardy at times to protect the community as a whole. Being able to provide opportunities to keep officers within the community provides stability for the department as a whole, and can better serve the public.

Action Items: -Examine offering additional training and development opportunities
-Research other department's offerings/benefits and determine new ways to increase stability of deputies

Chapter 9

Intergovernmental Collaboration

City of Audubon - Audubon Community School District

A recently new partnership involving the School District is the Audubon Wrestlers wrestling with the IKM-Manning Wrestlers. The IKM-Manning school does not have wrestling, but as the sport is popular, the two school districts have partnered to allow Manning's wrestlers to wrestle at Audubon.

City of Audubon - Audubon County

Collaboration with the county continues to be vital. The Fire Department and EMS is included in a county-wide agreement that provides mutual aid throughout Audubon County.

The City and County work together on shared road responsibilities. Some of the roads within the City of Audubon are both city and county roads, which means that maintenance and, when necessary, paving are a shared expense.

Audubon County Economic Development is the county's economic development organization which also serves the communities of Audubon County, including Audubon. ACED works to promote conditions that maintain a strong local economy by working with the communities and businesses of the county. This effort can include marketing the county regionally, statewide, and nationally; supporting existing businesses, identifying funding sources, recruiting companies, and facilitating housing development and rehabilitation.

City of Audubon - Regional

The Audubon Fire Department covers a portion of Exira's jurisdiction. The department also responds through mutual and automatic aid to help provide fire and rescue services throughout the county.

City of Audubon - Community Colleges/Universities

The community colleges and universities within Iowa have a variety of programs to offer local communities and Audubon has and is currently utilizing some of these programs to benefit the community. Currently, the school is partnering with DMACC to offer college credit courses within the Audubon School. The courses are taught by Audubon High School instructors who have been certified by DMACC. Through this partnership, the cost of the course is covered by the school at no cost to the student.

Goals

Continue to Expand 28E Agreements and Partnerships

28E Agreements and other partnerships provide many benefits to the parties involved. They can help reduce costs to provide services as well as saving the city money by not having to purchase equipment.

Action Items: -Keep current 28E agreements in place
-Develop new agreements
-Find ways to share resources with other jurisdictions

Continue Partnership with ACED

Audubon County Economic Development provides services and assistance to the community that is unmeasurable. By expanding housing options, working along side businesses, and working to expand the community, the organization does a lot of behind the scenes work to improve the community.

Action Items: -Continue to provide financial assistance to the organization
-Provide information and other assistance as necessary

Chapter 10

Economic Development

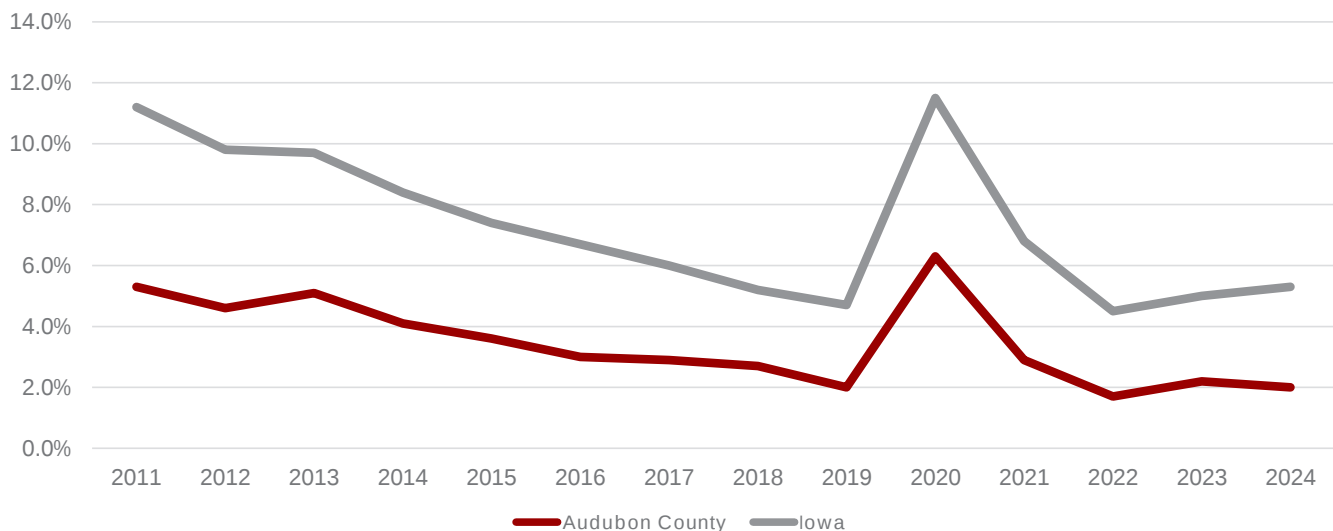
Having a strong, diverse economy is essential for the community to not only grow and prosper, but to withstand widespread economic shocks. Being able to fully understand the city's current economic conditions is important to any decision-making the City plans to undertake in the future.

Employment

From 2010 to 2022, the City of Audubon's labor force decreased by 3.6% (39 people). In 2022, the city's labor force was 1,031 residents (50.2% of the city's total population). The other residents are not in the labor force, meaning that they are not of working age, are retired, or are not working and not looking for work. The unemployed population is counted in the city's labor force number. In December 2024, the Audubon County unemployment rate was 2.0%, which was below the national unemployment rate of 4.1%.

Audubon County's unemployment rate is continually lower than the state of Iowa's. Since 2010, both Audubon County and Iowa have seen decreasing unemployment rates, except during 2020, in which the COVID-19 pandemic hit the nation, disrupting the economy. After the pandemic slowed down, both Iowa and Audubon County have seen unemployment rates decline again. Figure 10.1 shows the State of Iowa and Audubon County's unemployment rates in December of each year since 2011.

Figure 10.1: Unemployment Rates, 2011-2024



Within the City of Audubon, the largest industry is the educational services, healthcare, and social assistance, which employs 310 residents. The next largest industry is retail trade, which employs 164 residents (16.0% of the city's labor force). Table 10.1 displays the employment by industry within the city of Audubon in 2023.

Table 10.1: Audubon Industries

Employment by Industry	2023 Employed Number	2023 Percent Employed	2017 Percent Employed
Agriculture, forestry, fishing and hunting, and mining	119	12.4%	10.5%
Construction	80	8.3%	8.1%
Manufacturing	47	4.9%	8.9%
Wholesale trade	20	2.1%	6.9%
Retail trade	136	14.2%	12.5%
Transportation and warehousing, and utilities	39	4.1%	4.2%
Information	6	0.6%	2.5%
Finance and insurance, and real estate and rental and leasing	52	5.4%	1.6%
Professional, scientific, and management, and administrative and waste management services	23	2.4%	6.9%
Educational services, and health care and social assistance	261	27.2%	18.1%
Arts, entertainment, and recreation, and accommodation and food services	113	11.8%	4.7%
Other services, except public administration	19	2.0%	10.7%
Public administration	44	4.6%	4.4%

The City's employment by occupational category can be found in table 10.2. The largest employer by occupation within Audubon are careers in management, business, science, and arts (28.4%), followed by service occupations (20.7%). The smallest occupational category is sales and office, with 15.4% of the total number of employed Audubon residents. This information is particularly important when the city is looking to further diversify its economy, as they show which sectors employees currently work, and can reveal where there may be room to grow.

Table 10.2: Employment by Occupational Category, 2023

	Number Employed	Percentage
Management, business, science, and arts occupations	119	12.4%
Service occupations	80	8.3%
Sales and office occupations	47	4.9%
Natural resources, construction, and maintenance occupations	20	2.1%
Production, transportation, and material moving occupations	136	14.2%

Table 10.3 shows where the employees within Audubon work. All but six of the employees from Audubon work within the state of Iowa. More than three-quarters (77.1%) of workers from Audubon are employed within Audubon County. This number includes those who work within the city limits. There are 605 residents who both live and work within the city limits. According to the Census Bureau, in 2023, 570 workers drove from outside the city into Audubon for employment. There are also 411 workers who live in Audubon, but are employed outside the city limits.

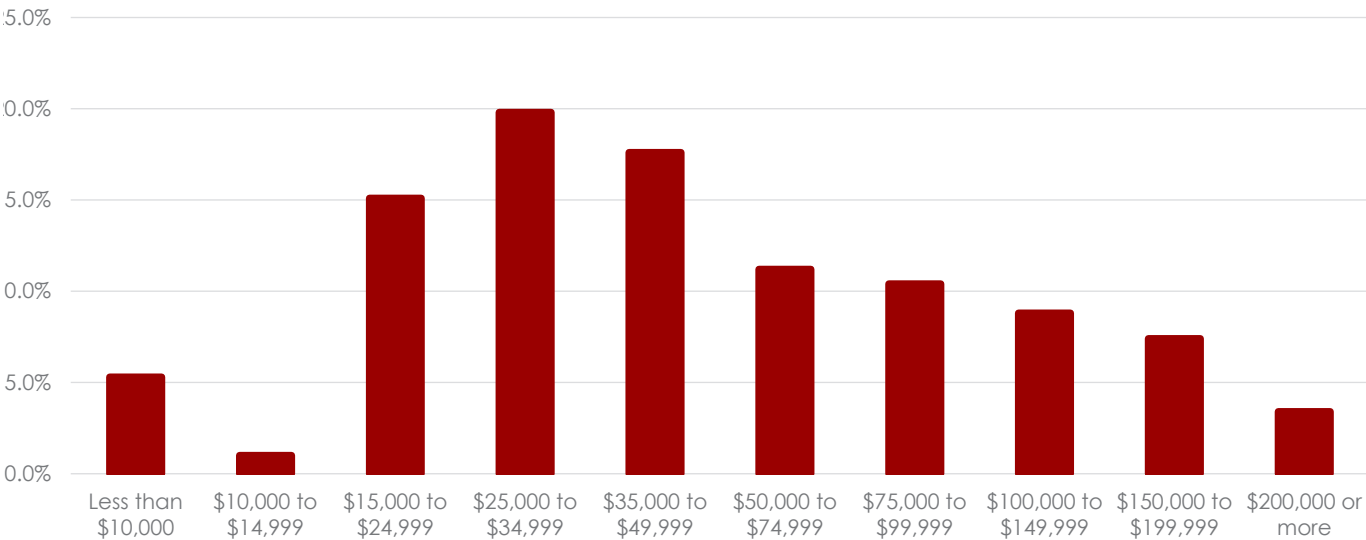
Table 10.3: Place of Employment, 2023

	Number Employed	Percentage
State of Iowa	1,010	99.4%
Audubon County	779	77.1%
City of Audubon	605	59.5%
Outside City of Audubon	411	40.5%
Outside Audubon County	231	22.9%
Outside Iowa	6	0.6%

Income

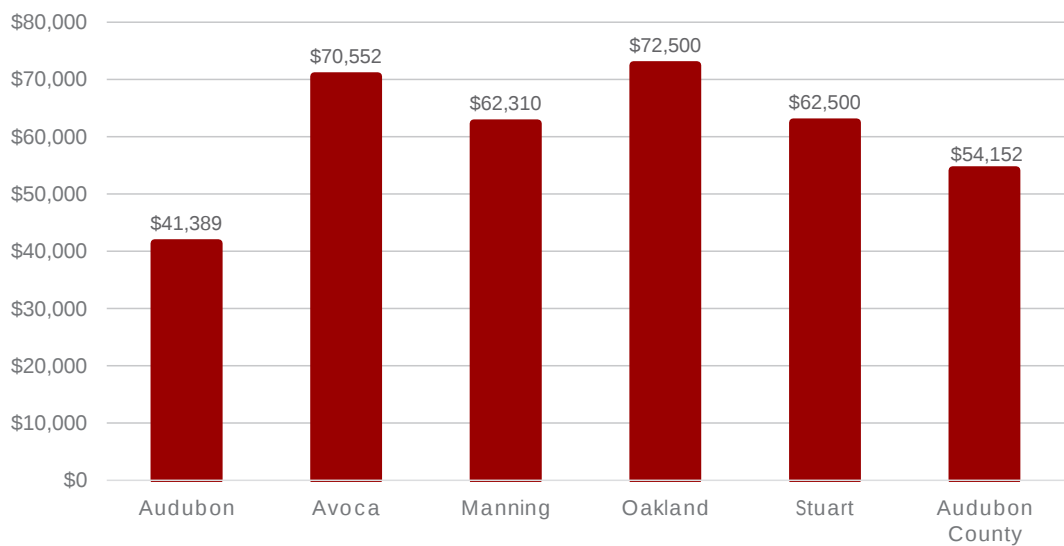
Income can be an indicator of the strength of the city’s economy. Figure 10.2 shows Audubon’s household income distribution from 2023. Households which make \$35,000 to \$49,000 represent 20.7% of the city’s households. When comparing 2023 household income numbers to those from 2015, the city’s households have experienced an increase in income. In 2015, nearly 29.9% of the city’s households made less than \$25,000. In 2023, 20.0% of the city’s households made less than \$25,000. Moreover, in 2015, 14.6% of the city’s households made over \$100,000 per year. On the other hand, in 2023, 21.2% made over \$100,000 per year.

Figure 10.2: Household Income, 2023



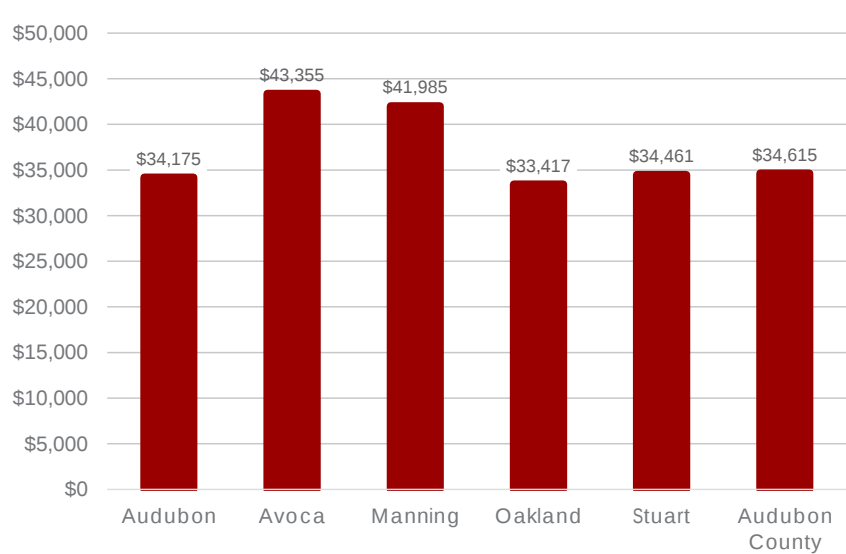
When comparing Audubon with other similar cities located within the region, the median household income is the lowest. While it is the lowest compared to the cities in figure 10.3, the city has seen an increase of 11.7% to the median household income since 2015. In 2015, the city’s median household income was \$37,983, while in 2023, it was \$42,438. Each of the cities in figure 10.3 have seen increases in the median household income since 2015, being Oakland the city with the lowest percent of increase from 2015-2023. Furthermore, the City of Oakland has the largest median household income (\$71,635), followed by Avoca (\$66,250) and Manning (\$62,031).

Figure 10.3: Household Income Comparison, 2023



Audubon’s per capita income, or income per person, is another way to consider income within the community. From 2015 to 2022, the Audubon per capita income increased 30.9% from \$25,370 in 2015 to \$33,198 in 2022. The breakdown comparing Audubon to similar cities and Audubon County can be found in figure 10.4.

Figure 10.4: Per Capita Income, 2023



Retail Sales

Retail sales within the community can indicate both the success of local businesses and the community's ability to provide daily needs. The staff at the Iowa State University Department of Economics prepares reports analyzing the retail trade for cities and counties throughout Iowa. The City of Audubon is not part of any metropolitan statistical area. The report for fiscal year 2022 revealed that Audubon's taxable retail sales per capita, or amount of retail spending per person, was \$15,711, a change of -8.6% from fiscal year 2021. Audubon's current taxable retail sales per capita is higher than the state's \$14,597. Moreover, in the report, Audubon is grouped with 117 peer cities. When comparing the average sales per capita within the peer city group (\$10,290), Audubon's average is 52.7% higher.

Comparing the city to the county is also useful. In fiscal year 2022, Audubon accounted for 36.12% of Audubon County's population and reported 77.30% of the county's taxable sales. This indicates that the City of Audubon has a significantly higher proportion of sales in comparison to its population ratio, which means that the city is a retail center for the county. Much of the population of neighboring communities shop in Audubon.

Goals

Attract new-to-Audubon Businesses

Attracting new businesses will assist in meeting the larger goal of population growth by providing the additional jobs needed to support a growing population. As the city continues to work towards attracting new businesses, it is important to look for businesses that would compliment the current businesses or bring a completely different business to the community.

Action Items:

- Create more commercial space on Main Street
- New commercial development
- Seasonal/pop-up shops
- Utilize the Small Business Administration's Small Business Development Center staff and its resources

Support Existing Businesses

Assisting existing businesses continues to be a priority for economic development throughout the city. Supporting existing local businesses is important as successful businesses will assist with the attraction of new businesses. Strong businesses within the community also can create new jobs within the community.

Action Items:

- Seasonal/pop-up shops
- Business district facade program
- Monitor and implement opportunities from the state
- Support and continue business retention and expansion visits
- Utilize the Small Business Administration's Small Business Development Center staff and its resources

Workforce Development

Creating and maintaining a workforce which can not only fill the current available positions, but is strong enough to attract new industries to the community is important. Utilizing programs which are already in place to improve the city's workforce would be beneficial in the advancement of the workforce.

Action Items: -Partner with DMAACC
-Utilize Iowa Workforce Development
-Monitor and implement opportunities from the state
-Utilize the Small Business Administration's Small Business Development Center staff and its resources

Continue Partnership with ACED

Audubon County Economic Development provides services and assistance to the community that is unmeasurable. By expanding housing options, working along side businesses, and working to expand the community, the organization does a lot of behind the scenes work to improve the community.

Action Items: -Continue to provide financial assistance to the organization
-Provide information and other assistance as necessary

Chapter 11

Hazards

The City of Audubon adopted its most recent hazard mitigation plan update in December 2024 as a part of the Audubon County Multi-Jurisdictional Hazard Mitigation Plan. This update included all of Audubon County including the jurisdictions, rural county, and school districts within the county. The planning process was guided by the Federal Emergency Management Agency (FEMA) to prepare communities for potential hazards and disasters. FEMA requires all communities be covered by an approved hazard mitigation plan before it makes certain funding available. Each hazard mitigation plan is valid for five years before an update is required. The majority of this chapter is taken from the city's hazard mitigation portion of the plan to ensure consistency. The critical infrastructure map was reviewed during the comprehensive planning process to ensure its accuracy.

The hazard mitigation planning process includes three basic steps:

- Critical infrastructure- identify what needs to be protected and what could potentially cause a hazard or disaster
- Risk assessment- consider what hazards could happen, how frequently they could occur, and what the damage would be
- Goals and action steps- what can be done to prepare and protect the community from hazards and disasters

Critical Infrastructure

The critical infrastructure identification was completed during the hazard mitigation planning process. The list includes infrastructure vital to the community, facilities which could be used to shelter residents from harm, as well as facilities that could pose a hazard. Table 11.1 names the critical infrastructure within the city and categorizes them into facility types. These locations are then mapped on map 11.1.

Table 11.1: City of Audubon Critical Facilities

Number on Map	Name	Address	Type
1	Airport	2110 US-71	Essential Facility
2	Audubon Assembly of God Church	514 Pacific Avenue	Vulnerable Population
3	Audubon Church of Christ	2050 US-71	Vulnerable Population
4	Audubon County Courthouse	318 Leroy Street	Essential Facility
5	Audubon County Memorial Hospital	515 S Pacific Avenue	Vulnerable Population
6	Audubon Elementary School	600 Tracy Street	Vulnerable Population
7	Audubon High School	800 3rd Avenue	Vulnerable Population
8	Casey's	400 Market Street	HAZMAT
9	Agriland FS Fuel Stop	214 N Market Street	HAZMAT
10	City Hall	315 Broadway Street	Essential Facility
11	Faith Community Church	226 Chicago Street	Vulnerable Population
12	Fire Station	113 Market Street	Essential Facility
13	First Presbyterian Church	301 Church Street	Vulnerable Population
14	First United Methodist Church	428 Washington Street	Vulnerable Population
15	Friendship Home	714 N Division Street	Vulnerable Population
16	Library	401 N Park Place	Public
17	National Guard Armory	601 Southside Avenue	Essential Facility
18	Our Saviour's Lutheran Church	326 Leroy Street	Vulnerable Population
19	Police Station	315 Broadway Street	Essential Facility
20	St. John's Lutheran Church	815 E Division Street	Vulnerable Population
21	St. Patrick's Catholic Church	116 E Division Street	Vulnerable Population
22	St. Patrick's Parish Center	102 Market Street	Vulnerable Population
23	Storm Siren	East Division & South Street	Essential Facility
24	Storm Siren	Davenport Street & Church Street	Essential Facility
25	Storm Siren	Stadium Drive near the Swimming Pool	Essential Facility

Map 11.1: City of Audubon Critical Facilities

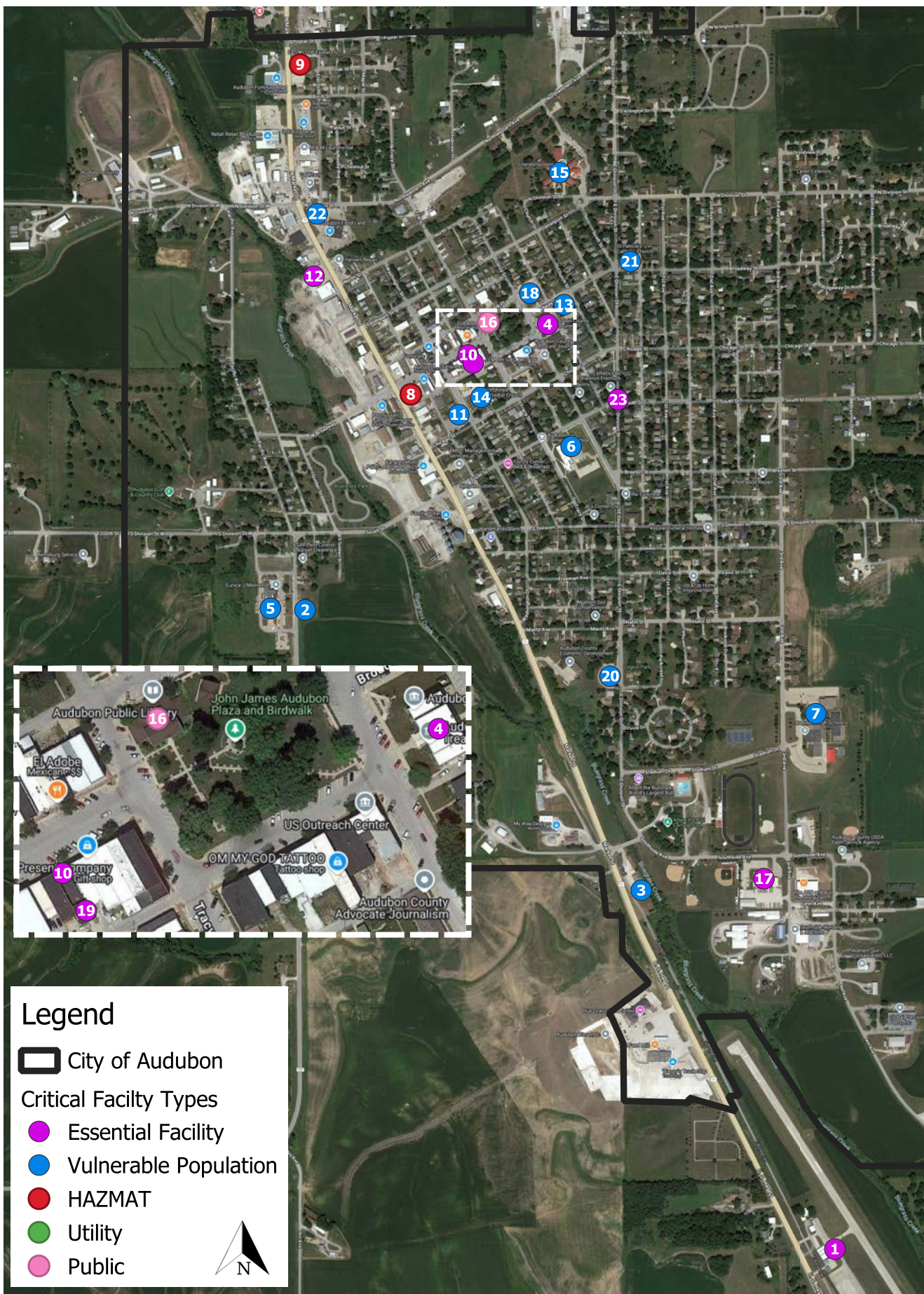


Table 11.2 shows the City of Coon Rapids' vulnerability to each of the hazards identified in the hazard mitigation plan update that is currently underway. This assessment spells out the history of each hazard in the community and recent impacts from these hazards. This helps the community determine which hazards are at a high risk of doing a large amount of damage to the community.

Map 11.1: City of Audubon Risk Assessment

Hazard	Comments
Animal/Plant/Crop Disease	The City of Audubon contains a large amount of agricultural land. Although this land represents a large portion of the community, there have been minimal reported losses from animal/plant/crop disease within in the community. While this does impact the community, it is normally indirectly impacted.
Drought	Drought occurrences have increased across the state, and Audubon has not been exempt from this hazard. Droughts continue to increase in severity and while there is little warning, this hazard can cause both direct and indirect issues for the City and it's residents.
Earthquake	There have been no instances of earthquake in the City of Audubon, and the committee feels there will be no instances during the life of this plan.
Expansive Soils	There have been no instances of expansive soils in the City of Audubon, and the committee feels there will be no instances during the life of this plan.
Extreme Heat	Extreme heat events continue to impact Audubon as they do the entire county. Education may be one of the best action tools to combat the effects of extreme heat as individuals need to know the effects of extreme heat and how it can affect the body.
Flash Flood	Since 2018, there have been no instances of flash flooding in the City of Audubon. While flash floods have little to no warning time, with no instances within the last planning period, the committee has determined this hazard is not a high priority hazard to address, but will consider mitigation actions to prepare the community for response to an event.
Grass/Wild Land Fire	Grass and wild land fires are most commonly field fires or controlled burns that get out of hand ion and immediately surrounding the city. This hazard can pose a large threat to the community as elements out of anyone's control, such as wind direction and speed, can change this hazard from harmless and controlled to out of control in a matter of minutes and can pose a threat to life.
HAZMAT Incident	Within the most recent planning period, there were two instances of HAZMAT spills within Audubon. Both spills threatened the soil. With two instances in five years, the committee feels this hazard poses a threat to the community and mitigation actions should be strongly considered and implemented to prevent any further instances.

Human Disease	Iowa and more specifically the City of Audubon are still feeling the effects of the COVID-19 pandemic. The pandemic has reignited the need to plan for future outbreaks and examine the city's current practices. The pandemic also reminded the public the importance of staying informed and staying vigilant to protect themselves.
Infrastructure Failure	Infrastructure failures occur with little to no warning and can cause major disruptions within the community. Planning to respond to this hazard is important to the community to protect lives and property. The most likely infrastructure failure within Audubon would be structural failure of either bridges or roadways. As these instances have no warning time, planning must be completed prior to an event happening to be able to respond in a quick manner.
Levee/Dam Failure	There are no levees or dams located in the City of Audubon, but the City owns a dam outside of city limits. It is unlikely that levee or dam failure will impact the city, although the city feels that planning for river flooding and planning for dam/levee failure are similar in nature.
Radiological	During the previous planning period, there were no instances of Radiological Incident in Audubon and the committee does not anticipate any happening in the next planning period. If an incident were to occur, the committee feels it would be a small, contained situation that would not threaten the community as a whole.
River Flooding	Portions of the City of Audubon are located within a flood zone. Since 2018, there have been no reported instances of river flooding in Audubon. This hazard has a medium probability of effecting the community, and has historically caused reportable damage within the community. Primary mitigation actions for this hazard would include limitations on construction in the flood zone.
Severe Winter Storm	Severe Winter Storms continue to impact the City of Audubon. These storms while historically, have caused little damage, continue to build in strength, threatening property and lives within the city. The warning period of this hazard continues to grow with meteorological advances, but can still pose great risks to the community.
Terrorism	There have been no instances of terrorism in the City of Audubon during the previous plan period and the committee feels there will be no instances during the life of this plan. If an instance were to occur, the committee feels it would be a targeted incident that would not threaten the entire community.
Thunderstorm/ Lightning/Hail	Thunderstorm/lightning/hail instances are frequent within the community. While they are frequent, most storms pose no threat to life, crops, or property. This hazard is prevalent in Audubon but is normally not severe in nature.
Tornado	Audubon County has experienced a number of tornadoes in the recent past, but the City of Audubon has not been impacted directly. While the city has not experienced any tornadoes within the past planning period, it is important for the city to continue to plan for the response to tornadoes as storms within Iowa continue to grow in strength. Preparing the public and community is vital to ensuring there is no loss of life.

Transportation Incident	Speed limits within the majority of the City of Audubon are relatively low, but portions of the community have higher speed limits. With the majority of the community having lower speed limits, it is likely that any transportation incident between vehicles is likely to cause little damage to property or humans, but there is a chance of an incident which can cause extensive damage. The committee anticipates that this hazard will effect the community in varying degrees throughout the planning period.
Windstorm	Recent windstorms have caused reported damage to properties. These hazard events continue to build in magnitude, causing increasingly large amounts of damage to property and posing threats to lives. The recent derechos effected Audubon prompting the community to prepare more effectively for these hazards.

The goals that the steering committee (city council) chose to include in the next plan update include minimize damage to critical facilities, infrastructure, and other community assets from the effects of hazards; minimize to the greatest possible extent the vulnerability of the people of Audubon County to the impacts of all identified hazards; improve coordination, communication, and response operations with other relevant organizations; improve public communication education and awareness of hazards and their risks in Audubon County. These goals help steer the city with planning for future hazards. Also, these goals are included in this comprehensive plan update as they affect the safety of citizens and emergency response within the community.

Goals

Minimize damage to critical facilities, infrastructure, and other community assets from the effects of hazards

Damage to critical facilities, infrastructure and other community assets can be costly to the city. Mitigating the impacts hazards have on these facilities prior to any hazards occurring can save the city large sums of money and can keep vital systems operating during and immediately after hazard events.

Action Items:

- Tree trimming program
- Complete sewer lift stations improvements
- Install new sewer and water lines
- Bury power lines
- Continue NFIP participation and follow NFIP policies by enforcing floodplain management ordinance
- Adopt building codes to address various hazards

Minimize to the greatest possible extent the vulnerability of the people of Audubon County to the impacts of all identified hazards

Impacts of hazards to the public can mean anything from minor injuries to even death. These impacts can also mean that people's properties are impacted during hazard events as well. Mitigating the hazard impact prior to the hazard occurring can not only save properties, but can save lives as well.

- Action Items:
- Open cooling centers during heat waves
 - Continue to look for other alternatives for HAZMAT response
 - Adopt wellhead protection ordinance
 - Purchase backup generator for city maintenance shop and fire station
 - Backup generator at 5-12 school
 - Build a safe room at both schools
 - Maintain and upgrade warning sirens
 - Post a list of shelters in public areas
 - Weather radios
 - Build a safe room at Friendship Home
 - More handicapped accessible buildings
 - Provide local businesses with a list of information for power outages such as contacts for generators, locations of community shelters, or a list of preventative actions to do during a power outage
 - Construct a new fire station
 - Update firefighting equipment
 - Build a storm shelter in the Memorial Building/create a disaster relief center in the Memorial Building

Improve coordination, communication, and response operations with other relevant organizations

Having coordinated response between organizations can create a more swift, effective response to hazard events. This can reduce overall impacts and can ensure that all response efforts are targeted where they are needed most. Creating a system of coordinated response can benefit the city and public.

- Action Items:
- Back up all records and store offsite, store on the “cloud”
 - Install GPS in all emergency and fire vehicles
 - Continue to train local volunteers as much as feasibly possible
 - Install GPS in all school buses
 - Coordinated plans for all entities
 - Improve coordination with the local hospital to increase the community’s resilience to flooding events (“Medical Emergency Coordination Plan”)

Improve public communication, education, and awareness of hazards and their Risks in Audubon County

Informing the public of hazards and their impacts on the community can lead to better response times and reduced impacts after a hazard impacts the community. Educating residents on proper actions before, during, and after an event can not only save individuals, but reduce the amount of response needed.

- Action Items:
- Continue practice of drills and safety procedures with children at school
 - Training on bus evacuation
 - Better communications with elderly regarding disasters
 - Materials to all homeowners and renters concerning hazards
 - Develop and practice evacuation plans citywide

Chapter 12

Land Use

Current Land Use

The existing land use map shows how land within Audubon is currently being used. Land use does not necessarily reflect the current zoning designation or the desired future land use pattern. Land use categories within Audubon include commercial, industrial, institutional, residential, agriculture, public/civic, and utility. There are 1,235.2 acres that make up Audubon and table 12.1 shows the breakdown of land by category.

Table 12.1: Land Use

Land Use	Acres	Percentage
Agriculture	399.32	32.33%
Commercial	197.11	15.96%
Industrial	64.41	5.21%
Institutional	37.70	3.05%
Public/Civic	96.68	7.83%
Residential	437.98	35.46%
Utility	2	0.16%

Agriculture

Agriculture is the second largest land use in Audubon It accounts for 32.33% of the land within the city. The agriculture areas are mostly around the city limits as most of these locations continue beyond the city limits.

Public/Civic

Public/Civic lands make up 7.83% of the city's land making it the fourth largest land use. This category includes public recreational lands, city owned properties, and school facilities. These properties are located throughout the community.

Residential

Residential lands make up 35.46% of the city's land, making it the largest land use within the city. Residential lands include both single and multi-family residential units. Audubon has residential properties located throughout the community with the majority of homes located on the east side of Highway 71.

Commercial

Commercial areas are focused along Highway 71, with some branches of businesses being located slightly off 71. This land use includes all retail and office businesses in Audubon and accounts for 15.96% of the city's land.

Industrial

The third smallest land use category is industrial which makes up 5.21% of the city's land. Industrial lands are located near city limits to the north and south.

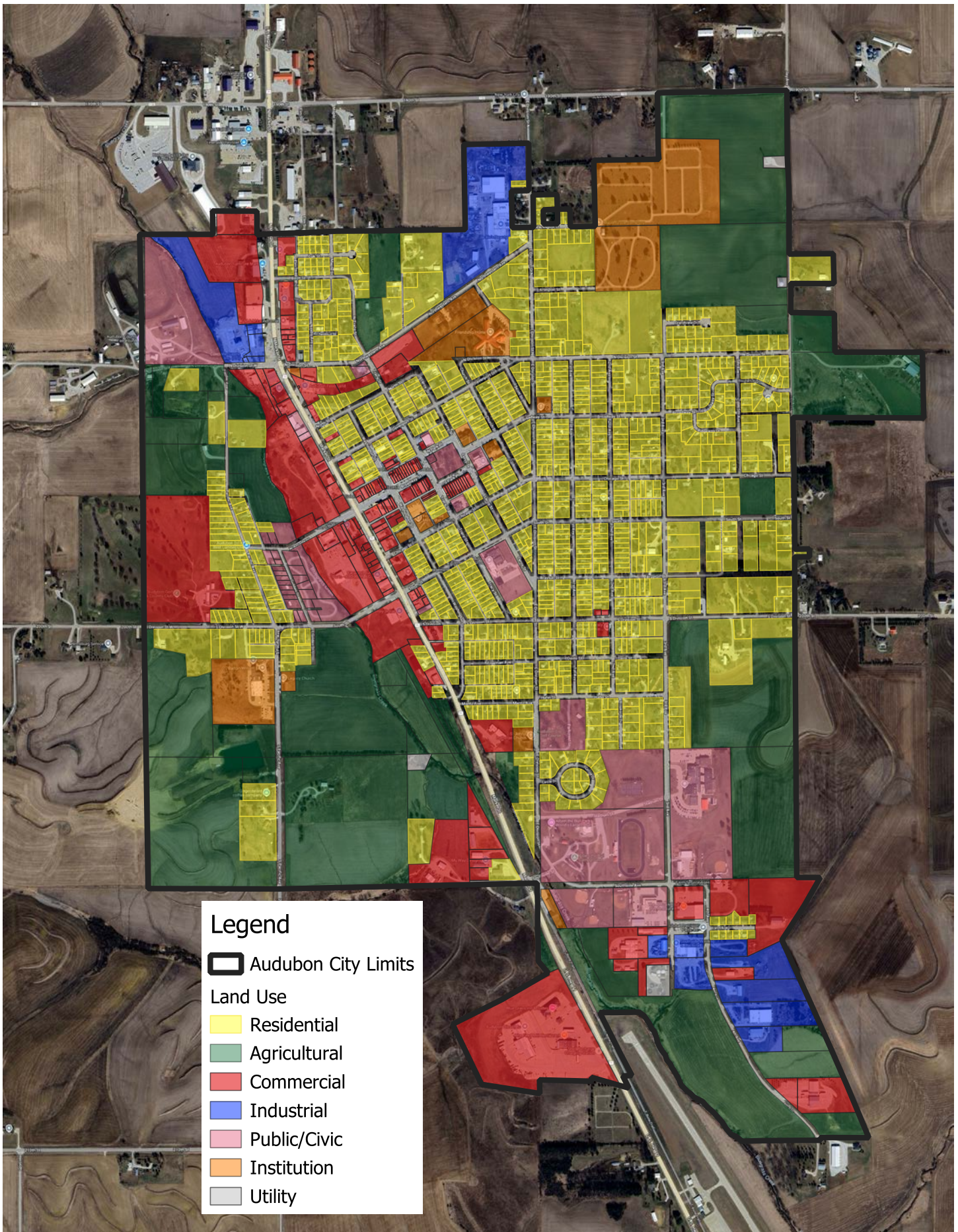
Institutional

Institutional lands make up the second smallest category, accounting for only 37.7 acres of land. These properties include churches and the city's nursing home.

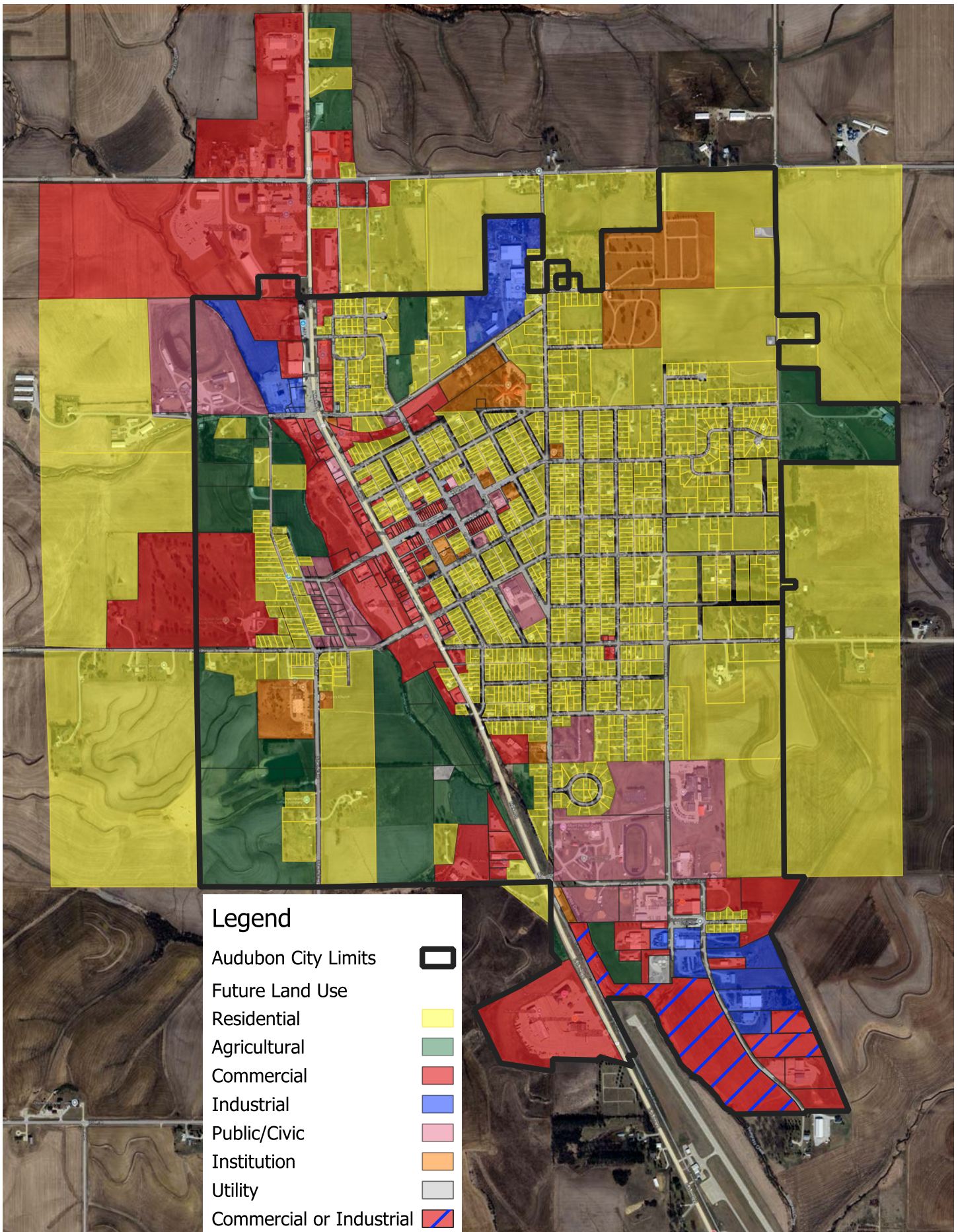
Utility

Utility land use is the smallest land use category with only the water tower property and water treatment facility falling into this category. The properties account for 2 acres of land within Audubon.

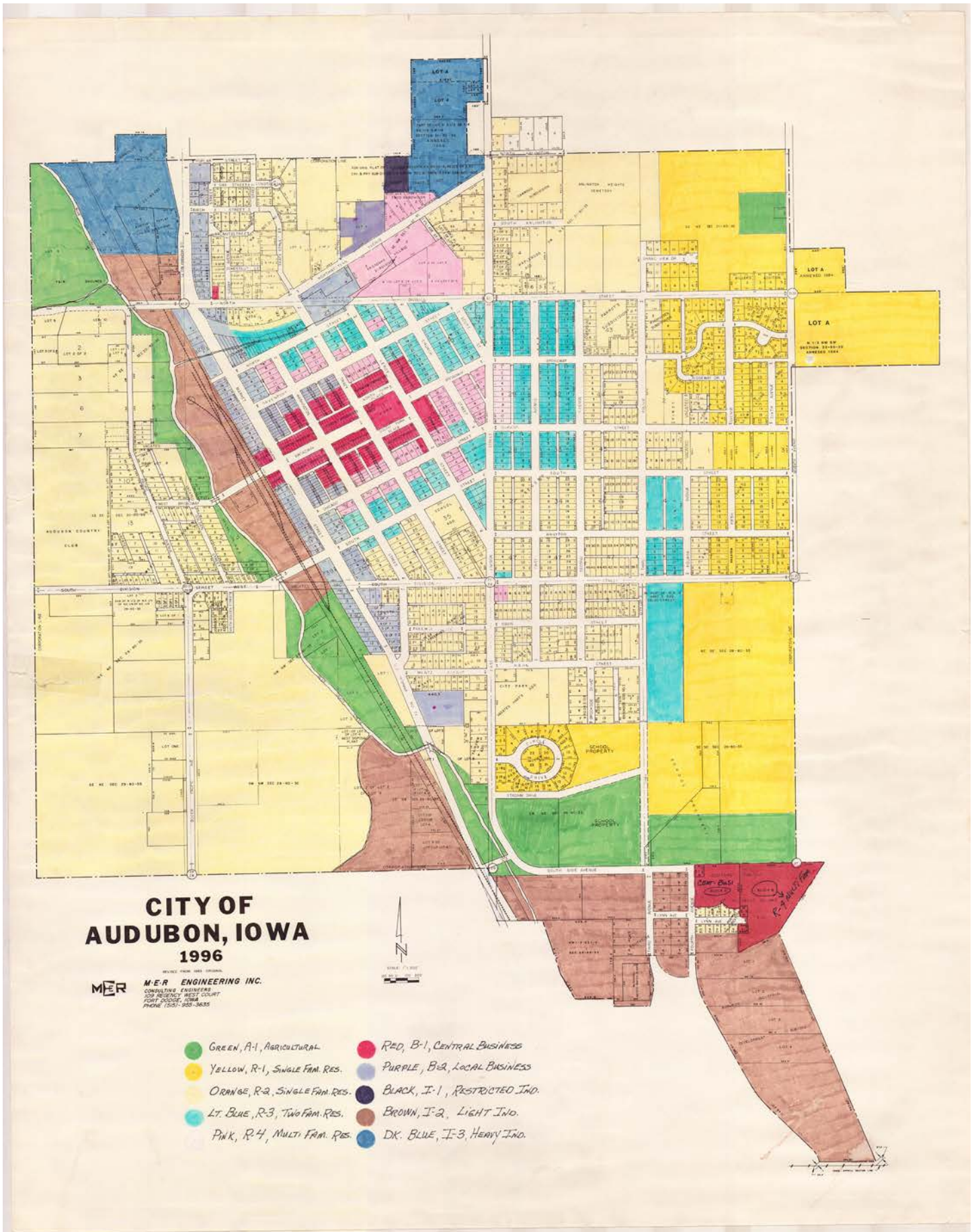
Map 12.1: City of Audubon Current Land Use



Map 12.2: City of Audubon Future Land Use



Map 12.3: City of Audubon Zoning



Chapter 13

Implementation

The final step in the comprehensive planning process is to consider how the goals will be implemented. The specific action goals laid out in each chapter are the first step in determining how the goals will be implemented. Also important is who will be responsible for implementing those actions, how the actions will be funded, and what the time frame will be for completing the action items. The following list does not prioritize actions, but provides guidance on what projects and actions should be considered. As the Council discusses future budgets and strategic planning updates, it is recommended that this portion of the plan be reviewed.

The following pages involve an implementation matrix. The goals and action items are laid out in each chapter, the matrix is to be used for implementing the action items. The goals are listed along with action items. Responsible parties are indicated as well as what funding is available to assist with completing each individual action item within the specified time frame. Time frame options are:

- On-going: actions that will be continual; may already be underway or will begin shortly
- Short: actions that will be completed within three years
- Mid: actions that will be completed in three to five years
- Long: actions that will take at least five years to complete.
- TBD: On an as needed basis, or will be determined by other factors at an unforeseeable date

Housing Goals

Goal	Action	Responsible Party	Funding Source	Time Frame
Address need for additional rental housing	Continue to explore the option of second story apartments downtown	Business owners, City	Business owners, grants	Ongoing/ Short
	Determine if the need exists enough to fill a new apartment building, if so, start conversations with builders	City, builders	None, Tax Credits	Long

Goal	Action	Responsible Party	Funding Source	Time Frame
Explore funding options for new home builds	Present the incentives that are now available	City, ACED	None	Ongoing
	Present the opportunity to invest in new housing to community members as they would be helping make the city attractive to new residents	City	None	Mid
	Seek out an investor group and gauge interest as another option to ensure funding is available	City	None	Long
	Seek any available funding to help reduce cost	City, ACED	None	Long
	Look at the construction of a new subdivision	City	City, Local investment, IEDA Tax Credits	Long
Explore options to improve existing housing stock	Continue to address abandoned/vacant homes	City	City, State/ Federal Grants	Ongoing
	Down-payment assistance for first-time home buyers	City, Region XII	City, Region XII Housing Trust Fund, IEDA Down-Payment Grants	Short
	Monitor and watch for additional funds to become available	City, ACED, Region XII	None	Ongoing
	Continue rental property inspections and registration program	City, Region XII	City	Ongoing
Address the need for new homes (either spec or custom builds)	Secure financial backing to build a spec home	City Council, ACED, Region XII	Bank financing, City funds, Private Investment, Tax Credits	Mid
	Ensure potential lot locations are buildable	City Council	City	Mid

Goal	Action	Responsible Party	Funding Source	Time Frame
	Start with building any number and continue as long as demand allows	Developers	Developers	Ongoing
	Utilize the IEDA Workforce Housing Tax Credit program to encourage new builds within the city	City, developers	IEDA, developers	Ongoing
	Look at developing additional incentives to encourage new development	City, ACED	City	Mid
Recruit Contractors & Trades	Try to find a couple residents looking to construct homes, to create additional opportunities for contractors instead of just singular builds	City Council	None	Short
	Financially back a spec build to get new construction started	City Council, Local Businesses	City, Private Investment	Long
Create a Rental Registry for Renters find Available Properties	Start a rental registry site from scratch	Local Landlords, ACED, Designated Committee	None	Mid
	Utilize a current website to market	Designated Committee	None	Mid
	Create a shadow listing that would bring you to the city's rental list	Designated Committee	None	Mid

Parks and Culture Goals

Goal	Action	Responsible Party	Funding Source	Time Frame
Renovations/ Improvements at the Pool	Install a zero entry in the current pool	City	City Funds, Local Grants, State Grants, Donations, Private Investment	Mid

Goal	Action	Responsible Party	Funding Source	Time Frame
	Add a splash pad or splash pad features	City	City Funds, Local Grants, State Grants, Donations, Private Investment	Mid
	Complete upgrades to the pool shelter	City	City Funds, Local Grants, State Grants, Donations, Private Investment	Mid
Shelter Improvements	Update lighting at Albert the Bull Park	City	City Funds, Local Grants, Donations, Private Investment	Mid
	Reroof the shelter at Legion Park	City	City Funds, Local Grants, State Grants, Donations, Private Investment	Mid
Install new equipment/ updates at the Parks	Paint pickleball lines on the basketball court at Legion Park to make it dual purpose	City	City Funds, Local Grants, State Grants, Donations, Private Investment	Mid
	Install new play equipment	City	City Funds, Local Grants, State Grants, Donations, Private Investment	Mid
	Install benches/seating at Legion Park	City	City Funds, Local Grants, State Grants, Donations, Private Investment	Mid

Goal	Action	Responsible Party	Funding Source	Time Frame
	Construct new bathrooms at Legion Park	City	City Funds, Local Grants, State Grants, Donations, Private Investment	Mid
	Complete updates to the shelter and bathroom at Albert the Bull Park	City	City Funds, Local Grants, State Grants, Donations, Private Investment	Mid
	Install a flag at Legion Park	City, Legion	City Funds, Donations	Short
	Create a dog park at Bluegrass Park	City	City Funds, Local Grants, Donations, Private Investment	Long
	Install a skate park	City	City Funds, Local Grants, State Grants, Donations, Private Investment	Mid
	Either turn current courts into (by flooding), or install a new ice skating rink	City	City Funds, Donations, Private Investment	Mid
	Utilize new equipment to encourage more league activities	City	City Funds, Local Grants, State Grants, Donations, Private Investment	Mid
Highlight Audubon's History	Create itineraries for the community	ACED, City, Local Businesses, Local Destinations	None	Short
	Choose venues to showcase historical information	ACED, Local Organizations	None	Short
	Consider new ways to promote the city's history and historic amenities	ACED, Local Organizations	None	Short

Goal	Action	Responsible Party	Funding Source	Time Frame
	Continue to promote and safeguard the city's historic properties	Historic Property Owners, ACED, City	Federal Grants, State Grants, Local Grants, Donations	Ongoing
	Find resources to preserve historic buildings	Historic Property Owners, ACED, City	Federal Grants, State Grants, Local Grants, Donations	Ongoing
Complete the Birdwalk	Finish bird walk. Currently, approximately only half of the birds have been completed.	ACED	Federal Grants, State Grants, Local Grants, Donations, Private Investment	Mid

Transportation Goals

Goal	Action	Responsible Party	Funding Source	Time Frame
Repair/add sidewalks where needed	Advertise sidewalk program (replacement or new)	City, Public Works	City	Short
	Partner with homeowners to fix problem sidewalks/curbs	City, Public Works, Homeowners	City, Private	Short
	Complete a sidewalk audit	City, Hired Contractor	City	Short
	Enforce sidewalk construction permit	City, Public Works	City	Ongoing
Community Placemaking	Add street lighting	City, Public Works, Iowa DOT	City, IDOT	Mid
	Install way-finding signage along Highway 71	City, ACED, IDOT	City, IDOT, Local Foundations	Short
	Create a cohesive, green corridor along Highway 71	City, ACED, Local Businesses, Property Owners, IDOT	City, Local Businesses, Property Owners, IDOT	Long

Goal	Action	Responsible Party	Funding Source	Time Frame
	Designate a food truck location	City	None	Short
Trail Continuation	Construct a pedestrian bridge crossing the creek	City, IDOT	City, Local Foundations, IDOT, Transportation Grants	Long
	Install way-finding signage to make the trail more visible (in-town)	City, ACED, Local Businesses	City, Local Businesses, Local Foundations, Transportation Grants	Short

Infrastructure Goals

Goal	Action	Responsible Party	Funding Source	Time Frame
Maintain Existing Services	Expand to new areas, or annexed land, when necessary	City, Public Works	City, Utility Rates, CDBG, Iowa SRF, USDA Community Facilities	TBD
	Evaluate lift station capacities and increase if found necessary	City, Public Works	City, Utility Rates, CDBG, Iowa SRF, USDA Community Facilities	Ongoing
	Continue to meet DNR requirements for water quality and wastewater treatment	City, Public Works	City, Utility Rates, CDBG, Iowa SRF, USDA Community Facilities	Ongoing

Community Facility Goals

Goal	Action	Responsible Party	Funding Source	Time Frame
Meet the child care needs of the community	Work to redetermine the use of the current daycare facility	Audubon County Early Childhood Organization	TBD	Ongoing
Develop plans for professional service provider recruitment	Explore next steps for healthcare professionals	Hospital, Local Healthcare Offices	Private	Ongoing
	Continue to facilitate opportunities with immigrants	Local Businesses	None	Ongoing
	Work with the juniors and seniors in high school to develop relationships for post-graduation employment opportunities	Audubon School, Local Businesses	None	Ongoing
	Recruit professional lawyers	ACED	None	Ongoing
	Attract ground transport service	ACED	None	Ongoing
Secure Necessary Upgrades for the Fire and Rescue Department	Replace bunker gear	Fire Department, City	Department Budget, Grants	Ongoing
	Construct new fire station	Fire Department, City	Department Budget, City, Donations, Grants, USDA	Short
	Replace air packs	Fire Department, City	Department Budget, Grants	Ongoing
	Replace other equipment as deemed necessary	Fire Department, City	Department Budget, Grants	Ongoing
Recruit/Retain Employment of the Trades	Recruit tradesmen/women from outside the community	Local Trades, ACED, City	None	Ongoing
	Work in cooperation with businesses to set up/implement internships/apprenticeship opportunities	Local Trades, ACED, Audubon School	None	Ongoing

Goal	Action	Responsible Party	Funding Source	Time Frame
	Expand trades internships/ apprenticeship opportunities with DMACC and local businesses	Local Trades, Audubon School, DMACC	None	Short
Provide Support to the Police Department	Examine offering additional training and development opportunities	City, Police Department	City, Grants	Short
	Research other department's offerings/benefits and determine new ways to increase stability of deputies	City, Police Department	None	Short

Intergovernmental Collaboration Goals

Goal	Action	Responsible Party	Funding Source	Time Frame
Continue to Expand 28E Agreements and Partnerships	Keep current 28E agreements in place	City Council	City Funds	Ongoing
	Develop new agreements	City Council	City Funds	TBD
	Find ways to share resources with other jurisdictions	City Council	City Funds	TBD
Continue Partnership with ACED	Continue to provide financial assistance to the organization	City Council	City Funds	Ongoing
	Provide information and other assistance as necessary	City Council	City Funds	Ongoing

Economic Development Goals

Goal	Action	Responsible Party	Funding Source	Time Frame
Attract new-to-Audubon Businesses	Create more commercial space on Main Street	City, Property Owners	City, Property Owners, Grants	Mid
	New commercial development	City	City, Tax Credits	Long
	Seasonal/pop-up shops	ACED, Local Businesses, Designated Group	None	TBD
	Utilize the Small Business Administration's Small Business Development Center staff and its resources	Local Businesses, Entrepreneurs	None	Ongoing
Support Existing Businesses	Seasonal/pop-up shops	Local Businesses, Designated Group	None	TBD
	Business district facade program	City	City, Property Owners, CDBG Funds	TBD
	Monitor and implement opportunities from the state	City, ACED, Region XII	City, Property Owners, Grants, Loans	TBD
	Support and continue business retention and expansion visits	ACED	ACED	Ongoing
	Utilize the Small Business Administration's Small Business Development Center staff and its resources	Local Businesses	Private	Ongoing
Workforce Development	Partner with DMACC	Local Businesses	Private	Short
	Utilize Iowa Workforce Development	Local Workforce, Local Businesses	Private	Short
	Monitor and implement opportunities from the state	City, ACED, Region XII	City, Property Owners, Grants, Loans	TBD
	Utilize the Small Business Administration's Small Business Development Center staff and its resources	Local Businesses	Private	Ongoing

Goal	Action	Responsible Party	Funding Source	Time Frame
Continue Partnership with ACED	Continue to provide financial assistance to the organization	City Council	City Funds	Ongoing
	Provide information and other assistance as necessary	City Council	City Funds	Ongoing

Hazard Goals

Goal	Action	Responsible Party	Funding Source	Time Frame
Minimize damage to critical facilities, infrastructure, and other community assets from the effects of hazards	Tree trimming program	City, Power Company, Property Owner	City Funds	Ongoing
	Complete sewer lift stations improvements	City Council	City Funds, USDA, SRF, CDBG	Long
	Install new sewer and water lines	City Council	City Funds, USDA, SRF, CDBG	Ongoing
	Bury power lines	Power Company	City Funds, FEMA with State Cost Share	Long
	Continue NFIP participation and follow NFIP policies by enforcing floodplain management ordinance	City Council, County Emergency Management	City Funds	Ongoing
	Adopt building codes to address various hazards	City Council	City Funds	Long
Minimize to the greatest possible extent the vulnerability of the people of Audubon County to the impacts of all identified hazards	Open cooling centers during heat waves	City Council, Audubon School District	City Funds	TBD

Goal	Action	Responsible Party	Funding Source	Time Frame
	Continue to look for other alternatives for HAZMAT response	Fire Department	City Funds	Ongoing
	Adopt wellhead protection ordinance	City Council	City Funds	Ongoing
	Purchase backup generator for city maintenance shop and fire station	City Council	City Funds, FEMA HMGP, Local Foundations	Mid
	Backup generator at 5-12 school	Audubon School District	School Funds, FEMA HMGP, Local Foundations	Mid
	Build a safe room at both schools	Audubon School District	School Funds, FEMA HMGP, Local Foundations	Short
	Maintain and upgrade warning sirens	Fire Department	City Funds, USDA Community Facilities, Local Foundations, FEMA HMGP	Ongoing
	Post a list of shelters in public areas	Emergency Manager	City Funds	Ongoing
	Weather radios	City Council	City Funds	Ongoing
	Build a safe room at Friendship Home	City Council, Friendship Home	Friendship Home, Local Foundations	Long
	More handicapped accessible buildings	City Council, Building Owners	City Funds, ADA Grants, Local Foundations, AARP Grants	Long
	Provide local businesses with a list of information for power outages such as contacts for generators, locations of community shelters, or a list of preventative actions to do during a power outage	City Council, Emergency Manager	City Funds	Long

Goal	Action	Responsible Party	Funding Source	Time Frame
	Construct a new fire station	Fire Department, City Council	City Funds, Fire Department, Local Foundations, USDA, Private Loan	Short-Mid
	Update firefighting equipment	Fire Department, City Council	City Funds, Fire Department, Local Foundations, Private Grants, FEMA AFG	Ongoing
	Build a storm shelter in the Memorial Building/create a disaster relief center in the Memorial Building	City Council	City Funds, FEMA HMGP, Local Foundations, Private Donations	Long
Improve coordination, communication, and response operations with other relevant organizations	Back up all records and store offsite, store on the “cloud”	City Council	City Funds	Short
	Install GPS in all emergency and fire vehicles	Fire Department, Police Department, Emergency Responders	City Funds, FEMA AFG, Local Foundations, Donations	Short
	Continue to train local volunteers as much as feasibly possible	City Council	City Funds, FEMA AFG & SAFER	Ongoing
	Install GPS in all school buses	Audubon School District	School Funds, Iowa Department of Education	Mid

Goal	Action	Responsible Party	Funding Source	Time Frame
	Coordinated plans for all entities	City Council, Fire Department, Police Department, School District, Hospital	City Funds	Short
	Improve coordination with the local hospital to increase the community's resilience to flooding events ("Medical Emergency Coordination Plan")	City Council, Fire Department, EMS, Hospital	City Funds, Hospital Funds, Planning Grants	Mid
Improve public communication, education, and awareness of hazards and their Risks in Audubon County	Continue practice of drills and safety procedures with children at school	Audubon School District	School Funds, City Funds	Ongoing
	Training on bus evacuation	Audubon School District	School Funds, Training Grants	Ongoing
	Better communications with elderly regarding disasters	City Council	City Funds	Ongoing
	Materials to all homeowners and renters concerning hazards	City Council, Fire Department	City Funds	Short
	Develop and practice evacuation plans citywide	City Council, Fire Department	City Funds	Short

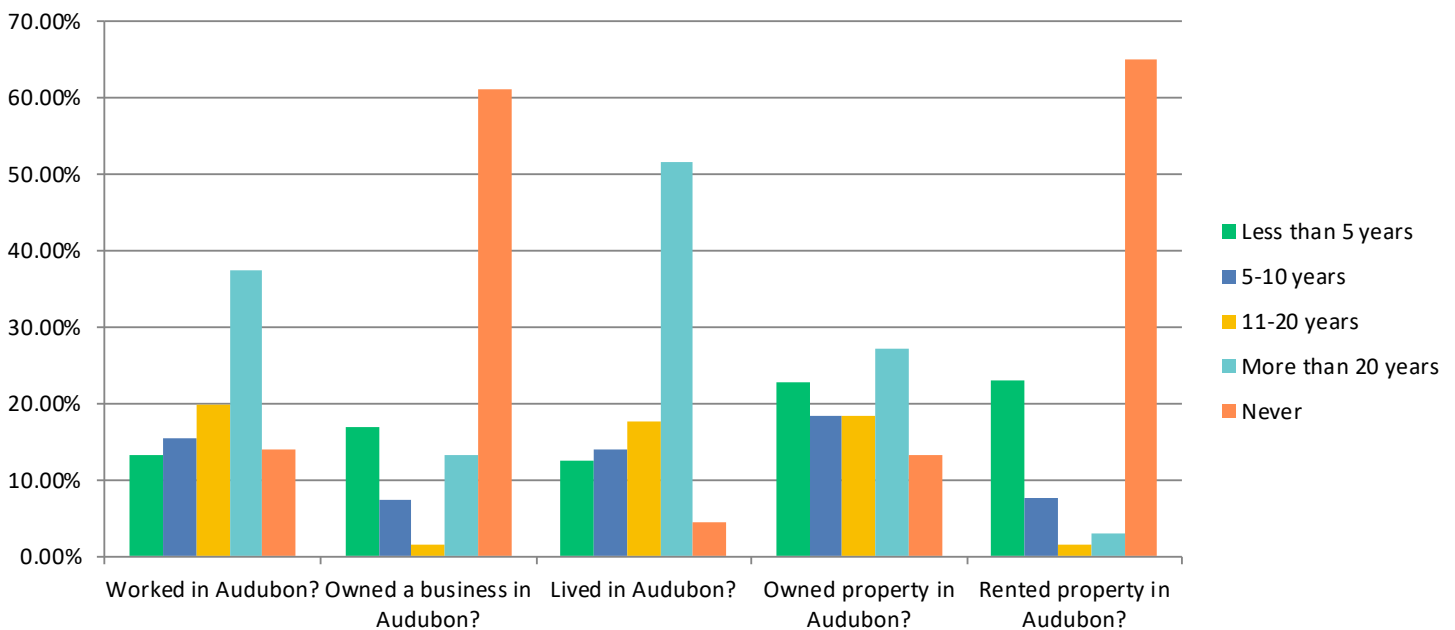
Appendix A

Public Input

Survey Results

Question 1:

How many years have you:



Question 2: What are the top three reasons you live in Audubon? Please select no more than 3.

Small town atmosphere	64.89%
Close to relatives and friends	47.33%
Born or raised here	40.46%
Close to work	29.77%
Safe atmosphere	27.48%
Quality of schools	24.43%
Affordable housing	14.50%
Quality of life	12.21%
Employment opportunities	8.40%
Other (please specify)	7.63%
Social opportunities	3.82%
Geographic location	3.05%

Other Responses: Family business; will be living in Audubon soon; my future husband lived here; my husband is born and raised, we have land and he won't leave; amenities like restaurants, vet, gas stations, grocery store, hardware store, lumberyard; spouse born and raised here; wife is from here; own a business in Audubon; stuck here; the Bakery on Broadway

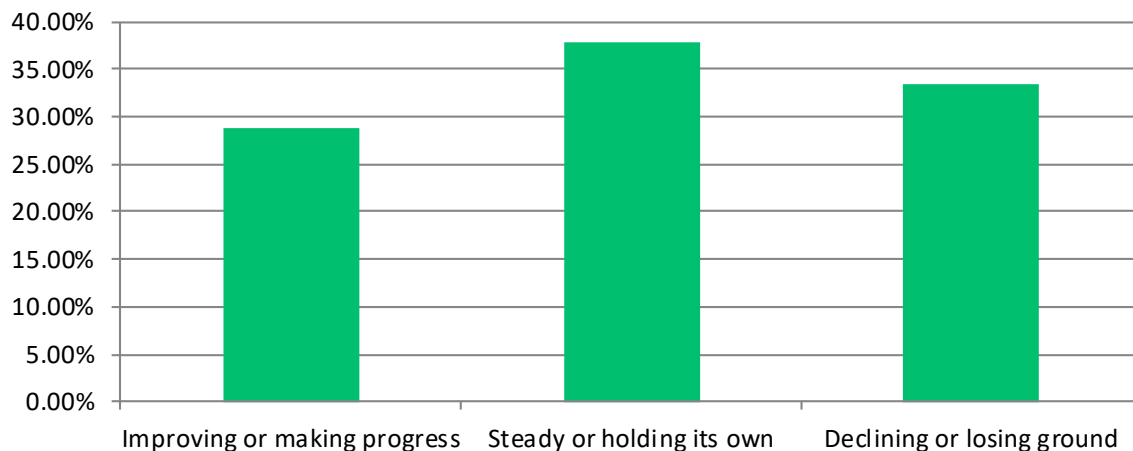
Question 3: What are the top three reasons you would leave Audubon in the future? Please select no more than 3.

Lack of business and shopping opportunities	36.15%
Other employment opportunities	33.08%
Recreational opportunities	24.62%
Social opportunities	21.54%
Quality of life	19.23%
Move close to relatives and friends	17.69%
Geographic location	16.92%
Lack of housing (quality, options, etc)	16.15%
Quality of city services	16.15%
Quality of schools	15.38%
Safety	13.85%
Lack of daycare	13.08%
Other (please specify)	10.77%
Closer to work	8.46%

Other Responses: Police force not taking care of the drug traffic and crime, nor releasing press releases regularly like other communities; Nicer people; City picks and chooses who they like; Assisted living facility; It's a dying town that has little to no chance of reviving unless a large business comes in; High taxes, School spending to much, Fire Dept spending to much, Court House spend to much; none (2); I have no plans to leave the area; Increased drug homes in Audubon; if the city tries growing rather than staying small town. if I lived there I would move; Volunteer opportunities for retired people; state and local politics; tired of ACED and AMVC trying to run the town

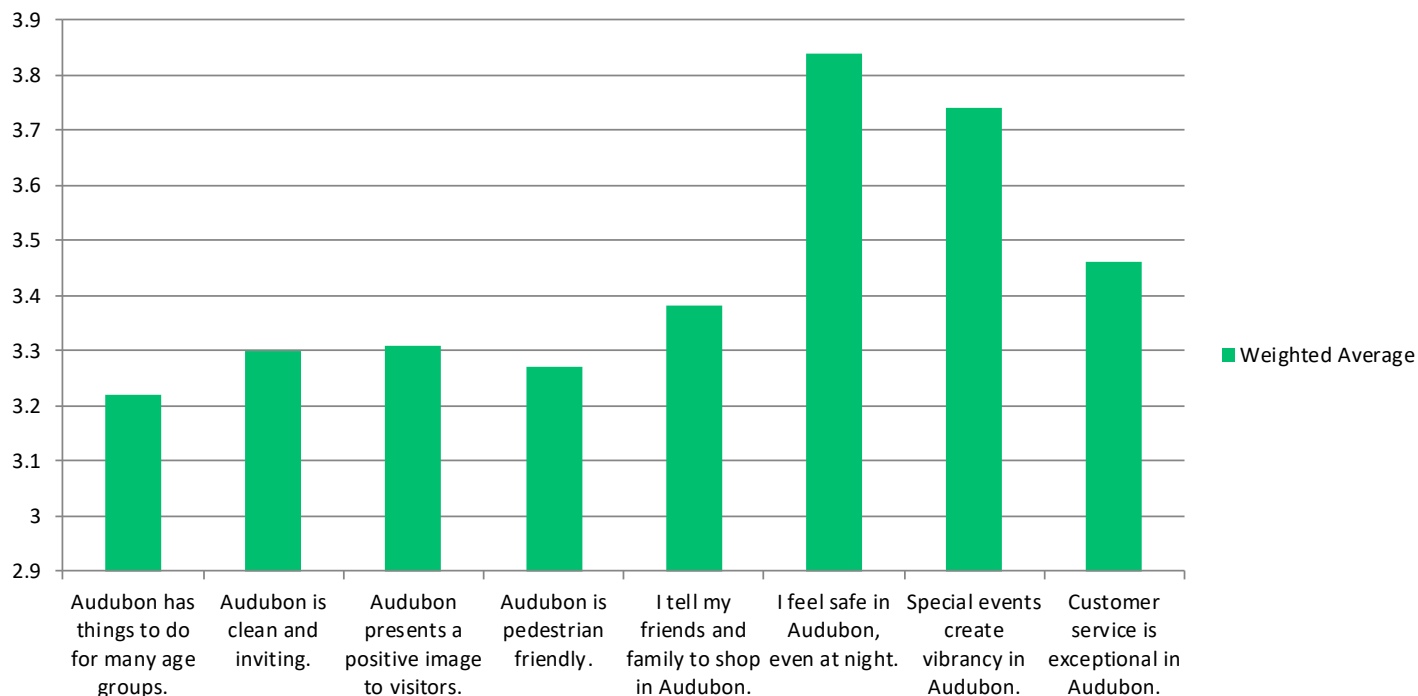
Question 4:

Which of the following best describes recent trends in Audubon?



Question 5:

Using a scale from 1 (completely disagree) to 5 (completely agree), please indicate your level of agreement with the following statements about Audubon.



Question 6: What is the first thing you would do to improve Audubon?

Clean up residential properties/neighborhoods (18)

- Abandoned/vacant houses
- Demolition of structures

Bring new/more businesses/employers (16)

- Downtown & elsewhere
- Quality employers

Highway 71 through town (15)

- Clean up buildings/properties
- Increased plants/trees

Parks (12)

- Updated equipment
- Equipment for younger children

Clean up Main Street (10)

- Grants to improve buildings

Pool (10)

- Baby Pool (3)
- Indoor Pool

Clean up commercial properties (7)

Improve the drug problem (7)

- Keep citizens informed of happenings

Enforcement of ordinances & policies (7)

- Building Maintenance
- Residential Properties

Affordable Housing (7)

- Will help attract young professionals
- Workforce housing

Availability & Diversity of Housing (6)

Improve Public Safety (6)

- Law Enforcement
 - Willingness to arrest criminals (2)
- Fire
- Emergency Response Center

Sidewalks (5)

Hold slumlords accountable (5)

Roads (4)

Lower Fees (4)

- Property Taxes
- Utility Rates

Splash pad (3)

Larger grocery Store (3)

- Fareway or Hy-Vee

Aesthetics – needs to be more visually pleasing

Rental Housing (3)

- Apartments

Additional shopping options (3)

Infrastructure Improvements (3)

City Council willing to accept development opportunities (2)

Daycare opportunities (2)

Eliminate free handouts (2)

Support/Shop Local (2)

Creation of a dog park (2)

Create new events (2)

- Food Trucks

Traffic control at more intersections (2)

- Near parks

Speed Limit Evaluation (2)

- Near Parks

- South of town past truck stop

All organizations/businesses work together to build a better Audubon (2)

Some kind of assisted living facility

Community Volunteering

- Customer Service

Additional restaurants

Better trail connection to downtown

Promotion & Marketing of Audubon

More friendly to newcomers

Hospital

Limit ATV/UTV usage within City Limits

Trap, Neuter, Release program for the cats

Some changes within the school

There are a lot of scary/sketchy people who have moved into Audubon. It can make this town feel very unsafe at times.

Albert the Bull merchandise available at convenience stores and a better selection online. Albert is a big draw to town and people that drive through after hours when Chamber and businesses are closed can't pick up an Albert tee or anything to advertise.

Question 7: What is the one thing that you love most, or that you would never change, about Audubon?

Small town atmosphere (17)
Albert the Bull (statue, park, campground) (10)
- everything else has to change or evoke to be competitive and keep up with the times
- Never change Albert!
Audubon Rec Center (7)
School system (6)
- Sports quality
- Football Field
- Community Support to the school
The small town atmosphere (6)
- Quiet
The small town environment/feel (5)
Safety (5)
The Square (4)
The People (4)
Sense of Community (4)
- Close knit The Bakery (3)
The Rose Theater (2)
Community pride (2)
Location (2)
The businesses on main street (2)
Audubon Golf & Country Club - needs to be around forever
Cemeteries
Change is good.
City park uptown
Clean
Community support
Down to earth good people that will always help.
Everything else!!
Family minded community
Helpful community
Hometown feel
I love how most people know each other.
I love the small town, home like feel as someone who was not raised here
The feel of the main street during events
If it ain't broke don't fix it just do better at brining in more business

I'm not sure
It being home
It is our home & was a great place to raise our children.
How the town can pull together to support someone in need.
Keep it a small community
My job
Nothing
Our lifelong residents
Our neighborhood
Quiet evenings.
T-bone days
The charm on Main Street and in the park! Maybe clean up some of the business store fronts there, but keep the small town main street charm.
The community pulls together for special projects
The down to earth life style.
The drive to get better and improve
The parking on Broadway and around the center square
Swimming pool
Supporting our local businesses first, small businesses and all of the progress Audubon has made! The Audubon County Fair has come along SO far and activities for all ages- the improvements have been noticed and now the figure 8 track is pulling a lot of out of towners in too!
The small, old town, safe charm!
The bird tiles
Community events downtown.
The variety of parks for kids!
The way citizens help each other
WASPYS AND BLUE GRASS INN.
We have a great public safety section
We have a large social circle.
When someone is in need or ill we all try to help even if we dont know the person.

Question 8: Where do you go to hangout (other than home) on nights and weekends in Audubon? Be specific.

I don't/no where (13)

ARC (43)

Bowling (1)

Bull Pin Restaurant (1)

Rose Theater (16)

Figure 8s/Racetrack/Fairground (6)

Racetrack is great. Wish they would make it a full track again like back when the town was thriving.

Friends (15)

Vics (5)

Bakery on Broadway (4)

Audubon Golf & Country Club (11)

Wheeler Athletics/Sporting Events (16)

Church & Church Events (3)

Family's Homes (5)

El Adobe (5)

The Feed Mill (3)

Parks (5)

Restaurants - general (6)

Manning (2)

Carroll (2)

Auburn

Des Moines (3)

Omaha (2)

Crawford County Speedway

Community Events (2)

Bohlmans (3)

There's always other families there. I hope it remains a place for kids and families to ride trails and enjoy

The river

Don't really have a place.

Don't... too much gossip and alcohol. Mostly stay home

Downtown/the Square (4)

* I take my kid to the Albert the bull park and am looking forward to taking her to the movies when she is a little older.

* I'm sorry to say, I go out of town. Occasionally, it is a little hard to feel welcome on a lot of places.

* Nowhere my kids are to old for the play area at the rec and to young to really like to bowl

* Not a lot for the 20-40 age group.

* Would love an indoor pool in town. A lot of people travel out of town for the indoor pools in fall, spring and winter.

* There's no where to hang out except the bars

* We are homebodies.

* We don't. Most everything is closed or closing when we return home from work as I work out of town. We choose not to go to the bar. In the weekends we may visit the REC to grab something to eat but we don't hang out there. No other places to really "hang out" for the evening.

* We don't go out much, except to eat - Darrell's & Adobe mostly

* We usually stay home.

* Where? This is a ridiculous question? If your not a bar fly there isn't anywhere.

Question 9: Of the following, which two (2) media sources do you rely on for Audubon area news and information?

Social media (Facebook, Twitter, etc.)	84.09%
Word of mouth	44.70%
cityofauduboniowa.com/ City Website	15.15%
Neighbors	15.15%
Internet/Website(s)	13.64%
Newspaper	11.36%
Radio	6.82%
News feeds	6.06%
Email	4.55%
Shoppers Guide	2.27%
City website	0.00%

Other Responses: Live on edge of town - not in city limits

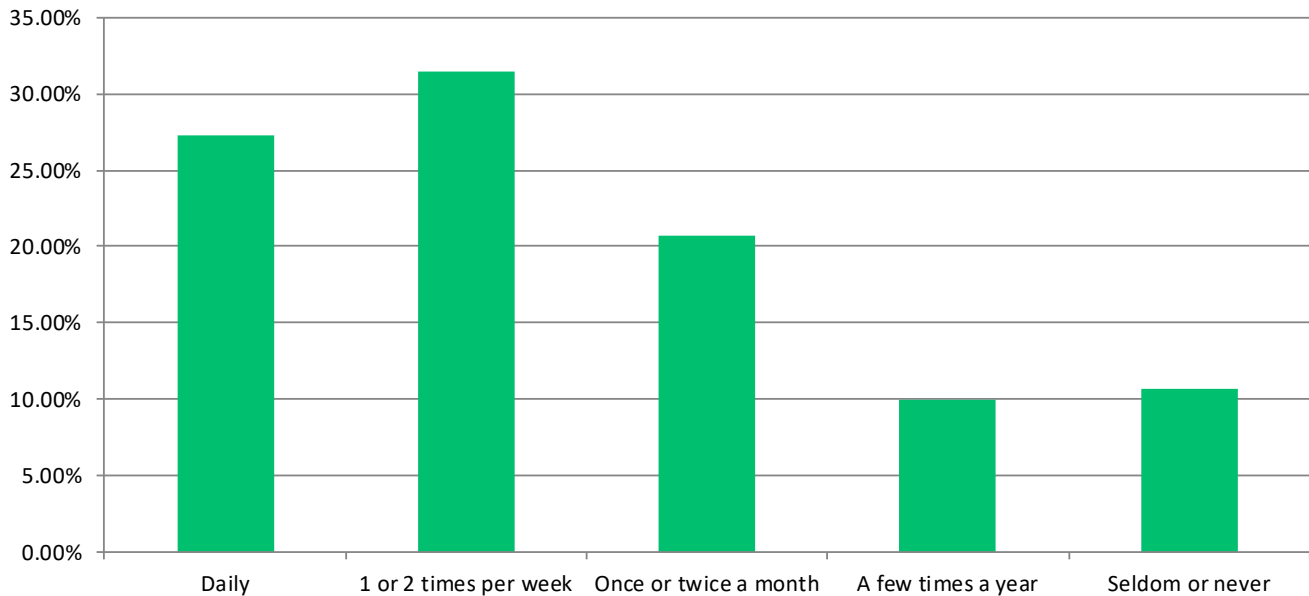
Question 10: For which of the following activities or purposes have you visited Audubon with the past year? (check all that apply).

Dining	76.86%
Banking/financial services	56.20%
Festivals/special events	52.89%
Recreation (golf, pool, park, trail, tennis, etc.)	52.07%
Audubon County Fair	48.76%
Shopping	45.45%
School	41.32%
Healthcare	39.67%
Religious	34.71%
Cemetery	33.88%
T-Bone Trail	31.40%
Albert the Bull Park/Campground	28.93%
Library	23.97%
Government	17.36%
Nightlife	15.70%
Office visits	15.70%
Arts & Culture	14.88%
Personal services	12.40%
Training (business, professional development)	10.74%
Other (please specify)	5.79%

Other Responses: I live here (4); Bohlman's; Nursing Home; Theater

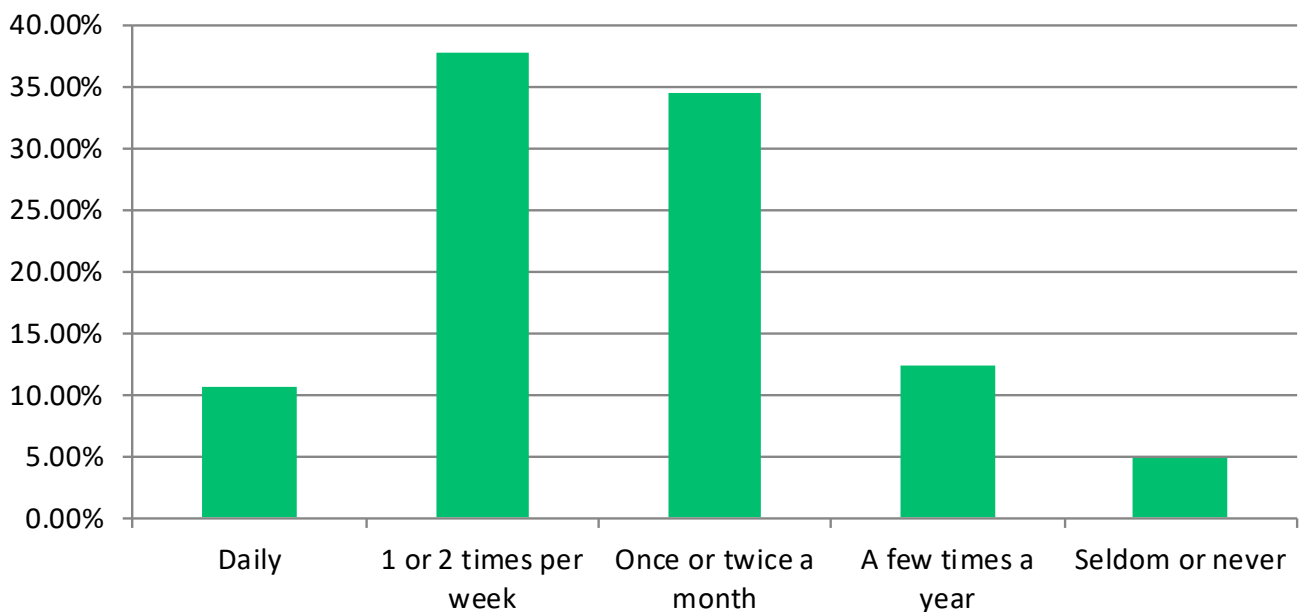
Question 11:

How often do you visit Audubon to do errands or for office and service-related purposes? (i.e. library, city hall, post office, salon, doctor, chiropractor, insurance, banking, or repair services, etc.)



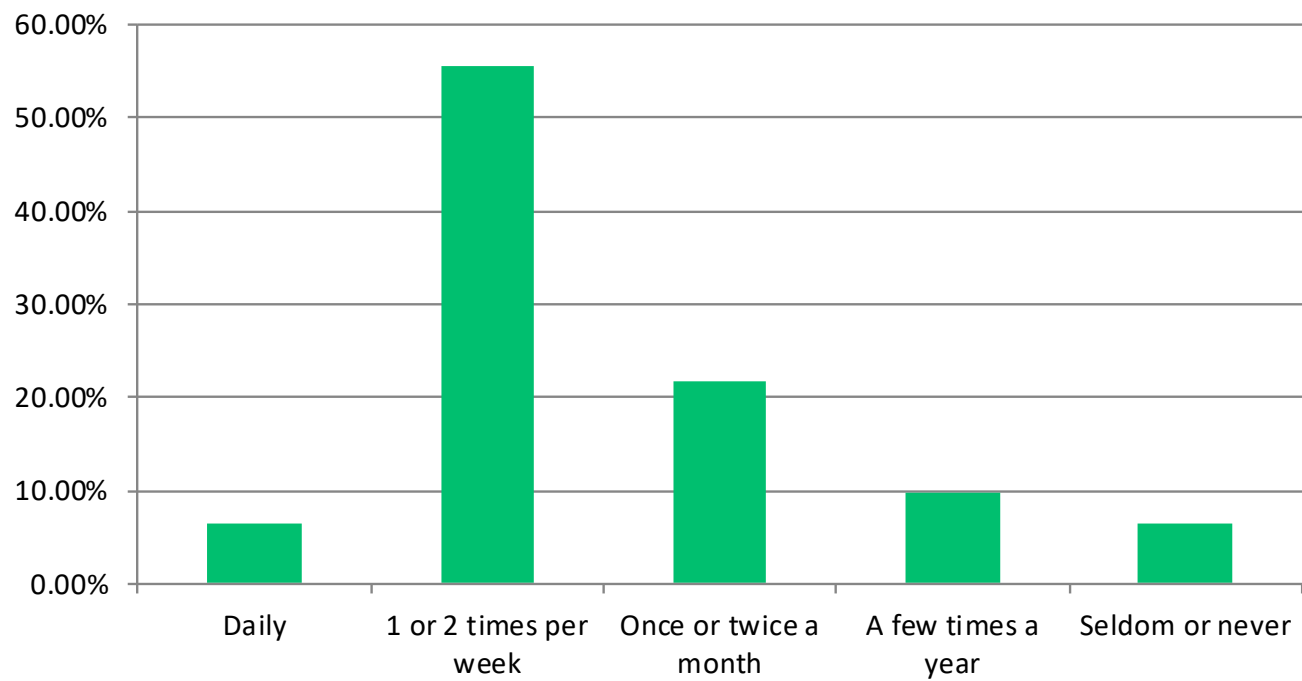
Question 12:

How often do you visit Audubon for eating, drinking, or entertainment?



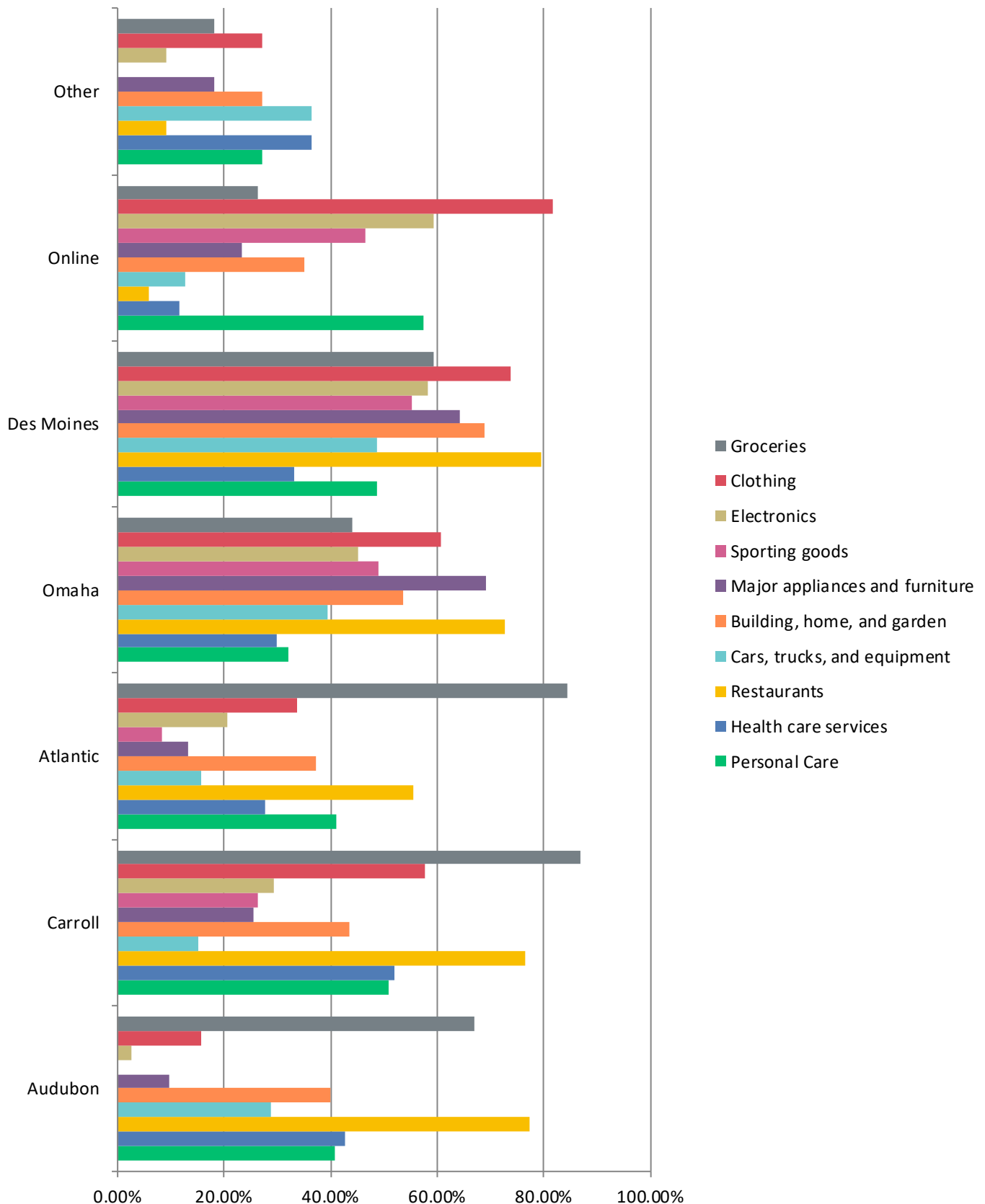
Question 13:

How often do you shop in Audubon?



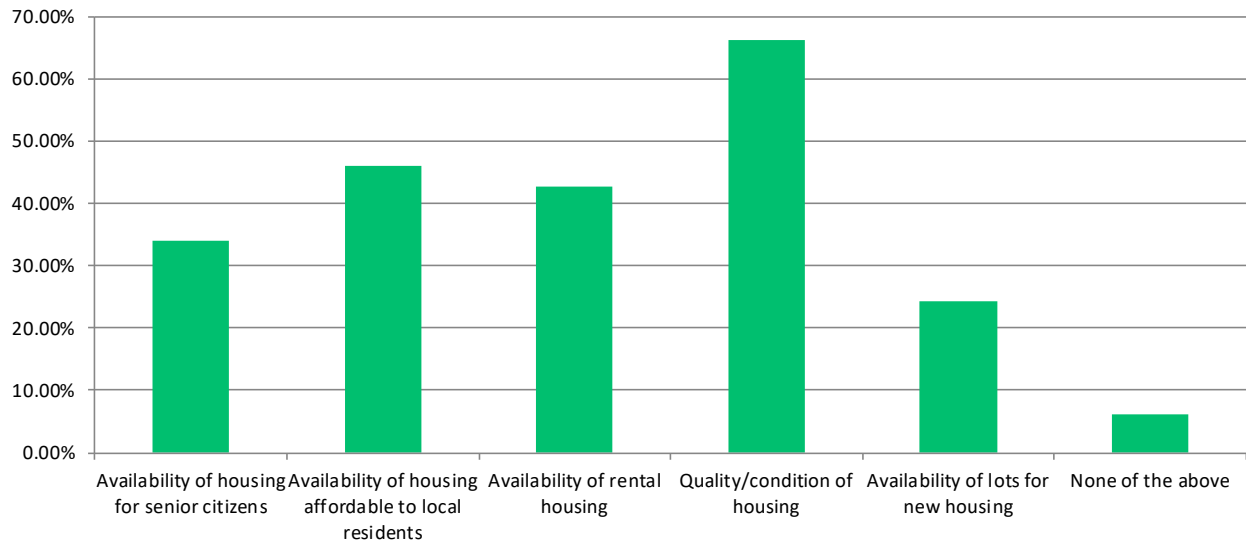
Question 14:

Where do you frequently shop for the following items? Please select all that apply.



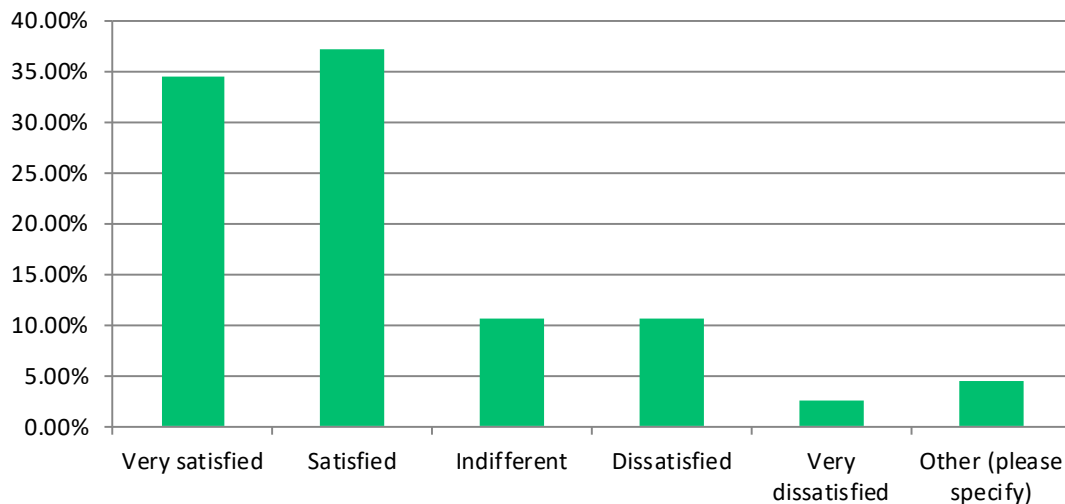
Question 15:

Which of the following are serious housing issues for Audubon? Please select all that apply.



Question 16:

How do you feel about your current housing?



Other Responses:

*It's great for everyone except the elderly. The friendship village could be a great place if it was just run correctly and they didn't have all the scummy people in there messing it up for the elderly

*Need nice rentals duplex apartments for seniors. Also, nice rentals for young professionals

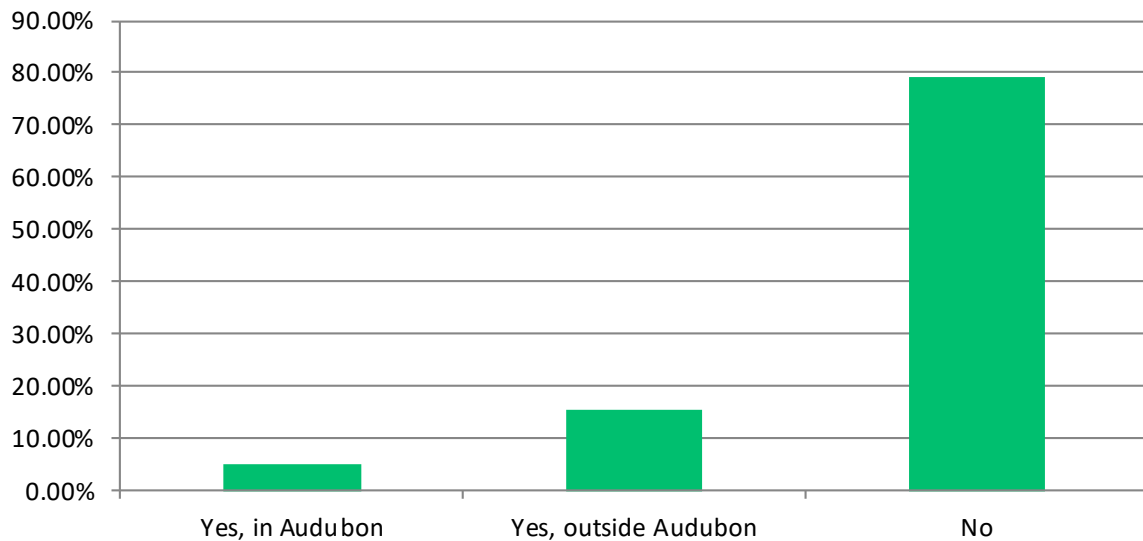
*I don't live there

*Except for neighbors

* We have a kid on the spectrum, who likes to run out in the road. We really need to build a new fence, create a "sensory" room in our basement for her. It's so expensive. We have cars that fly by our street and I'm terrified with having a child who elopes somethings going to happen to her.

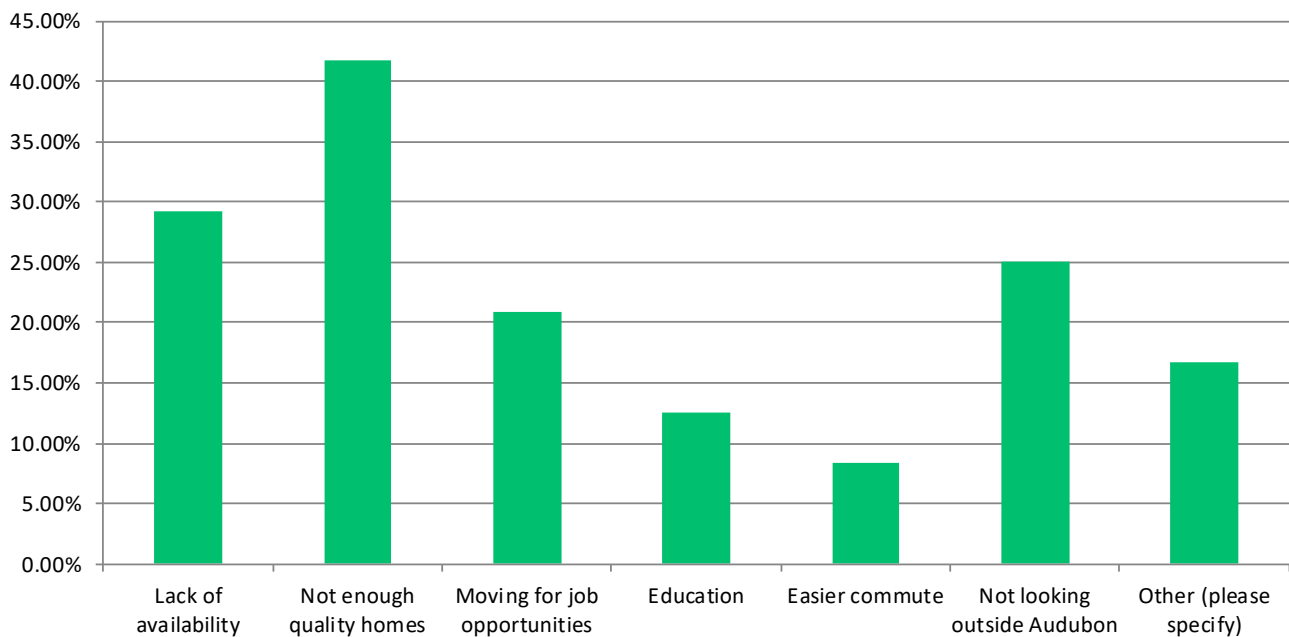
Question 17:

Are you currently looking for a new residence?



Question 18:

If you answered "yes, outside Audubon, why are you looking outside Audubon? Please check all that apply.

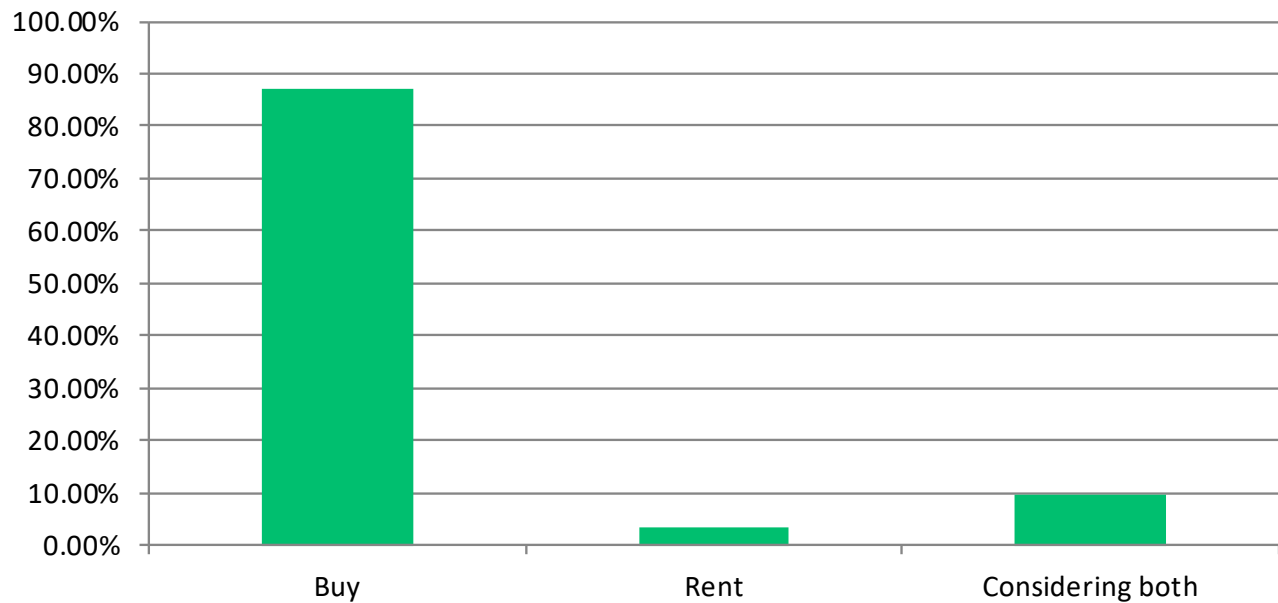


Other Responses:

- *Scenery
- *Nicer people
- *Acreage for kids to play/ride ATV
- *Acreage outside Audubon

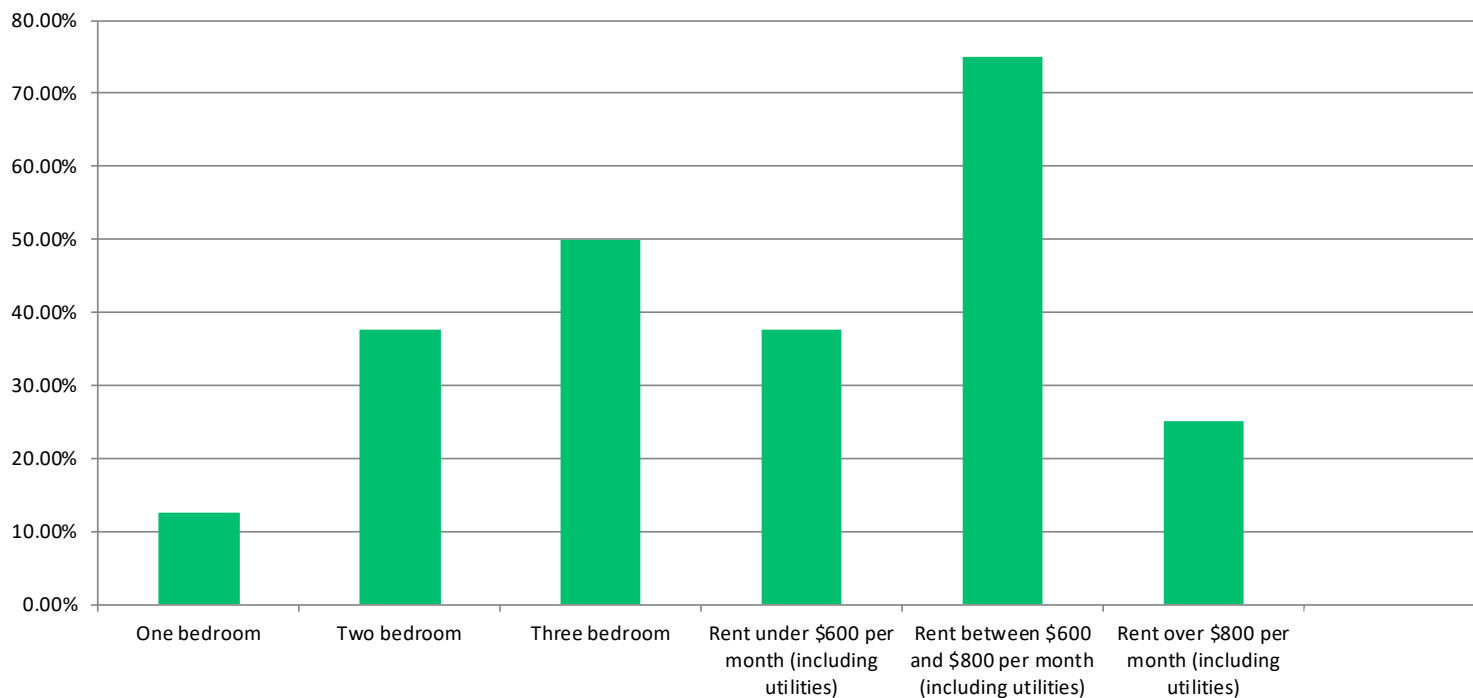
Question 19:

If you are looking for a new residence,
are you looking to?



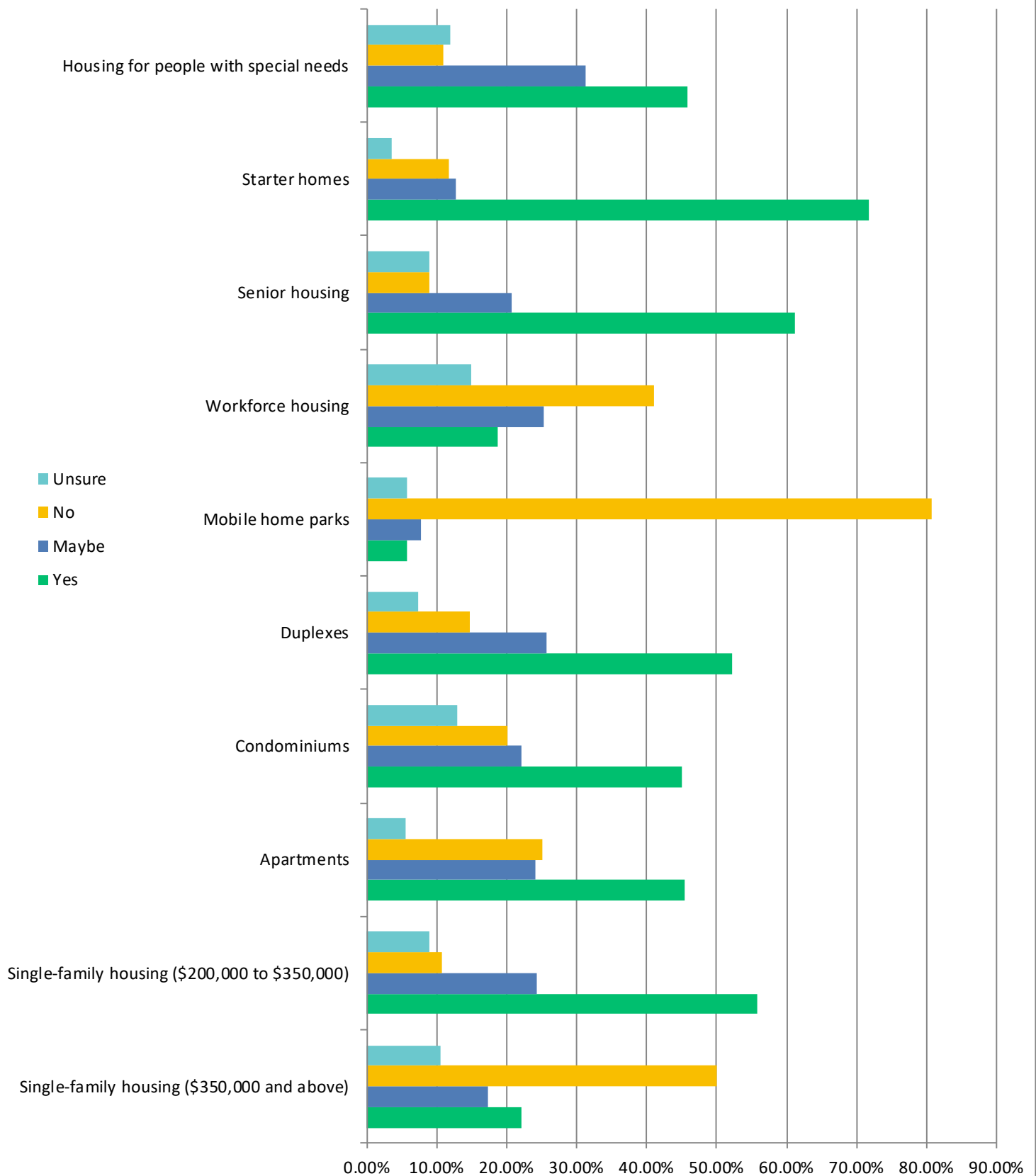
Question 20:

If you are looking to rent, what are you looking for in a rental?
Please check all that apply.



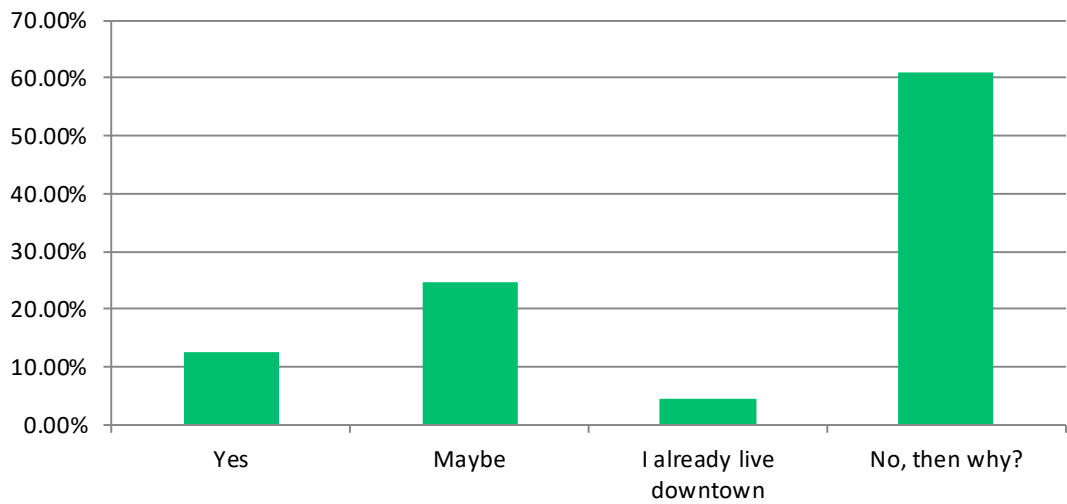
Question 21:

Should the following types of housing be expanded in Audubon?



Question 22:

Would you consider living in
DOWNTOWN Audubon?



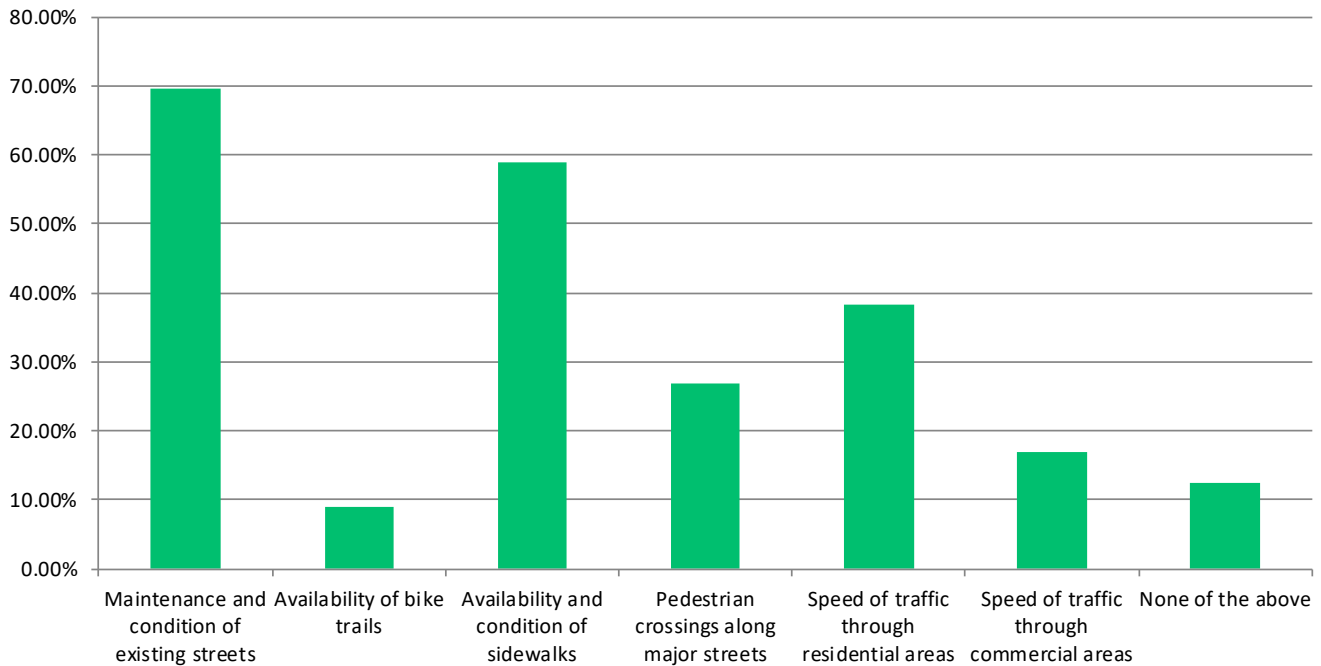
No, Then Why Responses:

- Accessibility
- Already have house in town
- Already live in Audubon
- Already own a house (5)
- Cannot do steps
- I don't want to live in an upstairs apartment
- I don't want to rent.
- I enjoy having a large yard for my kids
- I like county living
- I like living on the edge of town.
- I like our current location
- I like quiet
- I like where I'm at on the edge of town. Where the Neighbors aren't super close
- I live in the country on an acreage and love it.
- I love my house
- I own a large single family home in a lovely neighborhood in town.
- I want a yard
- I would not like living in an apartment
- I would prefer not to live downtown anywhere
- Lack of privacy
- My family is too large.
- No interest living in apartment
- No off street parking during snow removal season, and building are old and would need major renovations to get up to code asking them unaffordable
- No/little space
- none
- Not enough privacy
- Not enough space for family

- Not for me
- Not interested
- Not interested in apartments
- Not interested in that type of housing
- Not inviting
- Not my type of living. No lawn
- Not walkable. Most my places are by the high school.
- Own a home
- Parking is the main issue
- Prefer a lot with larger yard for kids and pets
- Prefer more space
- Prefer space
- Prefer to have a large lot
- Privacy
- Rural preferred
- The buildings are unsafe and there isn't adequate parking.
- To busy (3)
- To much commotion
- Too expensive for what you get
- Too lazy for stairs
- Traffic
- Two many stairs to get above stores
- Want a yard (6)
- Want to be able to garden
- Want to be on a quiet street
- We own a new home in Audubon for our family.
- Who wants to climb stairs to live above a non existent business?
- Why would anyone?
- Why would I want to live downtown

Question 23:

Which of the following are serious transportation issues for Audubon? Please select all that apply.

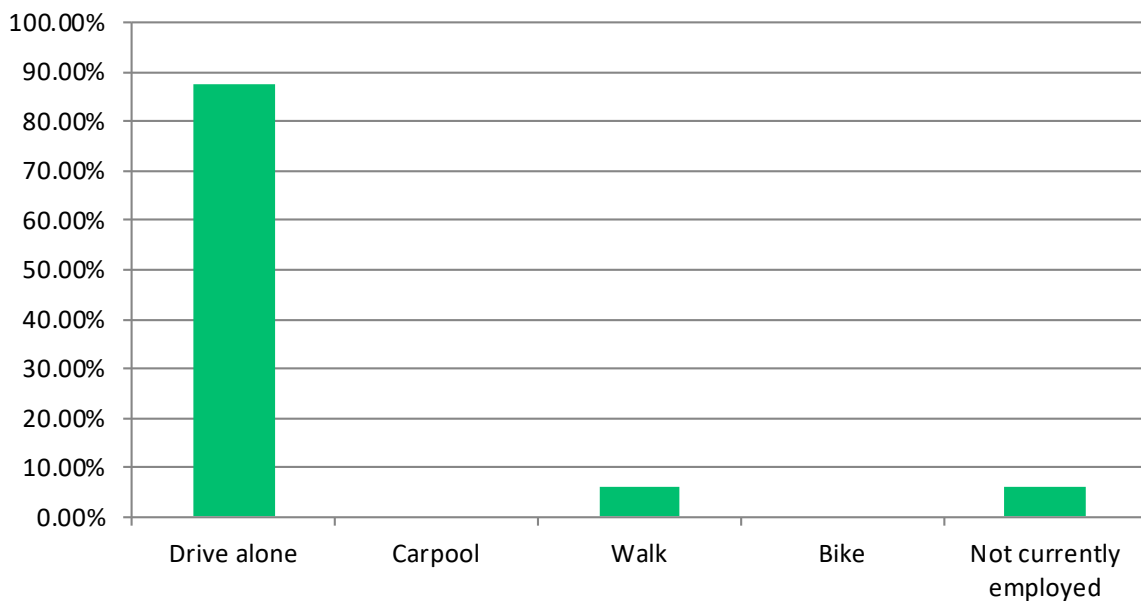


Other Responses:

Signage at crosswalks for pedestrians; kids on electric bikes/scooters; need better maintenance of bike trail; public transit for disabled and older individuals; sidewalks are terrible; enforce repairs to homeowners

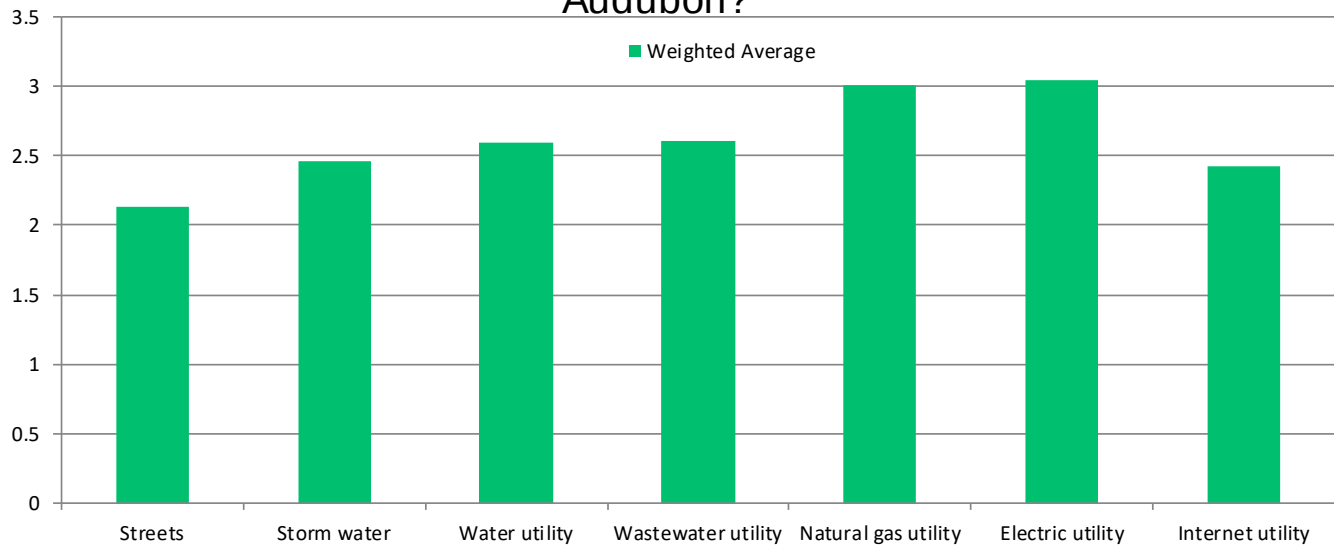
Question 24:

How do you usually get to work?



Question 25:

How would you rate the following infrastructure facilities in Audubon?



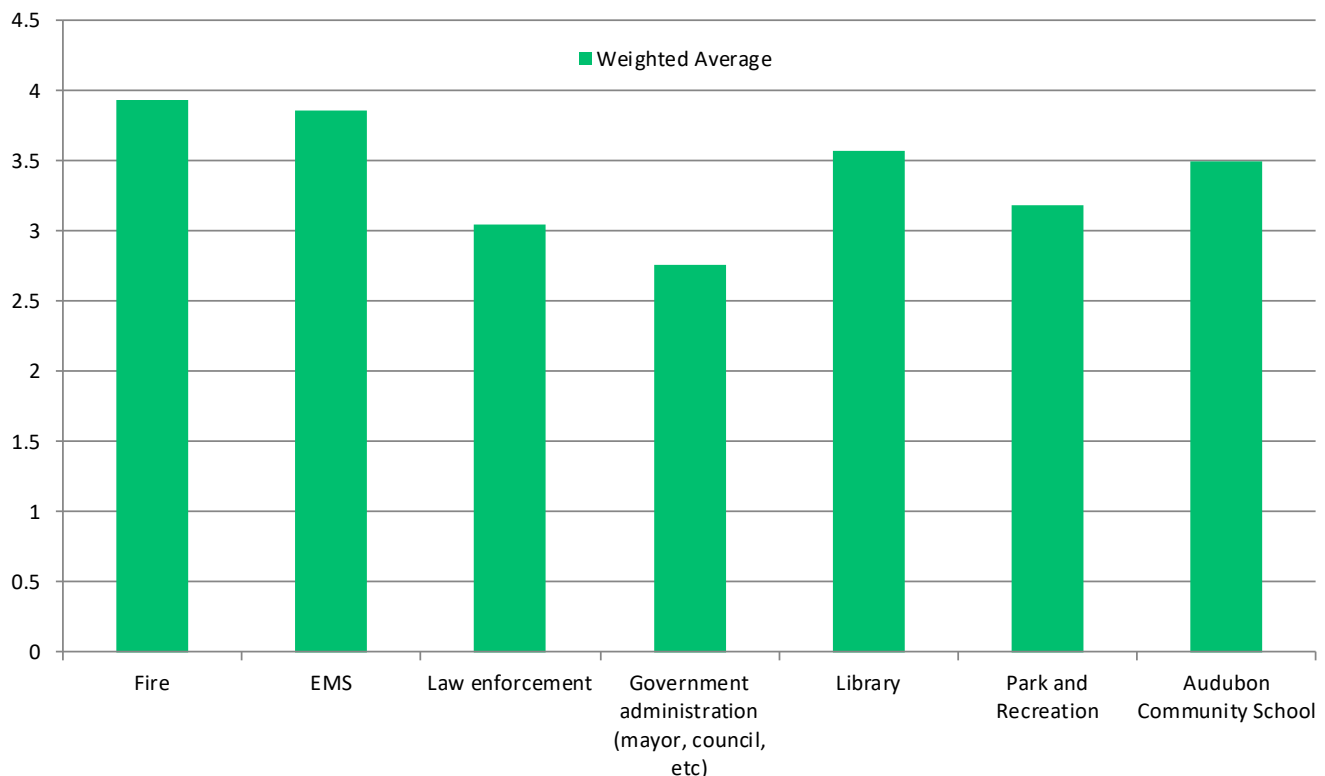
Other Responses:

*It's like all small towns in Iowa. We don't have much for options and they know that. That's why they price gouge us.

* Except for pricing on all of the above

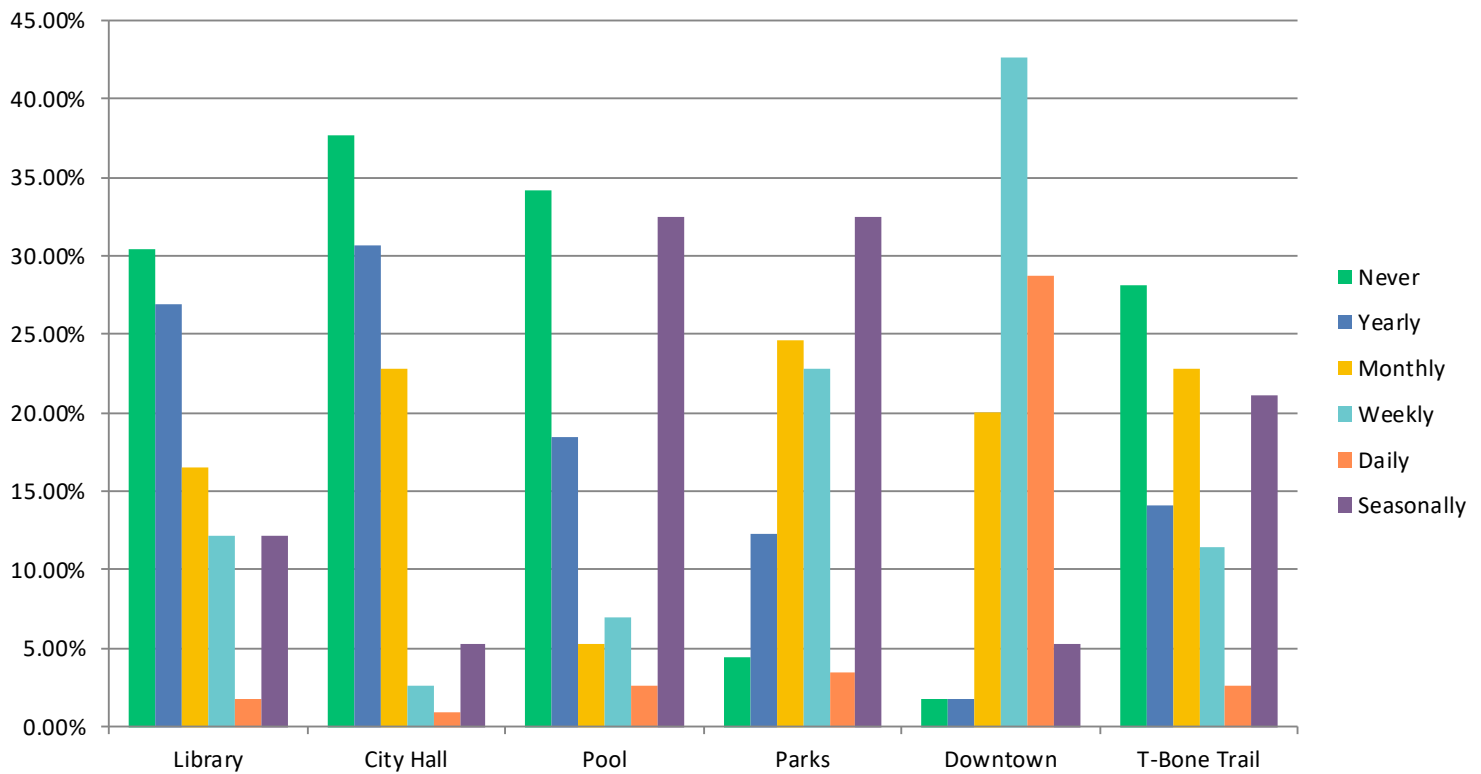
Question 26:

How would you rate the following services in Audubon?



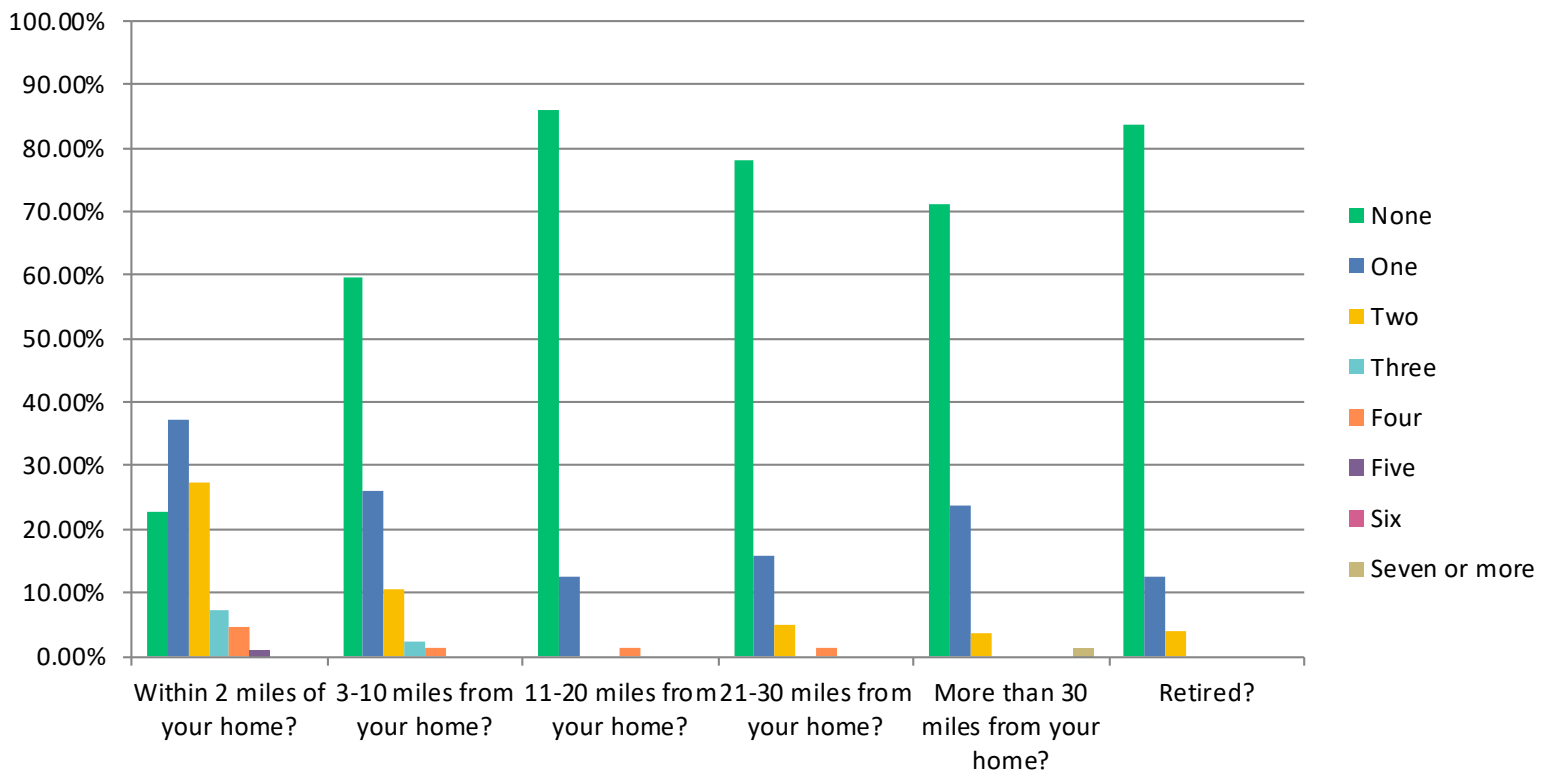
Question 27:

How often do you visit the following?



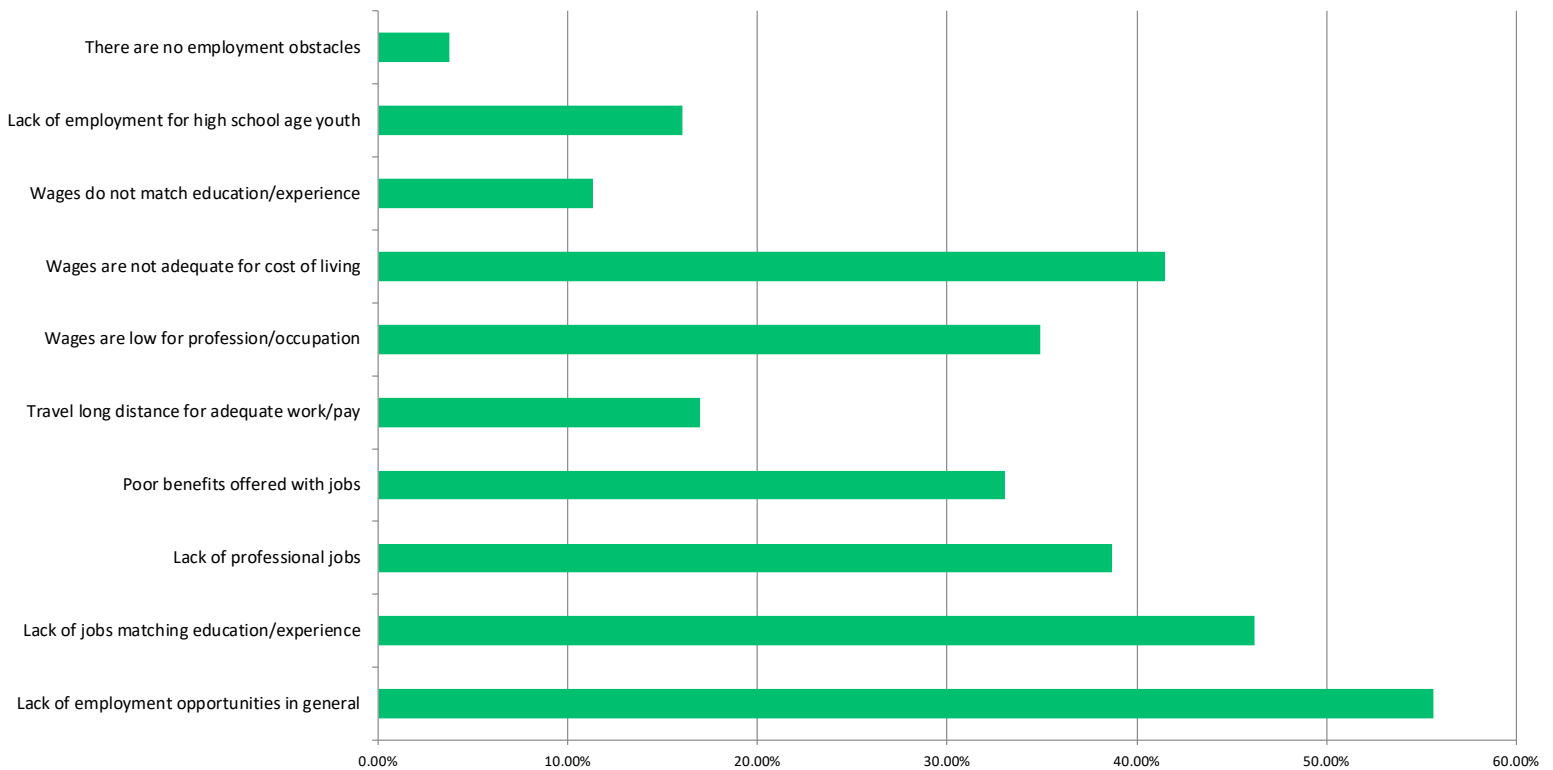
Question 28:

How many people in your household are employed?



Question 29:

What do you believe are the most common obstacles individuals encounter when seeking employment in Audubon? Please check no more than 3:

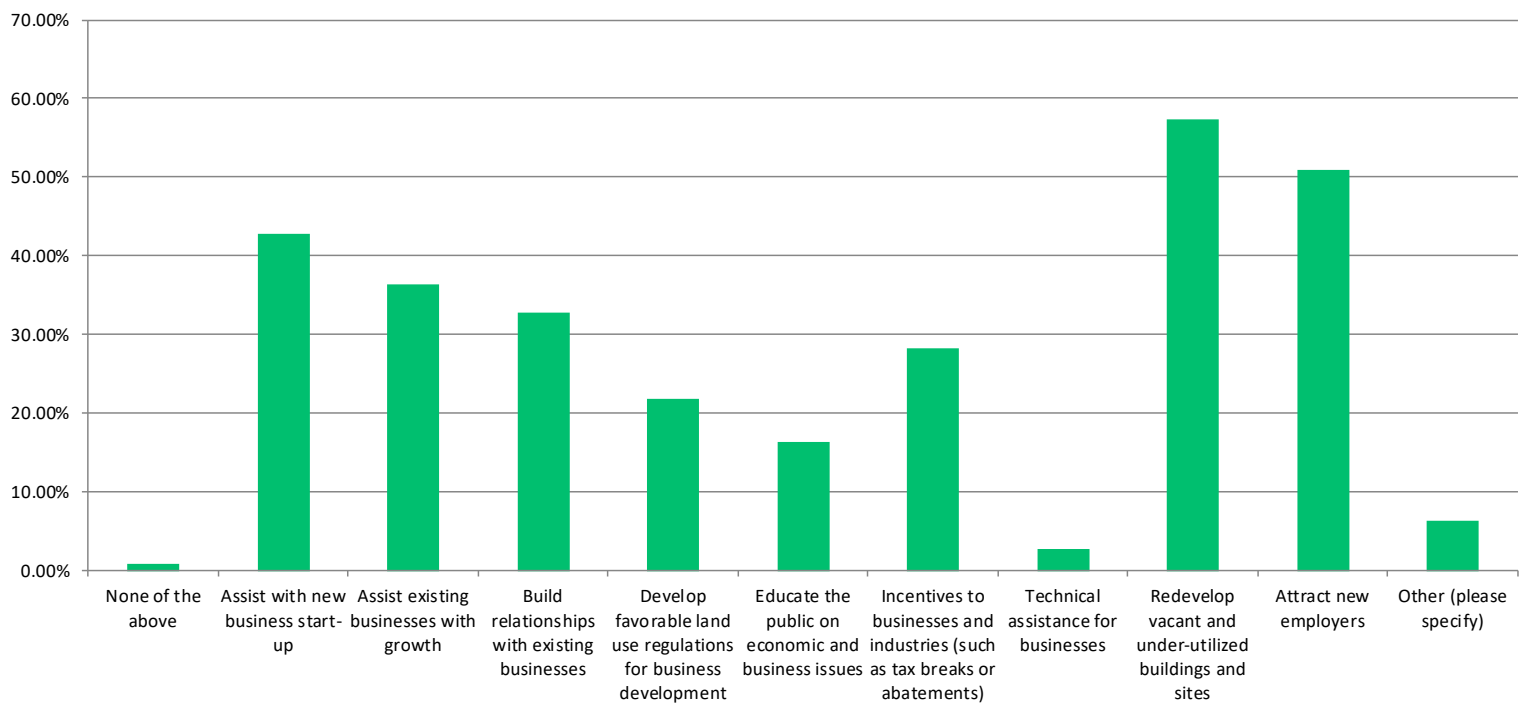


Other Responses (9):

- * Willingness to hire outside of owners immediate circle/current employees.
- * \$7.50 to \$10.50 an hour jobs are all poverty level.
- * Some do not want to hire you, they do not want to give you a chance or even consider you.
- * It's a blue collar town that needs blue collar jobs such as manufacturing
- * Lack of housing (2)
- * Lack of people wanting to work.
- * I'm unsure
- * Plenty jobs just a small applicant pool

Question 30:

What are the most important roles the City should play in business and economic development? Please select no more than three.

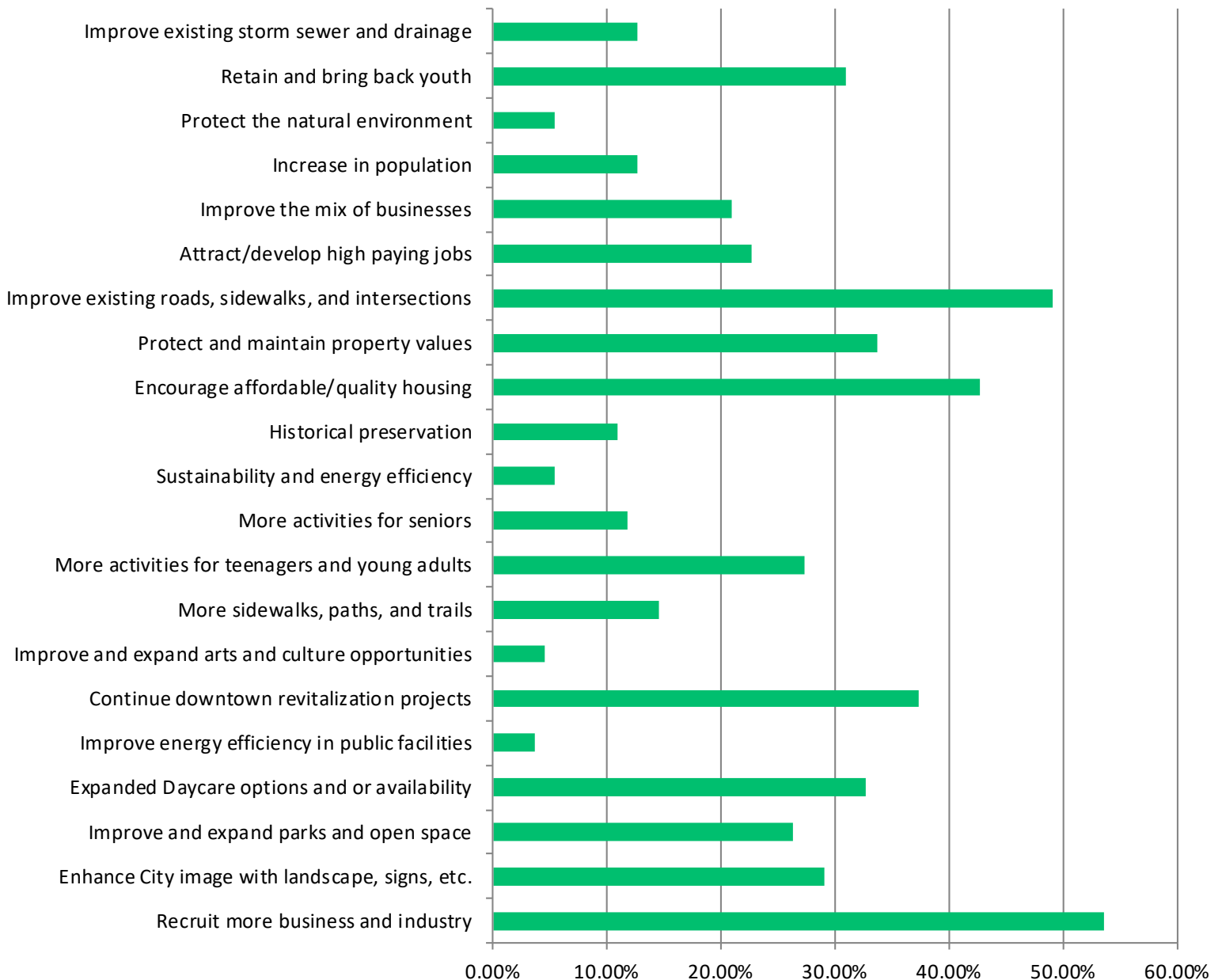


Other Responses:

- * If we do not attract new businesses in a financially responsible way Audubon will be nothing left in Audubon but support systems for Agriculture and AMVC within 20 years.
- * Clean up what we already have.
- * This is a laughable question. I have attended two meetings in person that asked these same questions over the past 10 years and still NOTHING has been accomplished. They promised new business, higher wages, and more adorable housing.
- * Attract remote workers
- * Stop running people out of town that want to buy and build
- * Lower taxes
- * Better advertising and marketing.

Question 31:

What are the five most important local priorities? Please select no more than five.

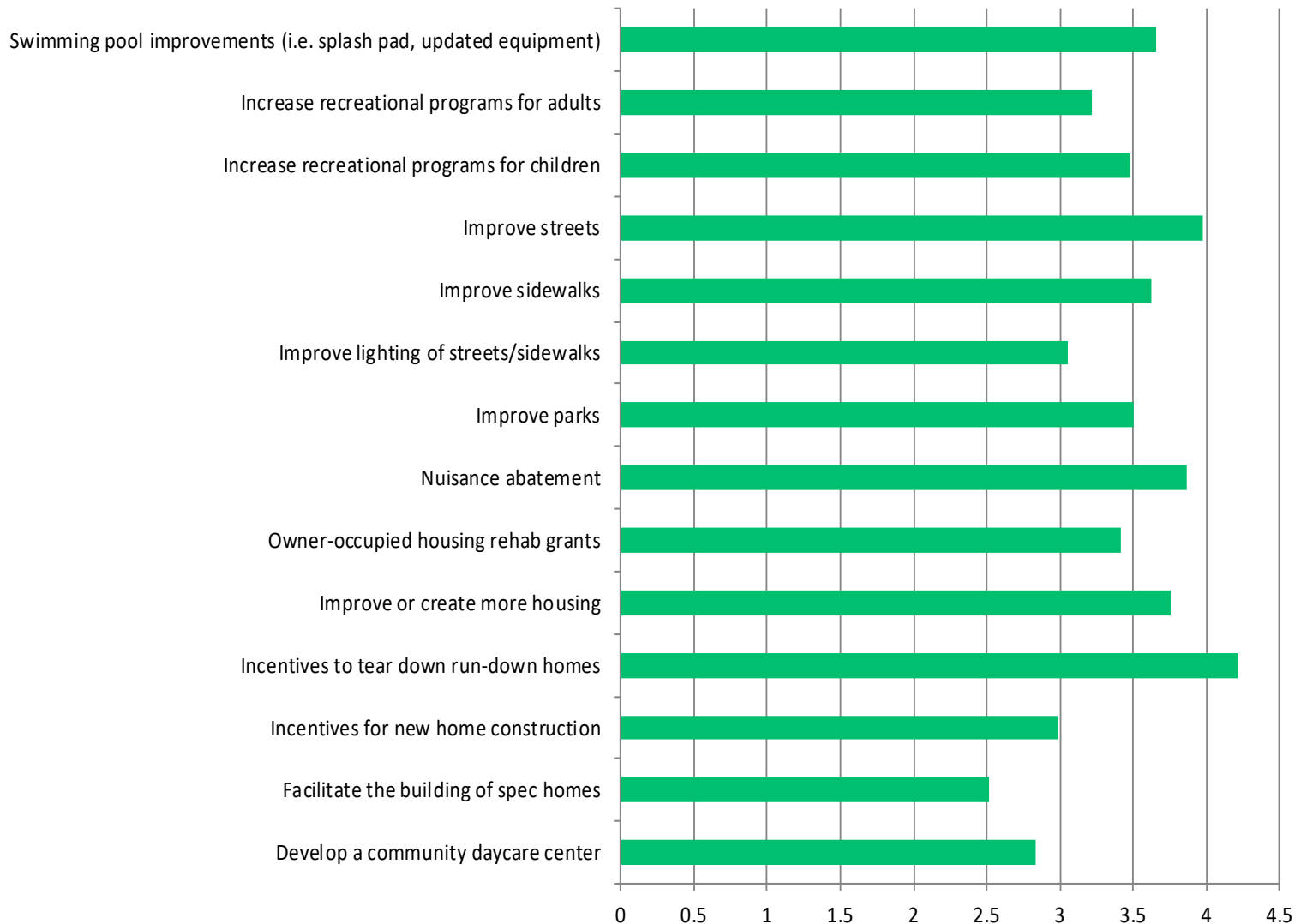


Other Responses:

- * Expand things for kids 3rd grade to 8th grade to do in town.
- * Update Public Safety Facilities.
- * Increase the working/tax paying population not welfare handouts.
- * FIX THE BABY POOL.
- * Fire Station
- * Marketing & Promotion of Audubon
- * Run down homes attract the wrong people to town
- * ATV/UTV trails would be a great addition

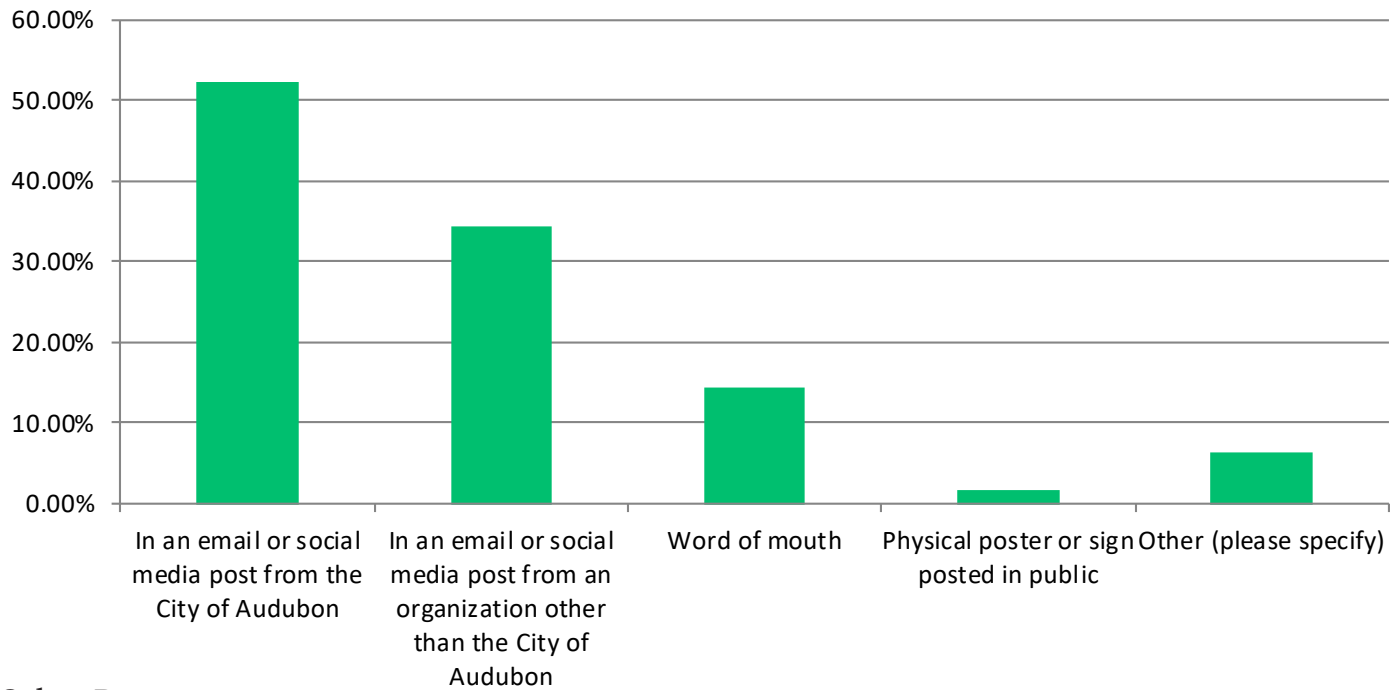
Question 32:

On a scale of 1 (low) to 5 (high), what level of priority would you place on possible Audubon efforts to:



Question 33:

How did you find out about this survey? (select all that apply)

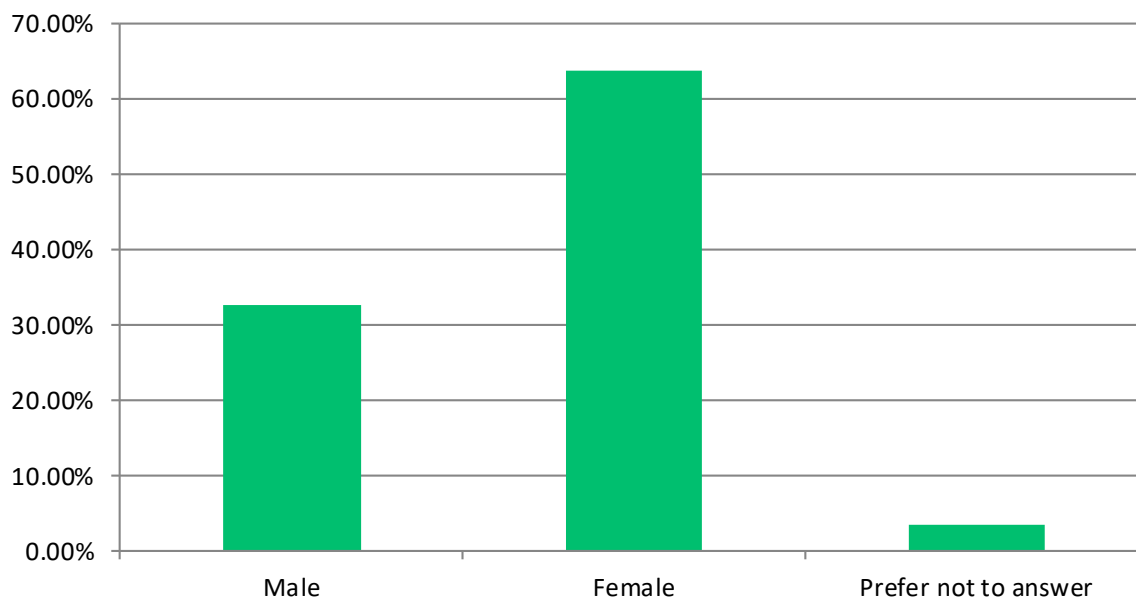


Other Responses:

- * NewsBreak article
- * Facebook (4)
- * ACED (3)

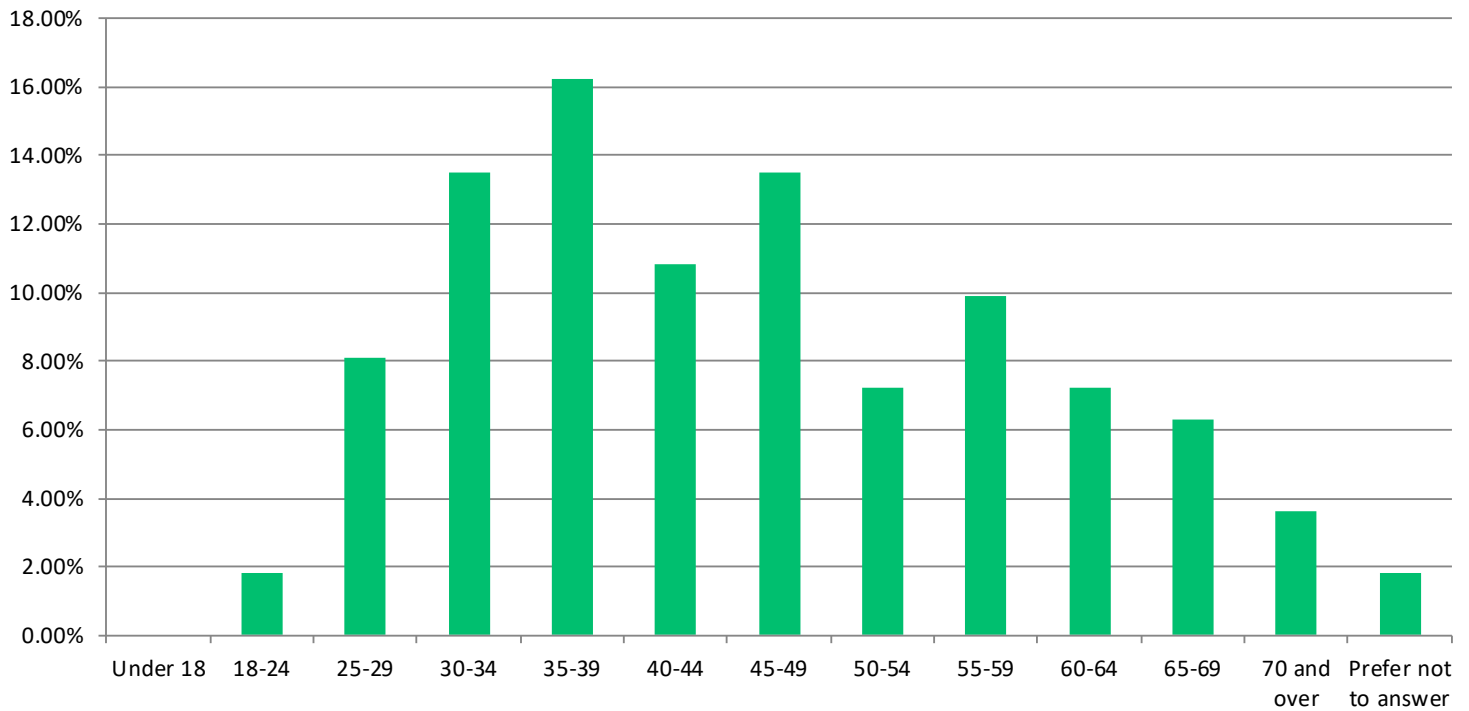
Question 34:

Gender:



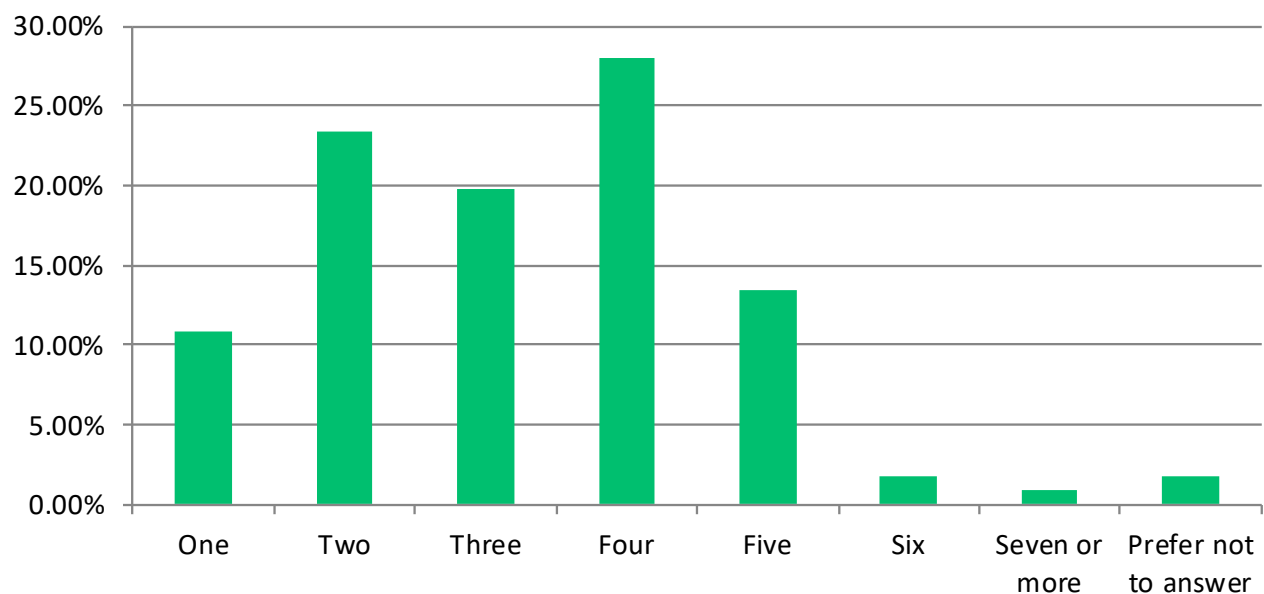
Question 35:

Age:



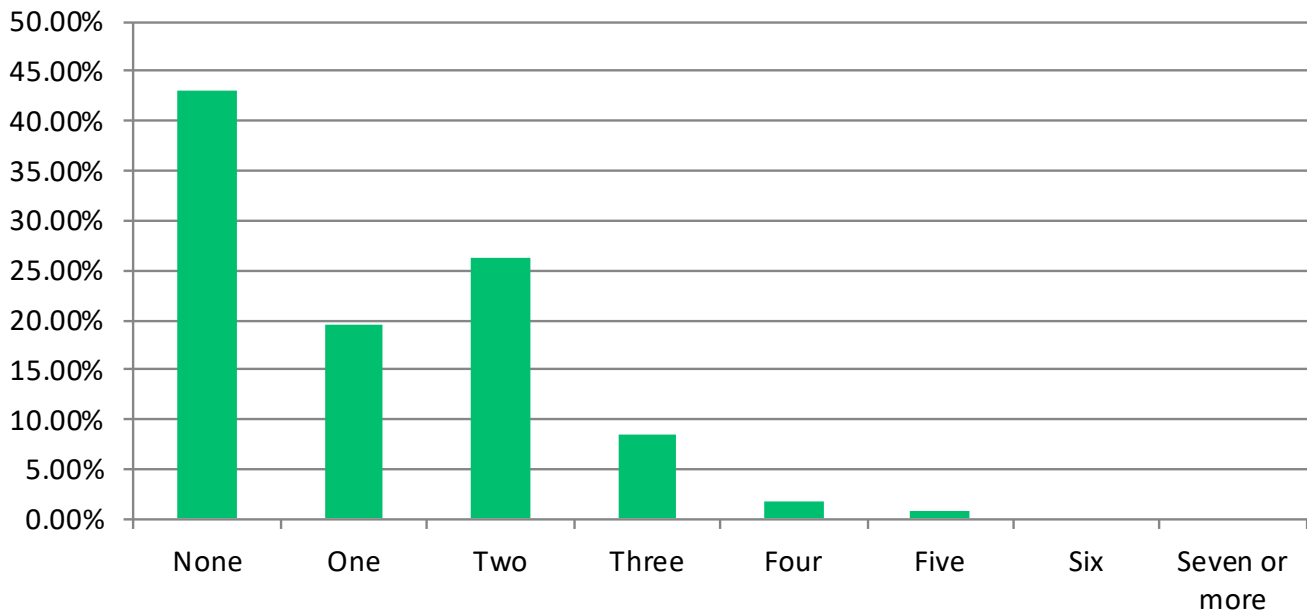
Question 36:

How many persons are there in your household?



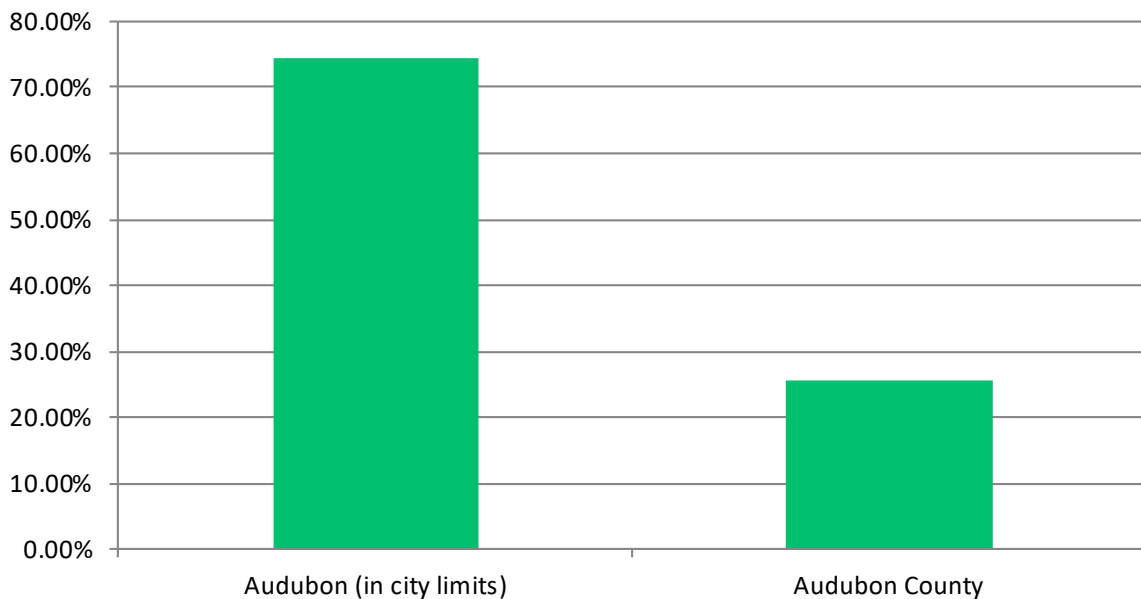
Question 37:

Of those, how many are children under the age of 18?



Question 38:

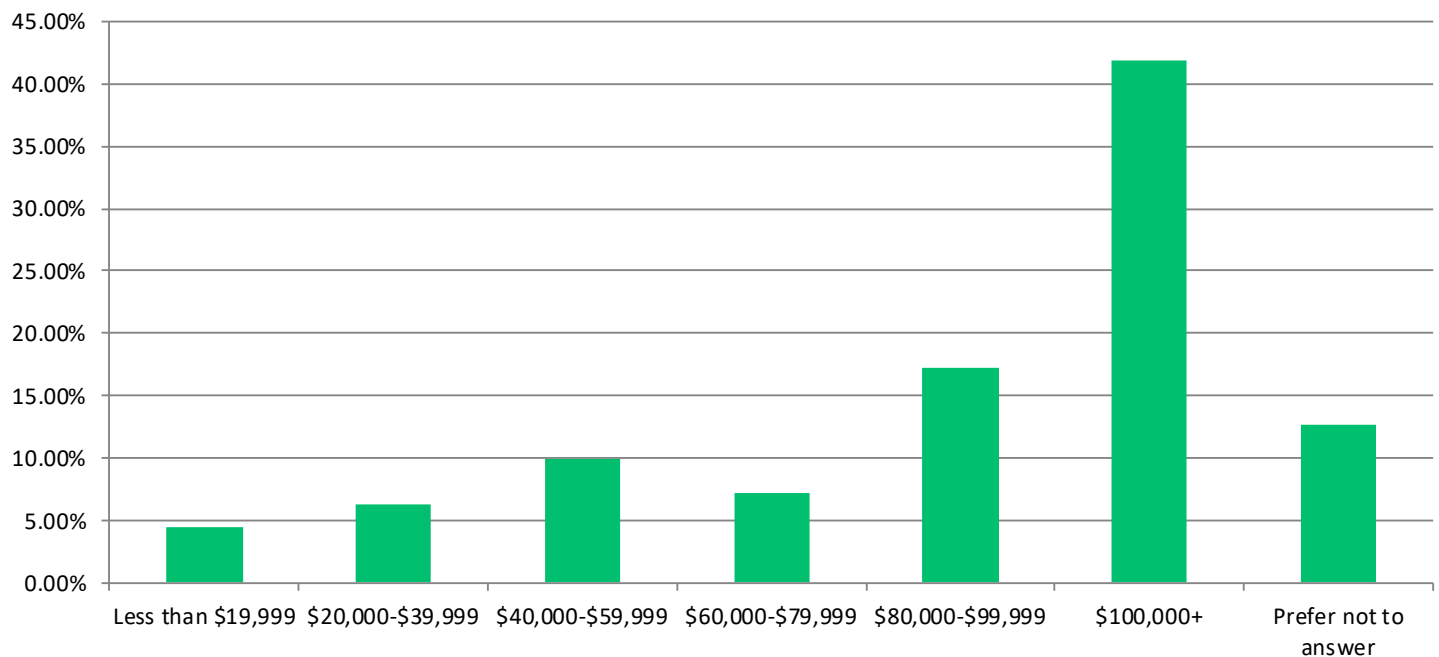
Where do you live?



Other Response: Council Bluffs, IA

Question 41:

What is your approximate yearly household income?



Question 42: Please share any comments or concerns you have about the future of Audubon.

- * The town is aging and we are not attracting new families to maintain growth in the community. We need more activities for young families/new parks, etc.
- * Why do city ordinances only apply to low income people? If you want the public to trust city council and the Mayor, rules need to be enforced. Just changing zoning for specific people isn't acceptable. Leadership should be held to a higher standard.
- * The word about Audubon crime and drug issue as well as slum lords and rundown properties is getting around to other communities and I feel like I'm constantly telling out of towners how great Audubon is and telling them to come to the Rec, the Theater, the local businesses and shopping here and they are surprised. The crime issue drug problem needs taken care of sooner than later.
- * Would like to see more street trees planted.
- * The denial of the housing development put our town back 10 years and all council voted nay should be replaced asap!
- * Audubon we need to grow I hate to say the old timers need to let go so we can bring in new things and bring in younger people who what small town life! Update what we have and bring in new!!!
- * I'm concerned about workforce availability for the grocery store. I'm also concerned about the potential sale of Waspys to Casey's with regards to quality of service and goods.
- * Need to promote the cleaning up of properties, especially rentals!!
- * Audubon is a great town that I would love to see grow but the biggest issue is that we need businesses to come in. We need a manufacturing plant or something like that to come into town and create jobs because after that the people will come in and small businesses will grow.

- * A new fire station is a must with the demand and size of equipment now. The current station is too small for needed equipment today.
- * Audubon has seen a lot of growth the past 15 years, keep moving in that direction. It is still a great place to raise children & retire. People/neighbors look out for one another.
- * Housing and bike trail
- * Keep up the good work
- * Main concerns is Slumlords renting to non working citizens that do not contribute to society.
- * Expand bolhmans
- * Our law enforcement is seriously lacking. Very limited patrol after hours and minimal training.
- * We have two officers that don't live in our community. The citizens of Audubon are in jeopardy and we can't move forward as a community if we aren't being protected properly.
- * I think the pool and parks should be the biggest thing! Take out that baby pool and put a splash pad right there! Kids would love it! The pool and parks need more improvement 100%
- * Image of community when traveling from north or south on highway through town. Give people a reason to want to stop and stay. There are so many rundown and vacant lots along the highway and that is the first and lasting impression visitors and residents have of the success of the community. For example: There is very little if any signage pointing out the revitalization of downtown, rec center, etc.
- * Our parks need updating
- * Property taxes are extremely high with a low return of investment.
- * Need to clean up what is in Audubon. Make property owners accountable of taking care of properties they own.
- * Some of these things don't matter if we don't take care/support what we already have.

Appendix B

SWOT Analysis

Strengths

Audubon Community School District
Community involvement
Community safety
Business/individual investment
Audubon County Memorial Hospital
Location
Foodland
Retail options
Job openings/diversity
Community daycare
Friendship Home

Quality of life/amenities
Recreation/Audubon Recreation Center
Fire & EMS
Fairgrounds/race track
Audubon Golf & Country Club
Pool
T-Bone Trail
City Square
Parks & recreation
Some streets
Housing prices

Weaknesses

Lack of Housing
 Affordable
 Move-in ready
 Updated
 Development land/areas
 Rentals/quality rentals
Streets
Sidewalks
Dilapidated structures
Corridor appeal - US 71 & downtown

Empty storefronts
Critical trades
Pool
Location
Community involvement
Quality of life amenities
Infrastructure
Fire & EMS
Not updated comprehensive plan

Opportunities

Improved pool	Tennis courts
Dog park	Construct pickleball courts
Land for development/room to grow	Housing (west side of town)
Empty buildings	Increase population
Grants	Awareness
Highway 71 & downtown design	Increase citizen involvement
Improve streets & sidewalks	Community buy-in
Development/redevelopment around the square	Grow/improve community identity and events
Memorial Building	Advertising
Park updates	

Threats

The weather	Aging infrastructure
Absentee landlords and owners	Workforce
Drugs	Responsive state government
Teacher shortage	Funding drying up
Ash trees/dead trees	Aging community
Stability of police force	Losing nursing home
Enforcement of current policies	Daycare (retirement & staffing)

If you had \$1,000,000, what project(s) would you want to complete?

Housing Development	Highway 71 revitalization
New owner-occupied housing	Trees
New rental properties	Greenspace
Downtown plan	Remove housing
Downtown rehabilitation	Plan education/why is a comprehensive plan needed
Downtown overhaul	