

TAMA 2040 COMPREHENSIVE PLAN



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Acknowledgments

The Planning Team acknowledges the residents of Tama for participating in the comprehensive planning process. We thank the following people and groups, without whose insights and contributions this plan would not have been possible:

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City of Tama, Iowa

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Larry Thomas, Robert Tynismaa (Council Members)
Mike Carnahan (Former Mayor)
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Executive Summary

The City of Tama sits at the junction of Highway 30 and 63 in central Iowa. It is a community of about 2800 people. The city enjoys a rich history and a small-town feel. Over the last nine months, The Tama Comprehensive Planning Team has worked with its partners and the community to develop a guiding vision to carry the community toward its future. Based on public input and research, this plan outlines goals, objectives, and policies to create a vibrant, healthy community with a high quality of life for all its residents.

This plan is comprehensive in scope. It establishes current conditions, best practices, and recommendations across a large array of topics. These include economic development, housing, transportation, infrastructure, zoning and land use, environmental sustainability, culture and quality of life, public health and safety, and intergovernmental collaboration. We also introduce Tama's first digital Land Use map and an implementation table to help the community track its progress.

No single person or entity could have made this plan alone. We appreciate the guidance and expertise offered by our project partners, advisors, and collaborators. Given that this plan will serve the community, we are especially thankful to the residents of Tama for their contributions and making the Planning Team feel welcome throughout the process. The publication of this plan comes at a time when the role of government is especially important. This plan will help the City of Tama better fill that role.

Comprehensive Plan Organization



Chapter 1: Introduction



Chapter 2: Economic Development



Chapter 3: Housing



Chapter 4: Land Use & Zoning



Chapter 5: Transportation



Chapter 6: Infrastructure & Capital Improvement



Chapter 7: Environment & Sustainability



Chapter 8: Culture & Quality of Life



Chapter 9: Public Health & Safety



Chapter 10: Intergovernmental Collaboration



Chapter 11: Implementation & Evaluation



Appendix

Priority Goals



GOAL 1: FOSTER A SUSTAINABLE AND DIVERSE ECONOMY



GOAL 2: CREATE AFFORDABLE, DIVERSE, AND QUALITY HOUSING STOCK



GOAL 3: ACCOMMODATE ALTERNATIVE MODES OF TRANSPORTATION



GOAL 4: ENCOURAGE ZONING AND LAND USES COMPATIBLE WITH CURRENT USES



GOAL 5: PROVIDE ADEQUATE LOCAL INFRASTRUCTURE THAT SERVES EXISTING AND FUTURE DEVELOPMENT



GOAL 6: EXPAND CULTURAL AND RECREATIONAL AMENITIES AND OPPORTUNITIES



GOAL 7: PROVIDE ADEQUATE, RELIABLE, AND EFFICIENT PUBLIC SAFETY SERVICES



GOAL 8: DEVELOP MEANINGFUL AND MUTUALLY BENEFICIAL RELATIONSHIPS WITH OTHER GOVERNMENTS

Vision Statement

The Tama 2040 Comprehensive Plan outlines a guiding vision informed by public opinion and fact-based evidence that will aid Tama in achieving an improved quality of life for its residents. With the realization of the plan's vision, Tama will have created a vibrant and resilient economy that provides opportunities for all, ensured that the community's housing needs are met, developed alternative transportation systems, made long-term zoning and capital improvement decisions, protected the natural environment, mitigated against natural disasters, promoted a vibrant culture, enhanced public health, and cultivated positive relationships with our neighbors throughout the region in an ongoing process. The plan offers the steps needed to see this vision's realization, which will advance the public health, safety, and welfare.

How to Use the Plan?

Goal: Community aspiration to increase quality of life in both the short- and long-term.

Objective: The purpose and desired outcome of stated goal.

Policy & Action Recommendations: Actions, projects, services, or policies that the community will undertake to achieve the Comprehensive's goals and objectives.

Partners & Resources: City departments and staff as well as appropriate stakeholders who are responsible for overseeing and implementing the policy and action items.

Indicators: Identifiable and/or quantifiable ways for staff, stakeholders, and residents to assess progress made on policies, actions, and overall goals.

Priority: Using public feedback, identifies the significance using range of ★ (1 star) to ★★★★★ (4 stars, most significant).

Time: The recommended timeframe for each policy and action to be developed and adopted in. These are measured in years and broken into four categories: 0-5, 6-10, 11-20, and ongoing.

What's in the Plan?

Executive Summary	iv
Chapter 1	Chapter 7
Introduction	1
Chapter 2	Chapter 8
Economic Development	15
Chapter 3	Chapter 9
Housing	39
Chapter 4	Chapter 10
Land Use & Zoning	53
Chapter 5	Chapter 11
Transportation	69
Chapter 6	
Infrastructure & Capital Improvements	85
	Environment & Sustainability
	99
	Culture & Quality of Life
	115
	Public Health & Safety
	133
	Intergovernmental Collaboration
	151
	Implementation & Evaluation
	167

List of Figures	ix
Acronyms and Abbreviations	xi
Appendices	193
Appendix 1	195
Appendix 2	209
Appendix 3	212
Appendix 4	215
Appendix 5	218
Appendix 6	219
Appendix 7	220
Appendix 8	222
Appendix 9	225
Appendix 10	227
Appendix 11	229
References	231

List of Figures

Chapter 1: Introduction

Figure 1.1: Planning Team at their first meeting with the City of Tama officials	
Figure 1.2: The planning process	
Figure 1.3: Geographic location of Tama	
Figure 1.4: Union Pacific Railroad	
Figure 1.5: Locations of key features in Tama	
Figure 1.6: Population growth in Tama	
Figure 1.7: Tama population pyramid 2017	
Figure 1.8: 2017 ethnic population in Tama	
Figure 1.9: Project stakeholders	
Figure 1.10: Kids corner at the first public work session	
Figure 1.11: Attendees at first public work session	
Figure 1.12: Mapping Activity from Public Work Session	
Figure 1.13: Advertisement prepared for promoting the survey	
Figure 1.14: Tama Talk at a glance	

Chapter 2: Economic Development

Figure 2.1: 2017 employment status in Tama	
Figure 2.2: Unemployment rate over the years	
Figure 2.3: 2017 occupation composition	
Figure 2.4: Inflation adjusted income and benefits	
Figure 2.5: Median household income and income distribution in Tama	
Figure 2.6: Individual poverty level comparison	
Figure 2.7: Budget schedule for the financial year of 2020	
Figure 2.8: Tama Downtown and nearby significant locations	
Figure 2.9: Tama Business District (Downtown)	
Figure 2.10: Drive time map: areas within 5-, 10-, and 15-minute from downtown	
Figure 2.11: Businesses in Tama Downtown	
Figure 2.12: Tama retail business breakdown analysis over 10 years	
Figure 2.13: Per capita retail sales in Tama	
Figure 2.14: Worker's inflow/outflow in Tama, Toledo and Tama County	
Figure 2.15: Tama and Toledo majority workers residences (nearby cities)	
Figure 2.16: Historic King's Café	
Figure 2.17: Components of economic resiliency	
Figure 2.18: Components of smart growth economic development	
Figure 2.19: Population Projection for the City of Tama.	

Chapter 3: Housing

1	Chapter 3: Housing	39
3	Figure 3.1: Housing occupancy rate	40
3	Figure 3.2: Housing vacancy rate	41
4	Figure 3.3: Median home value	41
5	Figure 3.4: Neighborhoods in Tama	42
6	Figure 3.5: Available housing options in Tama	43
7	Figure 3.6: Apartments in Tama	44
7	Figure 3.7: Mobile home park in Tama	44
8	Figure 3.7: Number of units in structure	44
8	Figure 3.8: Housing value	44
9	Figure 3.9: Median rent	45
9	Figure 3.10: Gross rent as a percentage of household income (GRAPI)	46
10	Figure 3.11: Cost-burdened households	46
11	Figure 3.12: Housing requirements for 100 job increase	47

Chapter 4: Land Use & Zoning

15	Chapter 4: Land Use & Zoning	53
15	Figure 4.1: Tama Paperboard Mill: an example of industrial uses in Tama	54
16	Figure 4.2: Railroad in Tama: an example of industrial/utility use	55
17	Figure 4.3: Mixed uses (commercial and multifamily uses) in Tama downtown	55
17	Figure 4.4: Public input on current land use map	56
18	Figure 4.5: Example of a compact community	57
18	Figure 4.6: Illustration of walkable neighborhoods	57
19	Figure 4.7: Zoning practice used by Tama	58
19	Figure 4.8: Current land use classification in Tama	58
20	Figure 4.9: Proposed Future Land Use Map of Tama	60
21	Figure 4.10: Downton Tama with commercial buildings	61
23	Figure 4.11: Redevelopment Opportunities in Tama	62
24	Figure 4.12: Industrial land use in Tama	63
25	Figure 4.13: Advantages of infill development	63
25	Figure 4.14: Advantages and disadvantages of annexation	64

Chapter 5: Transportation

26	Chapter 5: Transportation	69
27	Figure 5.1: Scenic Byway Signage on Highway 63 in Tama	70
28	Figure 5.2: Annual average daily traffic volume in Tama	71
29	Figure 5.3: Road Classifications in Tama	72
29	Figure 5.4: Existing local street condition in Tama	73
	Figure 5.5: Tama public recreation trail network	74

List of Figures

Figure 5.6: South Tama Recreational Trail	75	Figure 8.4: Existing park service area in Tama	119
Figure 5.7: Storefront streetscaping in Fairfield, IA	75	Figure 8.5: South Tama County High School	120
Figure 5.8: Tama’s Car Crash Severity/Density Map	76	Figure 8.6 Open space in Roadside Park	121
Figure 5.9: Intersection of Harding Street and 13th Street (Hwy 63)	77	Figure 8.7: Historic 1915 Lincoln Highway Bridge	122
Figure 5.10: NACTO elements of complete street	78	Figure 8.8: Tallest Golf Tee in Casey, IL	122
Figure 5.11: Rendering of State Street (Hwy 63) with complete streets elements	79	Figure 8.9: Sculptures in Casey, Illinois	122
Figure 5.12: Rendering of painted crosswalks in Tama	79	Figure 8.10: Greetings from Knoxville Mural	123
Figure 5.13: Example of Wayfinding Signage for a town	80	Figure 8.11: Colorful train mural	123
Figure 5.14: Example of painted share-the-road icons on city streets	80	Figure 8.12: Public art development process	124
Figure 5.15: Example of painted crosswalk with raised median in street	80	Figure 8.13: Updated Home Page on City of Tama’s Website	125
		Figure 8.14: Public Art Rendering with Rafael Blanco’s Mural	127
Chapter 6: Infrastructure and Capital Improvements	85		
Figure 6.1: Wastewater treatment plant in Tama	86	Chapter 9: Public Health and Safety	133
Figure 6.2: ASCE produced Asset Management Model for a 20-year planning cycle	87	Figure 9.1: 2020 Iowa Health Outcomes Ranked by County	134
Figure 6.3: Tama County Hazard Mitigation Plan	88	Figure 9.2: 2020 Iowa Health Factors Ranked by County	134
Figure 6.4: Flooding in Tama	89	Figure 9.3: Food accessibility map by census tract in Tama	135
Figure 6.3: Diagram of a typical rain garden	90	Figure 9.4: Example of Community Garden	136
Figure 6.4: Diagram of a prairie plants and their long root systems	91	Figure 9.5: Tama-Toledo Recreational Trail	138
Figure 6.5: Diagram of a low-power streetlight	92	Figure 9.6: Air Quality Monitor in Waterloo, IA	139
		Figure 9.7: Inexpensive Air Sensor Example	139
Chapter 7: Environment and Sustainability	99	Figure 9.8: Air Quality Monitor in Emmetsburg, IA	139
Figure 7.1: Cherry Lake, Iowa River, and the wetlands in Tama	100	Figure 9.9: Water quality in Tama	140
Figure 7.2: FEMA Flood Map of Tama and service areas from critical facilities	101	Figure 9.10: Social Media Post by Tama Police Department	141
Figure 7.3: Environmentally sensitive areas in Tama and outside the city	102	Figure 9.11: Critical facilities services area	142
Figure 7.4: Cherry Lake	103	Figure 9.12: Type and number of crime incidents in Tama	143
Figure 7.5: The sign to the recreation trail looping around the Cherry Lake	104	Figure 9.13: Violent and property crimes in Tama	143
Figure 7.6: Iowa and Cedar river water shade	105	Figure 9.14: Tama police car	143
Figure 7.7: Dam failure hazard locations in Tama	106	Figure 9.15: Hanging electric lines	144
Figure 7.8: FEMA Flood Zone Classifications	107		
Figure 7.9: Water retention gardens	108	Chapter 10: Intergovernmental Collaboration	151
Figure 7.10: Tama waste management system	109	Figure 10.1: The Tama County courthouse	152
Figure 7.11: Wind energy production	110	Figure 10.2: Community attitudes of relationship with City of Toledo	153
		Figure 10.3: Tama and Toledo Police and Fire Departments	154
Chapter 8: Culture and Quality of Life	115	Figure 10.4: Resources are available t from the state and federal governments.	158
Figure 8.1: Historic Lincoln Highway Bridge	117	Figure 10.5: Principles of Equal Partnership	159
Figure 8.2: Racial diversity in Tama	117		
Figure 8.3: Open space in downtown Tama	118		

Acronyms and Abbreviations

AADT	–	Annual Average Daily Traffic	SWCD	–	Soil and Water Conservation District
ADA	–	Americans with Disabilities Act	TC	–	Tama County
AQI	–	Air Quality Index	TCEDC	–	Tama County Economic Development Commission
CA	–	County Assessor	TCPT	–	Tama Comprehensive Planning Team
CC	–	Community College	TCPT	–	Tama Comprehensive Planning Team
CDC	–	Center for Disease Control	TTACC	–	Tama-Toledo Area Chamber of Commerce
CoE	–	Army Corps of Engineers	US DOT	–	United States Department of Transportation
CTa	–	City of Tama	USDA	–	United States Department of Agriculture
CTo	–	City of Toledo	WHO	–	World Health Organization
DB	–	Downtown Businesses			
DPW	–	Department of Public Works			
EPA	–	Environmental Protection Agency			
ESRI	–	Environmental Systems Research Institute			
FEMA	–	Federal Emergency Management Agency			
FHA	–	Federal Housing Authority			
GIS	–	Geographic Information System			
IBM	–	International Business Machines			
ICAT	–	Iowa Crash Analysis Tool			
ICMA	–	International City/County Management Association			
IDHP	–	Iowa Department of Public Health			
IDNR	–	Iowa Department of Natural Resources			
IDOT	–	Iowa Department of Transportation			
IDSA	–	International Dark Sky Association			
IEDA	–	Iowa Economic Development Authority			
IHME	–	Institute for Health Metrics Evaluation			
IPMP	–	Iowa Pavement Management Program			
JELC	–	Joint Emergency Liaison Committee			
LEED	–	Leadership in Energy and Environmental Design			
LIHTC	–	Low-Income Housing Tax Credit			
MN	–	Meskwaki Nation			
NACTO	–	National Association of City Transportation Officials			
PNZ	–	Planning and Zoning Commission			
RPA 6	–	Region Planning Association 6			
SRF	–	Sign Research Foundation			
STC	–	South Tama County School District			

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1 INTRODUCTION

What is City Planning?

City planning is the act of assessing the past and present to formulate goals for a desired future. Just like there are many components that make up a community, the field of planning is broad and encompasses many topics such as the local economy, housing, transportation networks, infrastructure, zoning, the environment, culture, public health, and relationships with other governments. An essential part of city planning is offering the community reasonable opportunity to share their insights, perspectives, ideas, and hopes for the future. The overall goal of planning is to work with communities to enjoy economic security, good public health, dynamic cultures, environmental sustainability and resiliency, and an overall high quality of life.

What is a Comprehensive Plan?

Comprehensive plans define what the community aspires to be in the future, usually around 20 years. It assesses a community's current conditions and offers suggestions and recommendations across the topics spanning economic development, housing, transportation, land use, infrastructure and capital improvements, environmental sustainability, culture and quality of life, public health, and intergovernmental cooperation. These elements were derived from Iowa Smart Planning and American Planning Association guidelines and are the main topics of the City of Tama's 2040 Comprehensive Plan ("the plan").

Why Does Tama Need a Comprehensive Plan?

The City of Tama's 2040 Comprehensive Plan provides many benefits for the community. Having a comprehensive plan will guide Tama over the next 20 years because the community will have a vision of a better future to pursue. The policies and recommendations in this plan will provide structure and purpose to Tama's actions through 2040.

Comprehensive planning also makes it easier to access many sources of funding needed to complete projects that will enhance the community. This will facilitate projects and improvements that will raise the quality of life across the different dimensions of the plan. Finally, planning helps governments operate more efficiently. The Plan will also provide Tama guidance on recording, archiving, and utilizing information regarding its successes, challenges, goals, and strategies.

Previous Planning Efforts

The previous comprehensive plan for the City of Tama was written in 1966, which is currently available to the public at the Iowa State Historical Museum's Research Center in Des Moines. The 1966 plan outlines recommended actions regarding land use, zoning, flooding, the Meskwaki Settlement, the Central Business District, and capital improvements. The forward-thinking nature of the document was valuable to the

community. For example, flood management discussed in the plan has prevented intensive development near the Iowa River. Tama has not had a guiding document for more than half a century. While there is valuable historical perspective offered by this plan, there are several reasons to create a new plan. Much has changed since the last comprehensive plan was created. A new comprehensive plan is needed to begin working toward a vision for the future.

How was the Comprehensive Plan Developed?

There are several steps in developing a comprehensive plan. The first part of the process is to gather information about the community and challenges and strengths. Next a series of goals and strategies are developed. After considering different possibilities, a vision is determined, and the community moves forward in adopting and implementing that vision. This process is illustrated in Figure 1.2.

Updates are needed, usually every 5 to 10 years, to ensure progress towards the overall vision can continue moving forward and to account for changes – either as a result of implementation or external factors. Planning does not stop with the adoption of a comprehensive plan.

The Planning Team involved the public in several ways and throughout the process. This process intended on incorporating ideas and values from all facets of the



broader community, including populations within Tama and the surrounding area.

Several tools were used to help develop a comprehensive plan suited for Tama. Using research and investigative methods, the Planning Team consulted sources such as the American Community Survey, FEMA data, and other government data to gain an understanding of the community. This information allowed the Planning Team to understand fundamental strengths and challenges within the community that can be identified with data. For example, the Planning Team found that the City Hall and the Library sit at a low elevation near the floodplain, making them vulnerable

during a severe flood event. This fact base was used to identify strengths and opportunities as well as challenges. For example, enhancing the levee was identified as a solution to reduce the Civic Center and Library’s vulnerability to flooding.

The Planning Team communicated regularly with its project partner, Alyssa Hoskey, City of Tama City Clerk, and the community throughout the process to ensure that insights and perspectives from Tama are part of the plan. Having insight from the community has led to a better plan that is more likely to be carried out. The team’s initial visit is photographed in Figure 1.1.

Figure 1.1: The Planning Team at their first meeting with the City of Tama officials.



Source: Office of Outreach & Engagement

Figure 1.2: The Planning Process

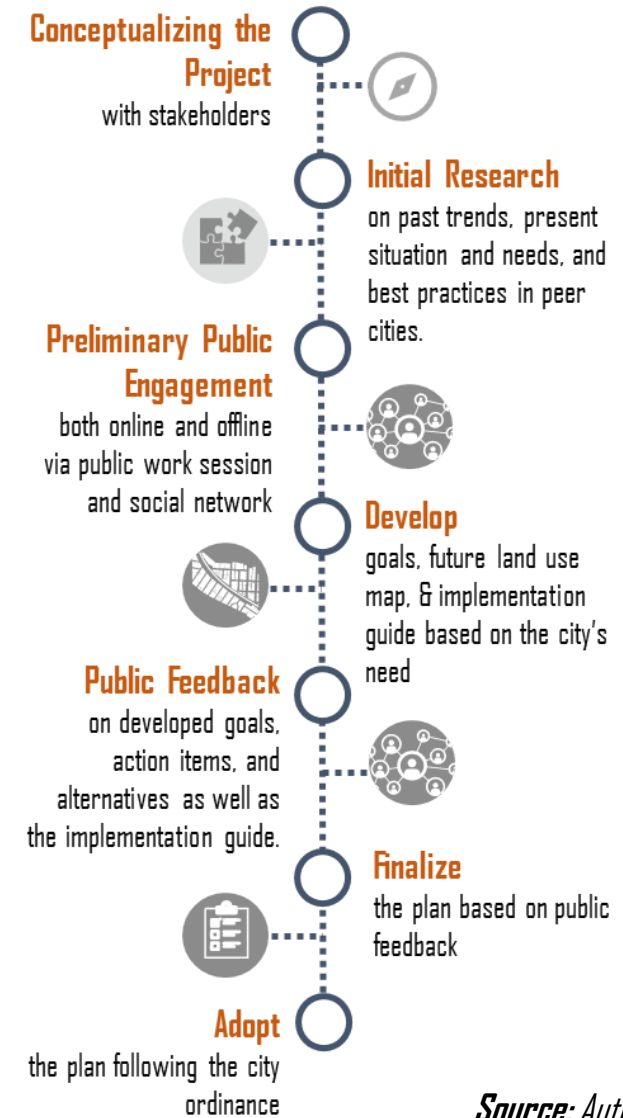
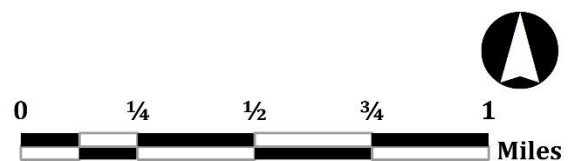




Figure 1.3: Location of Tama

Esri, HERE, Garmin, (c) OpenStreetMap contributors, and the GIS user community

- Tama
- Tama County
- Iowa



Public Input and Research

The formation of the community’s vision and the goals and objectives required to achieve it was informed by public input and research. It is important to incorporate the community’s thoughts into the planning process to ensure that the proposals presented in the plan will have the political backing and willpower to achieve them. In Tama’s case, public involvement was even more important given that there has not been a long-term, goal-oriented plan in over half a century. Public input was combined with information gathered about Tama, other communities, and best practices from the American Planning Association: Sustaining Places Report (summarized in Appendix 1.1) and other relevant organizations to translate public desires into action steps that the community can implement.

City profile

Location and Population

The City of Tama is a central Iowa community in the southern portion of Tama County. The Iowa River runs along the southern portion of the city and flows southward towards Iowa City. This is shown in Figure 1.3. The Meskwaki Settlement sits to the West. In the 2010 Census, it had a population of 2,877 people and is immediately south of Toledo, Iowa. Its population has been steadily declining over the past decade at a slow rate. However, Tama’s population is reactive to changes

in the local job market. Key features, including major employers and schools, are shown in Figure 1.5 on the following page.

A Brief History of Tama

Before the arrival of Europeans, the area of modern-day Tama was inhabited by the Ioway Tribe, from whom the State of Iowa bears its name. The City of Tama's name originates from Taimah, a leader of the Meskwaki in the early 1800s. The Meskwaki Nation originated in the St. Lawrence River Valley, but later moved to Wisconsin and Michigan and then to Iowa in the 1700s. Following the events of the Black Hawk War, the Meskwaki were forced to leave eastern Iowa and eventually they signed treaties that required them to leave Iowa and move to Kansas. The Meskwaki struggled immensely due to disease, and the scaling down and misappropriation of annuities for lands ceded. However, through persistence and resilience the Meskwaki were able to reestablish a sovereign presence in Iowa by purchasing 80 acres on the Iowa River in Tama County. Additional land has been purchased several times since then so that now the Meskwaki Settlement is 8,000 acres. The Meskwaki are the only federally recognized tribe in Iowa. The tribe has its own laws, the legal system, health clinic, schools, bank, and casino.

The first Europeans-Americans, Rezin A. Redman and John C. Vermilya, arrived in Tama in 1849 and each established farms of 160-acres. Shortly after, the two formed a company and brought friends and family to settle in the frontier. Many of these settlers were soldiers

who fought for the United States in the Battle of Iuka, a Union victory in the Civil War. In honor of the soldiers, the town was originally initially named Iuka.

The first post office, Toledo, from which the City of Toledo gets its name, was established in 1853. The first school was established in the summer of 1858. In the late 1850s, the railroad arrived in Tama (Figure 1.4). In 1869 Tama was incorporated. Following the first service held in 1865 by Methodists, churches began establishing themselves in Tama. There are no records of non-Christian religious congregations in Tama.

The two largest employers in Tama are the Tama Paperboard and Iowa Premium. The papermill began operations in 1878. The facility produces cardboard for food packaging with recycled paper. It has been acquired several times in its over 140-year history. The current owner, GREIF, employed 17,000 people in 2019 nationwide. The Iowa Premium facility has operated since 1971 and produces beef products. The facility processes over 1,000 head of cattle daily. Iowa Premium was recently acquired by National Beef and employs over 850 people.

Before the establishment of the South Tama County School District, children in Tama and Toledo attended school separately. With the consolidation of the current school district, children in Tama and Toledo attend school together, forming friendships independent of past rivalries. Based on anecdotal evidence and interactions with the community, younger people in Tama and Toledo view the cities as one community.

Figure 1.4: Tama's early history was defined by the role of the railroad, which continues to play a key part in its identity.



Sources: @photalibrarian (Flickr) and @History.Of.Tama.County(Facebook)



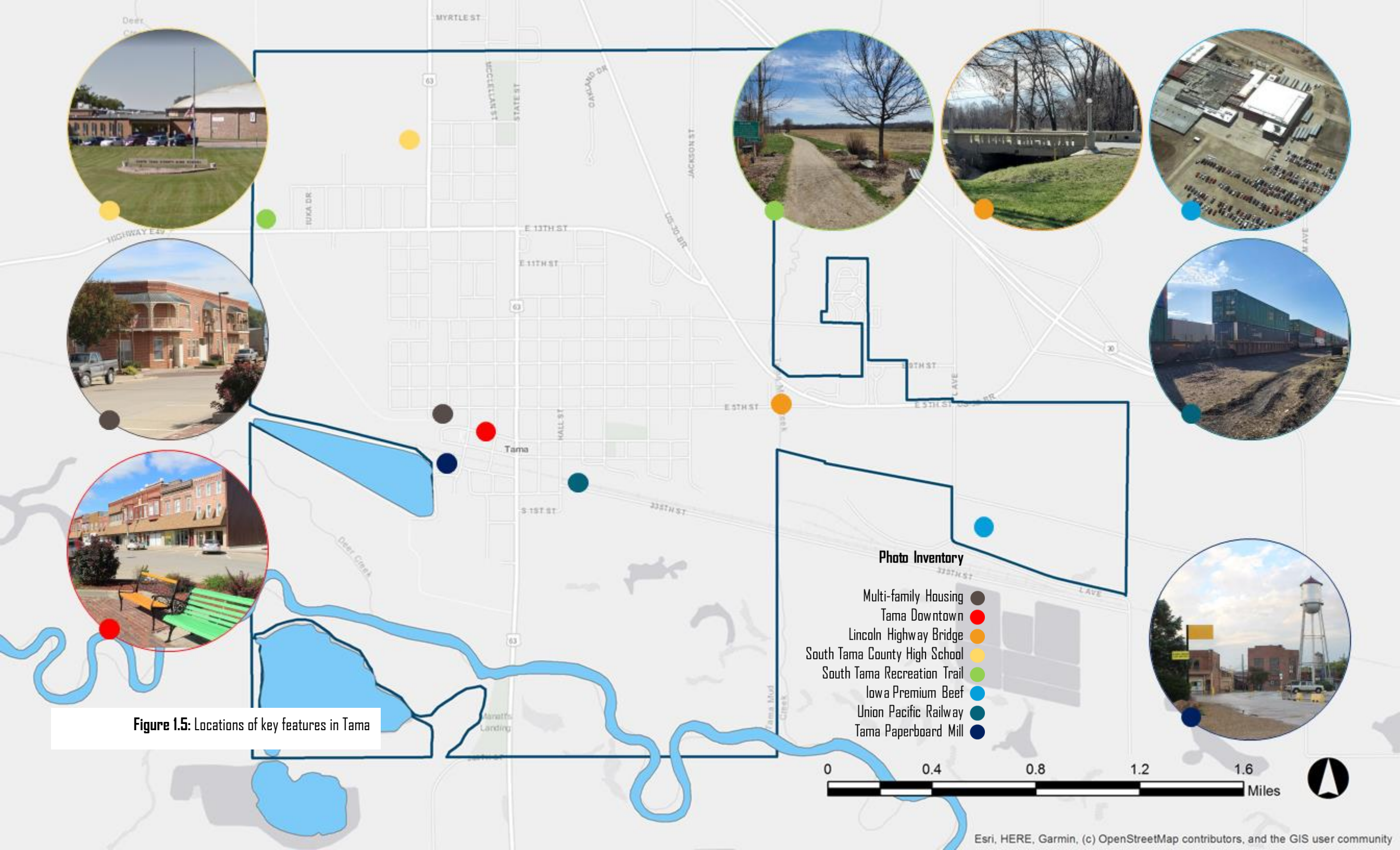


Figure 1.5: Locations of key features in Tama

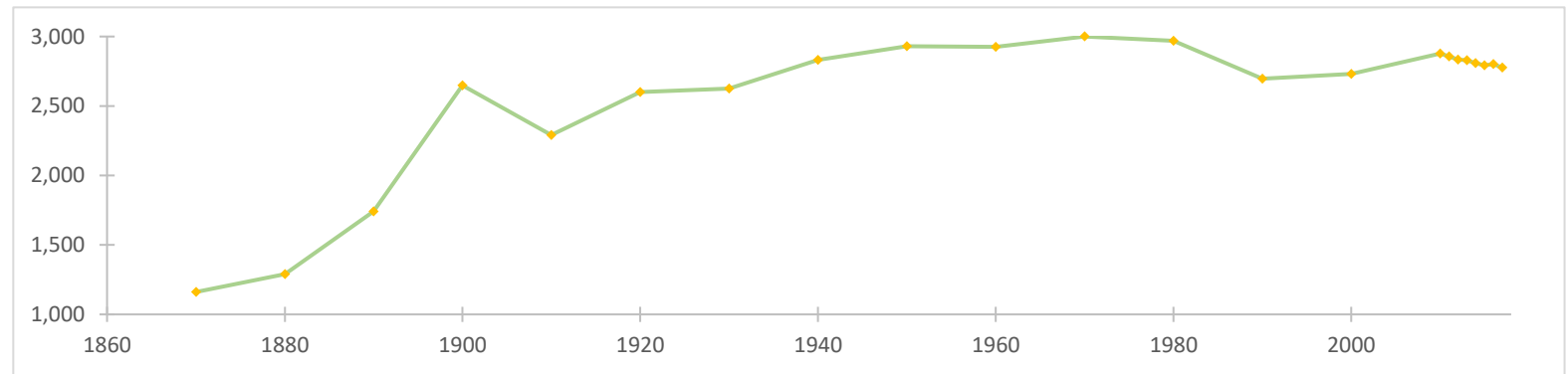
- Photo Inventory**
- Multi-family Housing ●
 - Tama Downtown ●
 - Lincoln Highway Bridge ●
 - South Tama County High School ●
 - South Tama Recreation Trail ●
 - Iowa Premium Beef ●
 - Union Pacific Railway ●
 - Tama Paperboard Mill ●

Demographic Overview

Tama’s population has held steady since the mid-20th century (Figure 1.6). A review of American Community Survey (ACS) data breaking the population down by age reveals that there is a decreasing proportion of young adults in the community. This phenomenon was also observed county-wide in the Tama County Hazard Mitigation Plan. The population pyramid appeared relatively stable between 2000 and 2010. However, the population pyramid in 2017 showed signs of a developing stratification between older and younger community members. The number of middle-age and school-aged youth have increased, possibly due to an influx of newcomers to the community. The number of young adults, age 20 through age 35, is relatively low. This effect is more dramatic amongst young women than young men. This can be observed using the age population charts from 2017 ACS data (Figure 1.7). This observation was also made for the county in the 2017 Hazard Mitigation Plan. Additional graphs using 2000 and 2010 Census data as well as tables displaying all this data are presented in Appendix 1.2.1.

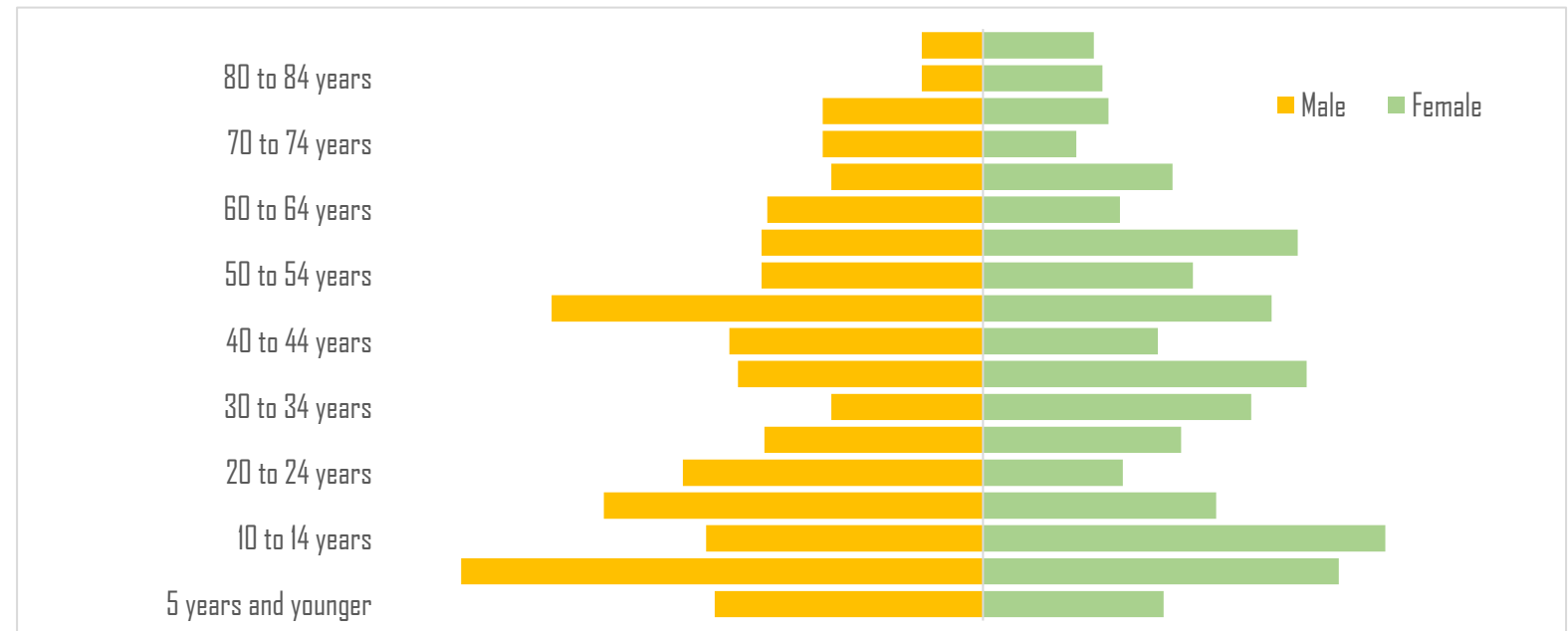
Tama is relatively diverse for a town of its size and setting. For the purposes of data collection (from the US Census) being of Hispanic origin is related to the concept of ethnicity, not race. An individual can be of Hispanic origin and part of any race. Tama’s Hispanic population was 10% in 2000 and grew over that decade to 24%. From 2010 onwards, that growth has slowed down. Currently, 27% of the population is Hispanic per

Figure 1.6: Population Growth in Tama



Source: US Census Bureau

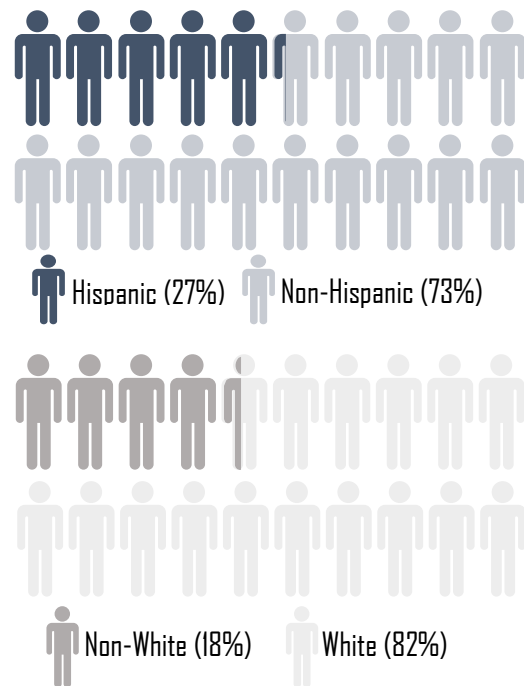
Figure 1.7: Tama Population Pyramid, 2017



Source: US Census Bureau



Figure 1.8: 2017 Ethnic Population in Tama



Source: US Census Bureau

2017 data, compared to 6% of Iowa. The non-White population also experienced rapid growth from 2000 to 2010, increasing from 13% to 22%. However, 2017 ACS data suggests that the proportion of the non-White population has decreased to 18%. Still, demographic diversity is an integral part of Tama, showcased by the array of businesses reflective of and catering to its Hispanic population. When we asked community members what they viewed as one of Tama’s strengths, diversity was a common answer. This plan aspires to reflect the diversity of the community both in its content and its development. The graphs of Figure 1.8 show the ethnic and racial breakdown. Tables displaying these data are presented in Appendix 1.2.2.

Community Engagement

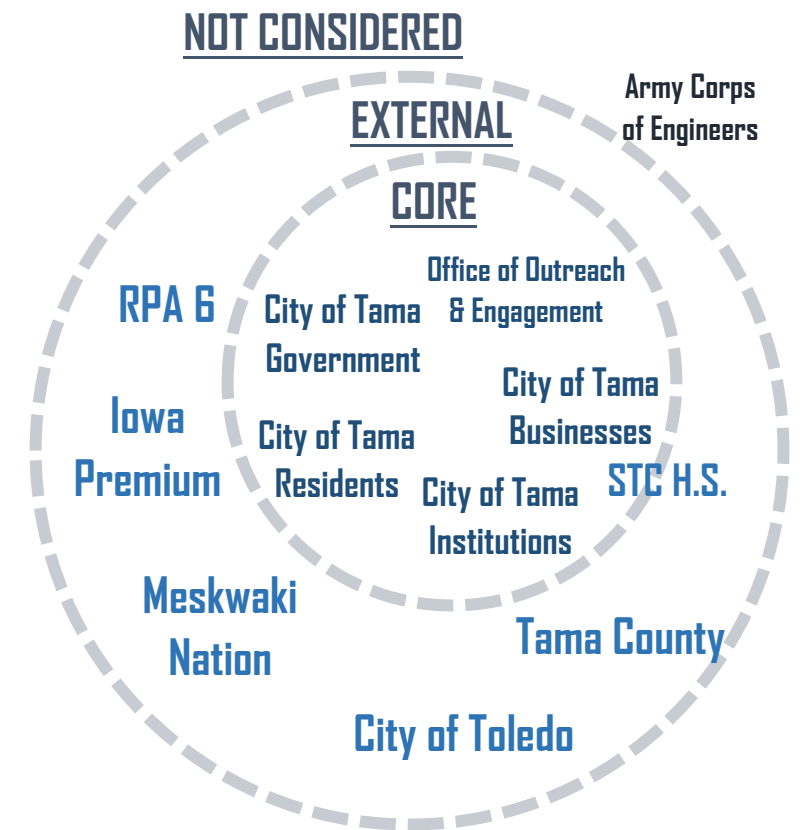
In addition to the guidance conveyed by its advisors and partners, the plan’s ultimate effectiveness is a product of the community’s buy-in before and throughout its implementation. In order to develop a better plan more suited to the needs and desires of the community, the Planning Team made several deliberate efforts to consider various stakeholders (Figure 1.9) and engage the entirety of the community with a high degree of intentionality. Additional photos are in Appendix 1.3.1.

Homecoming Game Tabling

On Sept. 27, 2019, the Planning Team attended the South Tama County Homecoming Football Game. The purpose of this visit was to establish an initial

connection with the community, solicit initial feedback (Appendix 1.3.2), and to provide information about the October 23, 2019 Public Work Session.

In addition to giving out t-shirts, candies, folders, and other items, an opportunity was provided for the community to provide their initial insights. A brief survey asking community members their favorite and least favorite parts about living in Tama helped reveal



Source: Authors



community attitudes. 67 people completed a brief survey and participated in other activities.

The results of this segment revealed that the community values its diversity and close-knit feel while desiring improvement in municipal services, infrastructure, and cohesion with other governments. A mapping activity was developed to identify places the community enjoys and locations in need of improvement. This activity showed the community enjoys the Tama Public Library but wishes for improvement in the downtown and nearby Lincoln Highway Bridge. There were several meaningful conversations that provided valuable insights. It was learned that streets without sidewalks were a barrier for accessibility, an issue that affects disabled people, people using strollers, and cyclists. There was also the chance to cheer on the Trojans!

Public Work Session

The Public Work Session was held on October 23, 2019, at Tama City Hall. Photos from the event are shown in Figures 1.10 and 1.11. The event was advertised through flyers distributed at local businesses and institutions. A Facebook campaign was launched with a dedicated event page, and several posts intended to engage the community and encourage it to share information about the event with people they know. The content was translated into Spanish to provide Spanish-speaking populations in Tama the same opportunity to learn about and get excited about the event.

Figure 1.10: Ensuring families with children could attend was done by providing a Kid's Korner.



Source: Authors

Figure 1.11: The Public Work Session was where attendees had the opportunity to voice their opinions.



Source: Authors



Figure 1.12: Mapping Activity from Public Work Session.



Source: Authors

A prioritization activity where participants used stickers to identify their main concerns was prepared. Blank sheets of paper with the names of topics relevant to the community were posted on a wall. The participants were instructed to select the top three (3) topics they would like to see addressed. Participants wanted to have increased and improved recreational opportunities, such as parks and trails. Participants saw developing apartments on land to be annexed as a pressing concern, with economic concerns such as entrepreneurial opportunities and shopping options also of importance.

Participants also had the opportunity to complete a mapping activity, shown in Figure 1.12. To start the activity, each participant received an individual map of Tama and its immediate surroundings. They were instructed to circle three areas on the map in response to three prompts – (1) An area in Tama that should change the most by 2040 (2) The best characteristic of Tama (3) A current/potential location for needed or valued amenities. Participants were then asked to describe each response on a post-it note briefly, and then to place it on a larger map of Tama to compile all responses.

Those in attendance viewed downtown and the stretch along Highway 30 Business coming into town as areas that will change the most and require improved amenities. The reasons behind these choices mainly revolved around growth, housing development, and beautification/aesthetics. Locations that residents indicated they enjoyed included Cherry Lake, the county campgrounds, and South Tama County High School.

This provided information regarding specific values and goals within the community. A map generated from this activity can be found in Appendices 1.3.3.

Finally, the group participated in a focus group discussion about the community and its future. A team member facilitated the discussion with prompts and recorded information on a large, visible notepad. Participants identified several strengths Tama currently has. These include industry, local businesses, and diversity. Challenges the group identified include a shortage of interested employees in jobs offered, housing that fits the community, commuters who live elsewhere, and amenities that would improve the quality of life.

When asked what Tama should be like in 2040, participants responded that they would like to see improvements in aesthetics, amenities, and opportunities. Aesthetic changes participants wanted included better, more welcoming signage, improvements in building maintenance and uniformity downtown, and updated downtown lighting. Participants expressed wanting including lighting and concrete on trails and improvements in park management and Cherry Lake. Participants also expressed that economic opportunities should result in more people living and working in Tama.

Participants mentioned they want to pursue a closer relationship with the City of Toledo. The City of Toledo



was not seen as the rival to Tama that it once was. The younger generation in both communities go to school together and get along well. They saw the possibility of combining the two cities into one beneficial, but the process would have to be gradual. The benefits of merging Tama and Toledo would include increased efficiency and capacity. If Tama and Toledo were a single entity, its population would be high enough to allow it to pursue more grant opportunities than they could individually.

Survey

A 14-question survey was developed asking questions regarding housing, transportation, environmental sustainability, recreation and culture, and relationships with other governments. The survey was created using Qualtrics software and was distributed online via the Planning Team's Facebook page. A paper version of the survey was available at City Hall. Both versions also had a Spanish translation available. The University of Iowa Office of Outreach and Engagement designed advertisements promoting the survey shown in Figure 1.13. Full surveys are shown in Appendix 1.3.4. Full Survey results are shown in Appendices 1.3.5 and 1.3.6. Survey results are discussed where relevant throughout the plan (Chapter 2 – Housing, Chapter 4 – Land Use and Zoning, Chapter 5 – Transportation Chapter 6 – Environmental and Sustainability, Chapter 7 – Culture and Quality of Life, Chapter 9 – Intergovernmental Collaboration).

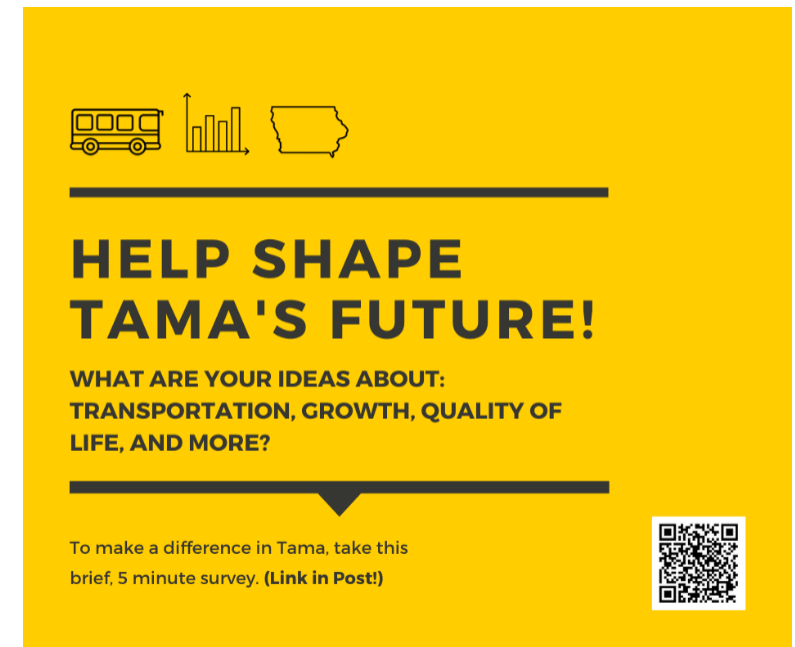
In all, 131 people started the survey. No questions on the survey were required, but blank responses were tossed out. Of those 131, 104 answered at least one question. From that group, 86 answered most of the questions. Finally, 61 people from Tama answered most of the questions. The survey skewed female.

The key takeaways from the survey are that residents live in Tama largely because of community and family, although affordability and proximity to employment are still important pull factors. Family and community were emphasized more by women, and affordability and employment were stronger factors for men.

Respondents indicated that they wanted to have greater recreational opportunities and more public events in area parks and trails. While both men and women felt increasing lighting in parks and on trails were important, women felt so more strongly. Women indicated that their top desire for city trails was improving lighting, whereas men prioritized paving them more.

Respondents across residencies and genders were in majority support for combining Tama and Toledo into one city. Overall, 56% of respondents were in favor of this, with the next 35% in favor of increased collaboration. Only one respondent indicated they wanted Tama and Toledo to become more independent of one another.

Figure 1.13: Advertisements prepared to promote the survey.



Source: Office of Outreach and Engagement



Figure 1.14: Summary of Tama Talks



Source: Authors

Progress Update

The Tama City Council was updated on progress on the plan. Results were shared from the survey, discussing how the results would inform the recommendations the plan would offer the city. Major highlights of the conversation included how to approach increasing efficiencies through cooperation with the City of Toledo, providing recreational opportunities, and developing new cultural events.

Tama Talks: Planning for the Future

A presence at the LepBARchan 5K Dash Event was originally intended for March 14. However, due to the unknown extent at the time of the COVID-19 crisis it was determined that it was best to withdraw this presence. This was a hard decision; however, it was made in order to protect the health, safety, and welfare of Tama, the Planning Team, the communities where the Planning Team is from.

Following this, the materials originally intended for the LepBARchan 5K Dash Event were adapted to be administered online using Zoom. This approach had not been done before and was highly experimental. Despite extensive advertisement and promotion on social media, only 11 people actively participated. However, the participating group still offered valuable insight.

A prioritization activity was adapted to be completed using the polling feature in Zoom. These polls (full

results in Appendix 1.3.7) revealed the actions participants felt were important across the various topics addressed in the plan. Regarding economics, participants emphasized that improving downtown. On housing, a plurality favored providing a mixture of housing types. Participants revealed they thought having streets that support walking, biking, and driving was also important. The infrastructure improvement most emphasized was raising the levee. Redeveloping vacant and underutilized buildings was determined to be the top zoning and land use priority. A plurality felt that supporting youth culture was critical to address cultural vibrancy. To protect public health, promoting a healthy lifestyle garnered plurality support along updating and enforcing the building code. Finally, preparing for a greater degree of shared services with the City of Toledo was deemed the most important regarding working with other governments. Across the polls, participants considered 36 of the policies put forth by this plan. These responses were used to help determine the timeline and priority of actions proposed in this plan. This is summarized in Figure 1.14.

Social Media

Facebook was used as the primary tool for online engagement. This is because it is equipped with analytics and tools that helped track and enhance the performance of posts. As a social media platform, Facebook is popular with young adults, middle-aged adults, and seniors – the primary target demographics for engagement with the planning process. Platforms



such as Twitter and Snapchat are more popular with Gen Z, who are younger than the primary intended audience. Facebook posts kept the community informed about the progress made. Posts in anticipation of events were designed to engage and excite the community about opportunities to provide insight to the process. A sample of social media graphics is shown in Appendix 1.3.8

Hispanic Engagement

Tama's population is approximately one-fifth Hispanic. The Hispanic population contributes a lot to Tama. Many businesses in the downtown reflect the culture and traditions of Latin America, especially Mexico. This population already plays an essential role in the community, and it is likely to grow in the future.

Efforts to include the Hispanic population where possible were made to ensure that as many people could contribute to the planning process as possible. Advertising for public events and engagement were translated into Spanish. Facebook posts and events were also provided in Spanish. Radio Z also assisted with reaching out to the Hispanic community through interviews and announcements on their station.

Despite outreach efforts, participation among the Hispanic community was low. Advertisements and announcements on Radio Z were translated into Spanish to reach this population. Although nobody completed the survey in Spanish, several people did start,

suggesting there could have been some Hispanic participation. It was decided to omit a question regarding ethnic background to prevent discomfort, so the extent of participation cannot be known. What is known is that the Hispanic population is an important part of the Tama Community, and recommendations to continue and improve the effort made in this process to engage them are presented in Chapter 7: Culture & Quality of Life.

Summary

This chapter laid out the essential information to understand the plan and the context in which it was created. Based on key traits of Tama's history, demographics, and economy identified here, the subsequent chapters of this plan layout various key concepts identified by the public and best practice standards determined by the American Planning Association Sustaining Places, Iowa Smart Planning and other relevant organizations that will help Tama realize the vision of an enhanced quality of life for all. At the end of each chapter a series of goal tables are presented to translate the concepts in the chapter into actionable policies. Using this plan as a guide will allow Tama to realize its vision of enhancing the quality of life for all its residents.

Goal: Community aspiration to increase quality of life in both the short- and long-term.

Objective: The purpose and desired outcome of stated goal.

Policy & Action Recommendations: Actions, projects, services, or policies that the community will undertake to achieve the Comprehensive's goals and objectives.

Partners & Resources: City departments and staff as well as appropriate stakeholders who are responsible for overseeing and implementing the policy and action items.

Indicators: Identifiable and/or quantifiable ways for staff, stakeholders, and residents to assess progress made on policies, actions, and overall goals.

Priority: Using public feedback, identifies the significance using range of ★ (1 star) to ★★★★★ (4 stars, most significant).

Time: The recommended timeframe for each policy and action to be developed and adopted in. These are measured in years and broken into four categories: 0-5, 6-10, 11-20, and ongoing.



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2

ECONOMIC DEVELOPMENT

Economic development is the sustained and determined decisions of policymakers and communities that promote the quality of life and economic well-being of an area. The economy plays a crucial role in the standard of living within the city. A strong economy can open the door to economic opportunities for citizens through new jobs and business opportunities. It can also create a tax base that provides funding for schools, police, fire protection, parks, and other community facilities, services, and amenities. According to the American Planning Association (APA) Sustaining Places Task Force, a strong economy is one of the six principles that must be recognized in a comprehensive plan.

Economic development planning is important to for a community because it not only creates job in different industries, but also it helps in business retention and expansion in order to improve the quality of life (Roche 2018). State and local partnerships are a crucial component in the promotion of long-term economic growth as it has become a critical function of local government. Understanding the current economy is essential to make sound and feasible decisions, so that additional policies can be developed going forward in the long run.

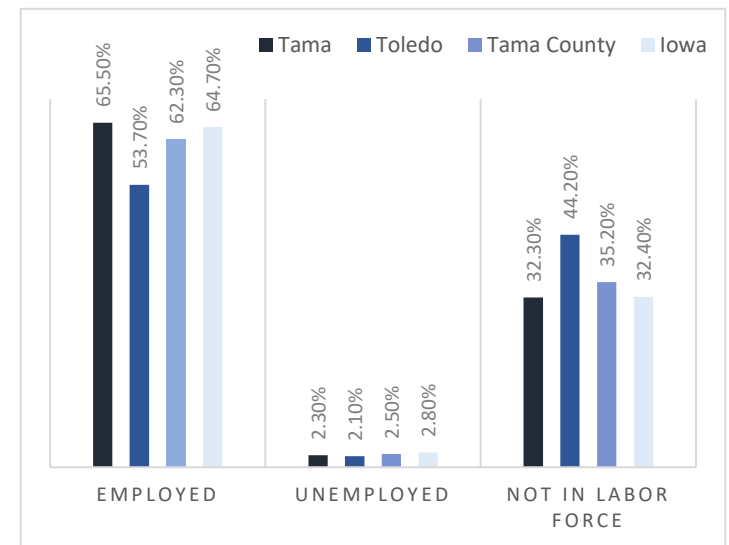
This long-term comprehensive plan will help ensure economic prosperity, particularly as the US Highway 30 expansion provides opportunities for investment and development. This chapter will provide a guideline to prepare the community to deal with both positive and negative changes in its economic health, which as a result, will initiate sustainable urban development and

redevelopment strategies that promote green business growth and build upon local assets.

Employment Status

About 1,406 (67.8%) people are in the Tama labor force; among them, 50 (2.3%) are unemployed. Tama has a better employment scenario than Toledo, Tama County, and even the state average, since the percentage of people not in the labor force is higher in these places (Figure 2.1). In 2018, the unemployment rate was 2.5%, but in 2017, it was 2.3% (Figure 2.2). It went down by 1.7 from the 2016 unemployment rate (4.2%) (U.S. Census Bureau 2018). About 32.3% of the population (16 years and older) are currently not in the labor force.

Figure 2.1: 2017 Employment status in Tama



Source: U.S. Census Bureau 2018

Did You Know?

The Paperboard has been in operation for over 140 years. That's a lot of paper!



The unemployment rates in Tama-Toledo are nearly the same. It's the labor force participation rates that differ.

With low unemployment in Tama and businesses looking to expand, recruiting new large employers to the community may not be a top priority. Manufacturing employers (Tama Paperboard Mills and Iowa Premium Beef) in Tama are currently having trouble filling out the available positions. However, Tama would benefit from having a diversified economy. While gains in manufacturing jobs are good, a loss in educational job sector could spell trouble in the future.

Occupation

About 22.1% of the employed population over 16 years and older work in the production, transportation, and moving material industries. The next two major employing industries are service and natural resources, construction, and maintenance (Figure 2.3). The two major employers in Tama are Iowa Premium and Tama Paperboard Mill.

One of the Iowa Smart Planning Principles is occupational diversity. Development and resource management can promote a diversity of occupation and business opportunities, as well as promote access to education and training, and expand entrepreneurial opportunities.

Sector-wise employment

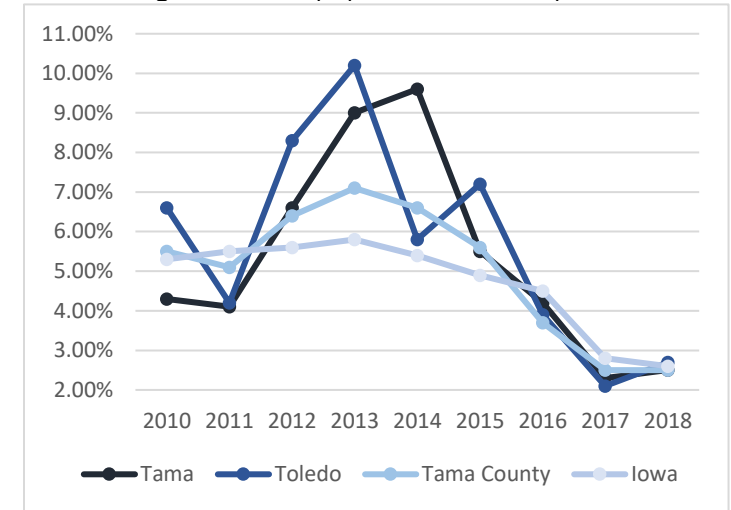
The Tama economy depends on the manufacturing industry as about 62% of existing employment is in the manufacturing sector. Educational Services and Health Care and Social Assistance industries are the next largest employment sectors in Tama with 15.36% and 5.87% share, respectively. The dominance of manufacturing means that the economy is vulnerable to a change in that sector. Diversifying the economy will make it more resistant to changes in the economy. Compared to Tama, Toledo has a more varied and a healthy employment mix.

Median Household Income

27.6% of the Tamians have an annual income between \$50,000 and \$75,000, a higher percentage than the City of Toledo, Tama County, and the State of Iowa of this group (Figure 2.4). Only 11.2% of the wage earners earn more than \$75,000 annually. 6.6% of the population earn less than \$10,000 a year. Households in Tama have a median annual income of \$50,762, which is less than the median annual income of Tama County of \$56,110, and \$60,336 across the entire State, but more than the median income for households in Toledo is \$42,917. This amount is in comparison to a median income of \$50,646 in 2016, which represents a 0.229% annual growth.

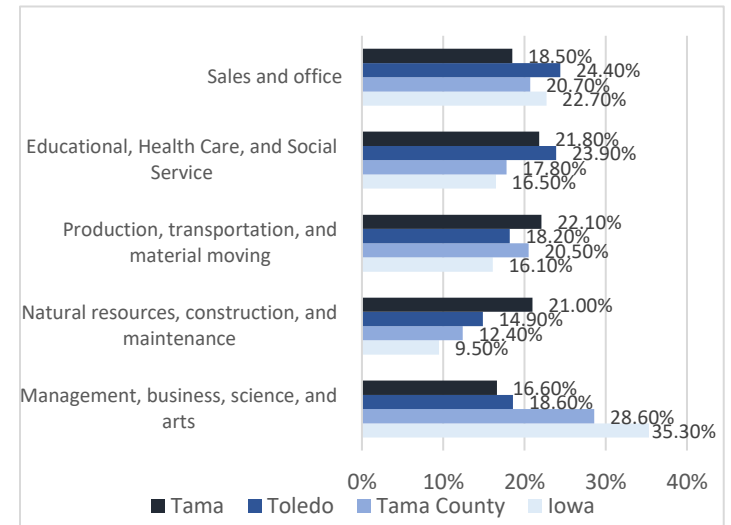
About 12.4% of the earning population earns more than \$100,000 annually (U.S. Census Bureau 2018). Earning distribution has remained almost the same over the last

Figure 2.2: Unemployment rate over the years.



Source: U.S. Census Bureau 2018

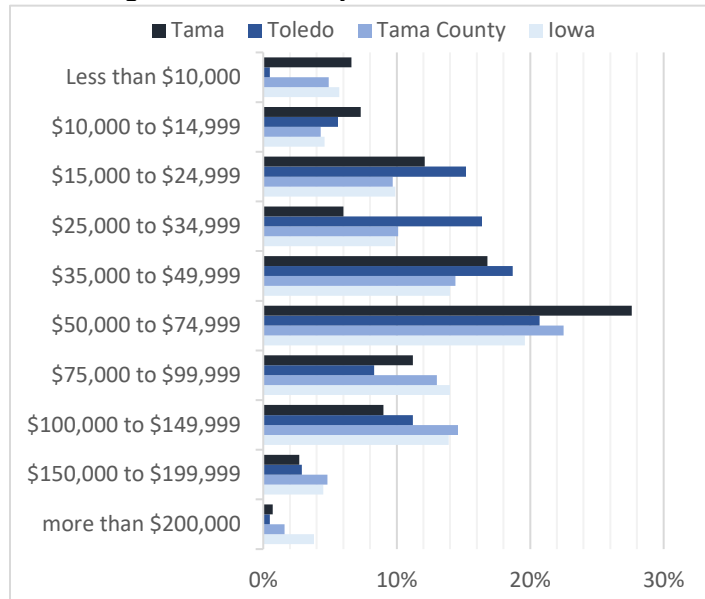
Figure 2.3: 2017 occupation composition.



Source: U.S. Census Bureau 2018

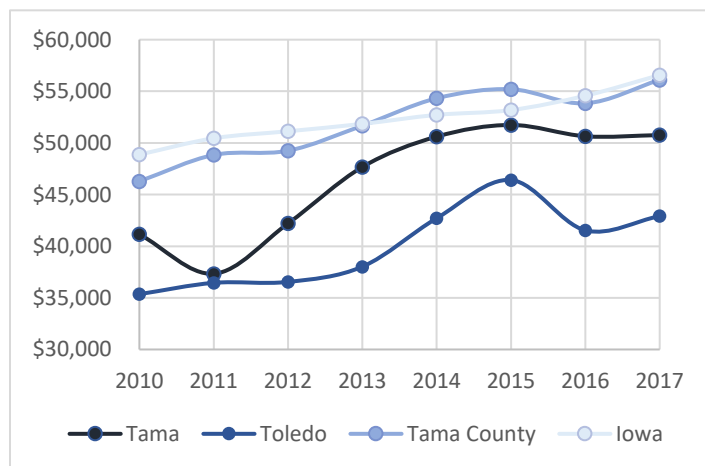


Figure 2.4: Inflation adjusted income and benefits



Source: U.S. Census Bureau 2018

Figure 2.5: Median household income in Tama



Source: U.S. Census Bureau 2018

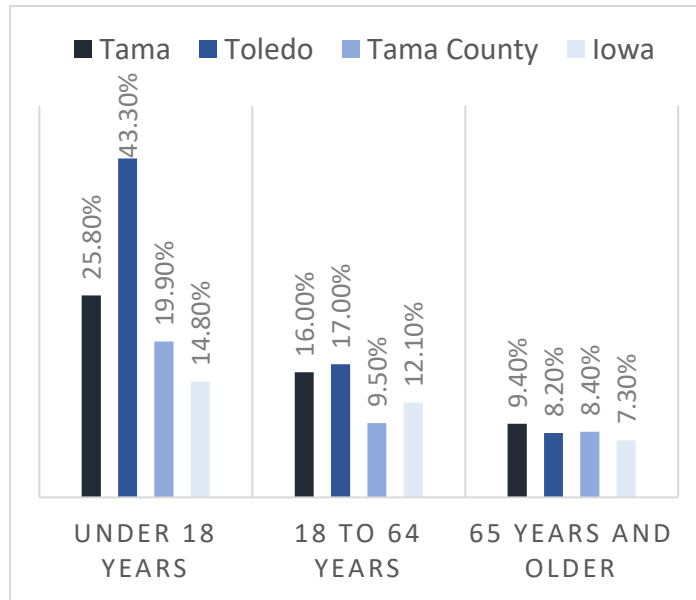
five years, although the percentage of people making more than \$200,000 has increased from 0.4% to 0.7%. Figure 2.4 illustrates the change in median household income over the years in peer communities, including the neighboring city Toledo, Tama County, and the State of Iowa. Overall residents of Tama earn more than Toledo, but less than Tama County and Iowa average (Figure 2.5). Most of the community is middle-income.

Lower income youth with lower educational attainment levels are more likely to want to leave the community, but generally stay because they don't have the option or mobility. Middle to high-income youth with higher educational attainment levels are more likely to want to stay to raise their families in their hometowns. However, they feel pressured to leave to find economic opportunities elsewhere (Schallhorn, 2015). Ultimately, the community's income and educational levels drop as young people leave.

A study done by the PreparedU Project at Bentley University shows that up to 70% of Millennials would like to own a business of their own and up to 17% already own a small business. Millennials – born 1984 to 1996 – are the "entrepreneurial generation" (Schallhorn, The Importance of Millennials 2015).

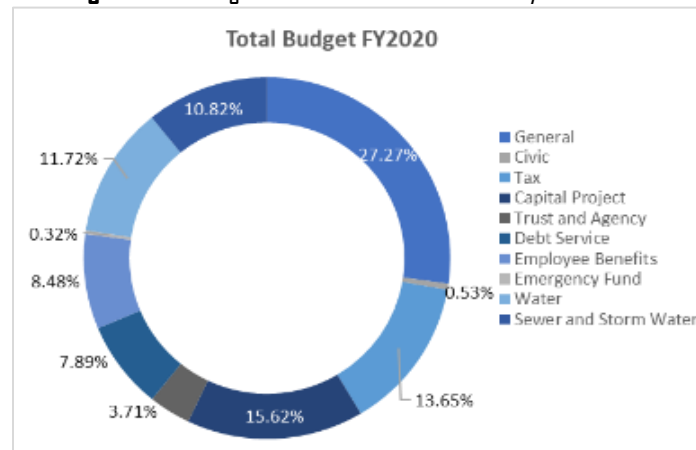


Figure 2.6: 2017 individual poverty level comparison



Source: U.S. Census Bureau 2018

Figure 2.7: Budget schedule for the financial year of 2020



Source: City of Tama 2020

Poverty

Tama has a higher poverty rate. 17.8% of all families in Tama (492 out of 2,805 people) live below the poverty line (Figure 2.6). Meanwhile, 16% of families in Toledo live under the poverty line. Both are significantly higher than the state (7.6%) and the national average (13.4%) (U.S. Census Bureau 2018). The largest demographic living in poverty are females between 35 – 44 years of age, followed by males of 6 - 11 and then males 35 - 44.

City Finance

This section examines the city’s financial situation to gain a basic understanding of the City of Tama’s economic opportunities and limitations. The estimated tax rate per \$1,000 of property values in 2020 is \$18.45 on non-agricultural properties and \$3.00 on agricultural properties. Total property taxes levied were \$1,113,377. Figure 2.7 illustrates the percentage of budget allocation for different sectors for financial year of 2020. The largest portion of the city’s budget (\$1,429,173, about 27.27%) is allocated for public safety, community economic development, and public works (The City of Tama, 2017). Capital Projects are allocated the second largest expenditure amount (\$818,275, about 15.62%). Real total taxable sales in the City of Tama in FY2017 were \$13,329,807, and in FY2018 they were \$12,964,537, which shows a decrease of 3.2% from the previous year (ISU, Department of Economics 2019).

Proper budgeting will allow Tama to plan for utility, transportation, and community facility needs and

Did You Know?

In the past ten years, Tama residents saw employment gain in manufacturing

45%



And a significant decrease in educational services employment

21%



therefore can aid in a more time and cost-effective planning and budgeting program.

Infrastructure and Maintenance

Budgeting is an important concern when planning as it demonstrates a capacity to adapt to changing situations and requirements. For roads, bridges, and sidewalks, the allocated budget for the fiscal year 2018 was \$560,898. For police department and crime prevention, the allocated budget for the fiscal year 2018 was \$ 457,781, followed by ambulance services (\$403,181). For the financial year of 2020, the City of Tama’s total budget is \$5,240,060. The amount of general budget is \$1,429,173, of which about 28% is allocated for the police force.

Renovation work is planned for the public library, which has a budget allocation of \$175,804 for FY2018. For the financial year 2020, Tama has allocated about 10% of its general budget for library expenditure. Infrastructure improvements are discussed in the Chapter 4: Transportation and Chapter 6: Infrastructure in detail. Subsequent chapters in this plan present projects and programs that will enhance the quality of life in Tama. By investing in amenities, Tama will not only become an attractive place to live, but it will also add value to Tama’s economy.

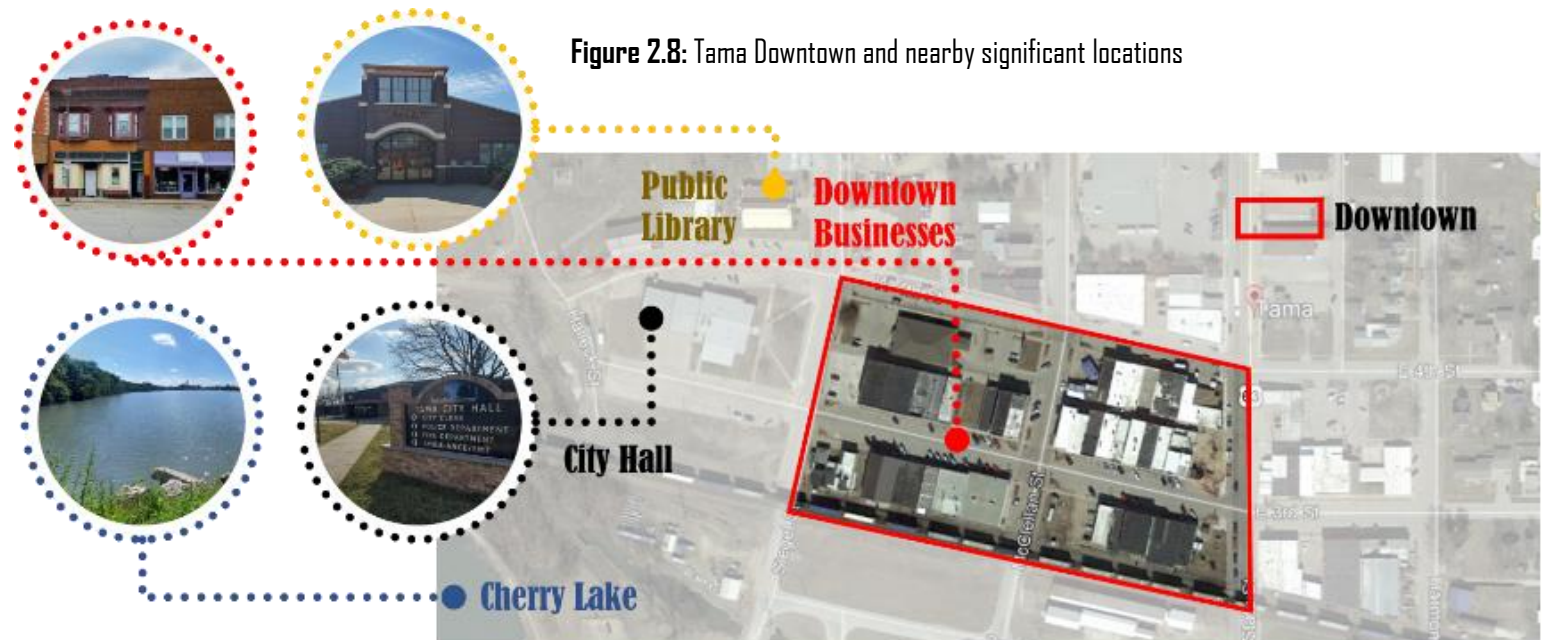


Figure 2.8: Tama Downtown and nearby significant locations



Tama Downtown

The Tama downtown area consists of four blocks bounded by Siegel Street, West 4th Street, Highway 63, and the railroad. Three Mexican restaurants, the Tama News-Herald, The Spanish Radio station Radio Z 95.5 FM, South Tama County Food Pantry, Lincoln Savings Bank are some of the existing businesses in the downtown area. The City of Tama is planning to focus more on downtown revitalization with its allocated budget of \$25,000 for FY2020 in order to attract more people to use the downtown area.

Residents and businesses both value a community with a good quality of life. According to a smart growth economic development strategy by Environmental Protection Agency (EPA), a thriving downtown or commercial district with neighborhood-serving shops and restaurants is one of the factors that improves quality of life. These developments might also include green infrastructure i.e., trees that help improve the pedestrian environment while absorbing rainwater and improving water and air quality. This is a smart growth economic development element which also includes identifying key locations for development and redevelopment in the city's core (downtown), including the infill sites.

Even though there is no designated historic building in Tama downtown, among 38 buildings, 31 were constructed in the early 20th century (between 1900 and 1920). Most of these buildings are vacant or partially vacant. Tama can use its empty buildings to promote

businesses in the city. In Washington, IA (population 7,309), a 15,000 square foot empty departmental store was redone as a retail incubator to serve customers including residents and tourists who drive for the experience of shopping in a unique setting (Ryan, Lutz and Kono 2017). It offers potential business owners a chance to experiment by creating new business activities among the residents and learning at a smaller scale before growing larger. Tama's neighboring city Toledo deconstructed an abandoned commercial building to expand the Wieting Theater to serve as an artistic hub and special events space with the help of the Derelict Building Grant Program of Iowa Department of Natural Resources (IowaDNR 2019).

Scotland Neck, NC (population 1,872) has been successful in using the Round Up Program to revitalize its downtown. The residents of Scotland Neck have the option to round up their utility bill to the next dollar. They put the extra money into an account for funding a façade improvement program to help downtown businesses. The program provides grants of up to \$1,000, where the fund reimburses \$1 for every \$2 the property owner spends. Several new businesses have moved downtown as a result of the increased tourism and improved appearance.

Another tool that has been variedly used in Iowa communities to improve specific districts is Self-Supported Municipal Improvement Districts (SSMIDs) which is known as Business Improvement Districts (BIDs) in other parts of the country. It is a mechanism

Figure 2.9: Tama Downtown (3rd Street)



Source: Authors



to fund district-specific improvements and services (above and beyond the level of existing municipal services) for property owners and businesses within a defined area, as in a district (Iowa Initiative for Sustainable Communities 2014). It can also serve as an economic development tool to revitalize neighborhoods and spur business growth and retention based on a set-aside levy rate and a levy term. A wide range of Iowa communities such as, De Witt (population 5,233), Webster City (population 7,756), Knoxville, Cedar Falls, Iowa City, Cedar Rapids and Des Moines have been using this for more than 25 years.

Tama has a façade program, from which owners of commercial buildings situated in the T.I.F. District may apply for a grant to restore and/or rehabilitate the exterior façade of said buildings, which grant should not exceed the lesser of 1/2 of the cost thereof or \$7,000 per building, with the nature and extent and the visual appearance to be produced thereby to be subject to city approval (TCEDC 2012).

Spillover Effect

Spillover effect refers to the impact that seemingly unrelated events in one area can have on other areas. An example of this spillover effect can be highlighting the Lincoln Bridge throughout the downtown, which will strengthen the “spillover” traffic from one location to another. Tama can help increase “spillover” through connected street design, better signing, creating pedestrian-friendly spaces, and concentrating a mixture of commercial uses adjacent to the highway and existing

attractions. Well-linked and more diverse retailing areas will be better able to withstand the impacts of competing locations than smaller retail facilities. Chapter 5: Transportation explains more about street design, and Chapter 8: Culture & Quality of Life talks more about public art to promote spillover.

Concentration & Connectivity

Concentrated shopping areas with good internal circulation promote spillover. Once off the highway, visitors should be able to visit multiple locations in proximity using internal road circulation and sidewalks. Pedestrian and bicycle-friendly areas encourage visitors to park once, and then visit several sites in the vicinity. This concept is like that of an outdoor mall, in which a more substantial anchor store or entertainment venue may bring the shopper in, but once there, the easy access to smaller, neighboring shops will keep them there. Tama already has a lot of these assets. However, enhancing them allows them to be fully used.

Wayfinding

Wayfinding is a process of following and determining path or route between two places. This is achieved with signage and maps, special lettering, colors, symbols, and iconic shapes. West Branch, Iowa (population: 2,399) has successfully implemented wayfinding signages throughout the downtown in 2017 and secured a grant. The Town of Silver City, New Mexico, although slightly bigger in population, promotes signs as a part of wayfinding to aid the tourists. Many visitors to Tama

Did You Know?

Tama residents want more locally owned **restaurants** in the City



may be unaware of the other attractions nearby or unsure how to reach them. A signage system to help with wayfinding will encourage visitors to go to multiple sites within Tama. This is not only a way of streetscaping, but it will also help to bring economic flow to the city. Placing wayfinding signs near the Lincoln Bridge will advertise businesses of the downtown area. Signs will point in the direction Tama wants its guests to go. More about this is available in Chapter 5: Transportation.

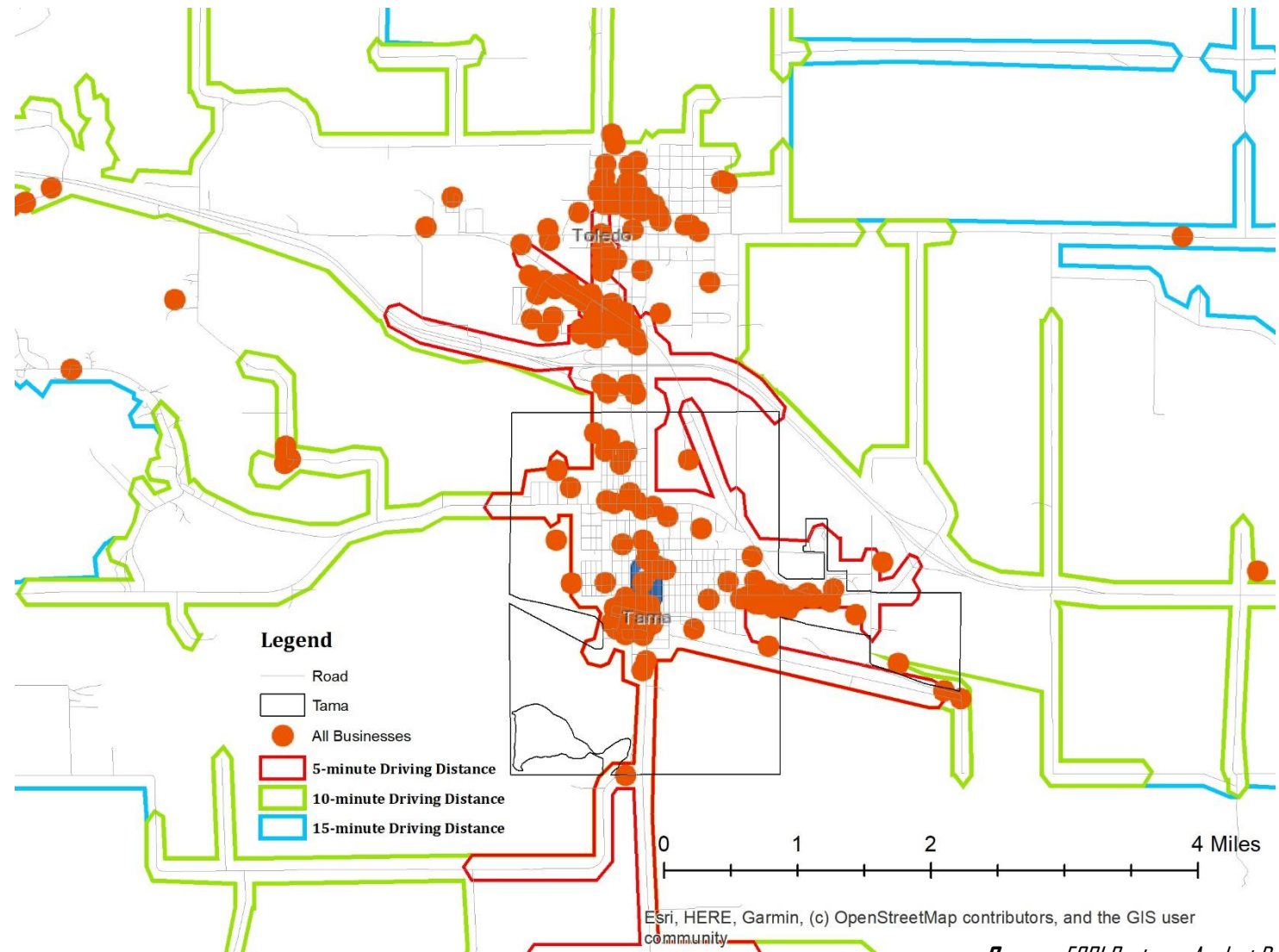
Diversity of Uses

Adding a mixture of office, civic, entertainment, and medium to high-density residential uses to Tama’s commercial areas will draw in more potential customers. For example, a person coming to Tama for work or to travel may then visit retail, especially if everything is well-linked. Commuters may need to buy groceries or make a visit at the hardware store, or visitors may buy clothing and gifts.

Regional Context

Tama has its economic share, along with its neighboring communities, in the overall regional economic activity. This section explores a few of the competitive forces at work in the area surrounding Tama. Assessing the trade distribution among cities in Tama County shows significant interactions with neighboring towns and counties based on commuting-worker flow data. Pull factor ratios (discussed later in the chapter) and average per capita sales and for nearby cities and counties

Figure 2.10: Drive time map: This map denotes areas within 5-minute drive times of downtown in red, 10-minute in green, and 15-minute in blue



*Source: ESRI Business Analyst Data
Prepared by the Authors*



Figure 2.11: Businesses in Tama Downtown
 Top – El Cerrito
 Bottom: El Gallito



Source: Authors

enables us to illustrate retail trade patterns in the broader region.

Tama’s Role within Tama County

Although Tama and Toledo are the population centers for Tama County, Tama’s share of total taxable sales is only 17% (\$13.0 million, FY18). Toledo has more than two-and-a-half-fold greater share than Tama (44.12%, \$33.0 million in FY18) of total taxable sale (ISU, Department of Economics 2019).

Trade Area Discussion

Land use is a deliberate decision made by government that directly affects the economy. The distribution of residential, commercial, and industrial areas is critical to shaping economic forces. Each land use type draws support from differently sized and shaped communities. That is why examining neighboring economic hubs are essential to understand competitive supply and likely demand forces.

Figure 2.10 shows an overview of places within 5-, 10-, and 15-minute drives of the Tama Business District (Figure 2.8 and 2.9). The entire jurisdiction of the City of Tama falls within a five-minute drive, a significant part of Toledo is located at this drive time as well. The rest of Toledo falls within the 10-minute drive, and parts of Meskwaki Nation, Montour, and La Grande are reachable within a 15-minute drive.

Retail

Retail “trade area” is the geographic region from which a town draws most of its retail customers. Similarly, trade area for Tama generally encompasses likely customers, whose spending power will fuel a significant majority of sales in future Tama shops and restaurants. Both existing and potential competitive supply tends to fall within that same trade area. Neighborhood stores like delis tend to have much smaller trade areas than big box stores, which in turn have smaller catchment areas than regional malls.

Pull Factor Analysis

Pull factors are ratios that estimate the proportion of local sales that occurs in a town. Tama does not have a substantial retail “pull factor,” which indicates that Tama’s retail sector is not bringing much spending into the community. Its pull factor has been consistently higher than the median for its peer group of Iowa cities of similar size and character (ISU, Department of Economics 2019). Tama has several retail categories that demonstrate a “gap,” where the local demand exceeds the retail supply. These areas include:

- Grocery Stores
- General Merchandise Stores
- Food Service and Drinking Places
- Health and Personal Care Stores
- Misc. Store Retailers (e.g., Florists, Office Supplies)



- Clothing and Clothing Accessories Stores
- Sporting Goods, Hobby, Book, Music Stores.

Tama has a Mexican bakery and a restaurant. Considering the Hispanic population of the community, this can be an example of entrepreneurship, which will let the visitors to taste the local Mexican cuisine (Figure 2.11). The amount of money Tama residents are spending within Tama in trade determines the dollar-difference between the total sales and the city’s actual sales it could generate if residents locally satisfy all their local needs. Figure 2.12 represents trade surplus or leakage estimates for Tama. Tama residents spend most of their earnings outside of the city (ISU, Department of Economics 2019).

The City of Tama wants to protect the public interest while adapting to the new changes in the economy by improving the process and the regulations. The city must be proactive in recognizing these unique local businesses considering its retail outreach and trending uses that are entering the economy. Improving the regulations and processes will allow the local entrepreneurs to contribute to the growth of the economy, while protecting the health and safety of the public. Tama needs to emphasize promotion of an entrepreneur-friendly economic environment, which at the same time will bring diversity to the local economy and build social and physical infrastructure. Small businesses can play a vital role in growing the Tama economy.

Figure 2.12: Tama retail business breakdown analysis over 10 years

Tama Breakeven Analysis	FY09	FY10	FY16	FY17	FY18
Statewide average per capita spending (\$)	12,644	11,835	12,714	12,648	12,486
<i>x Local income adjustment</i>	0.94	0.94	0.93	0.93	0.93
= Average spending (anywhere) by residents (\$)	11,892	11,114	11,831	11,752	11,584
<i>x City population estimate</i>	2,876	2,871	2,796	2,788	2,766
= Breakeven sales target (\$000s)	34,202	31,908	33,080	32,764	32,041
City actual sales (\$000s)	19,270	13,406	13,414	13,393	12,965
Surplus estimate (\$000s)	-	-	-	-	-
Leakage estimate (\$000s)	(14,932)	(18,502)	(19,666)	(19,372)	(19,077)

Figure 2.13: Per capita retail sales in Tama

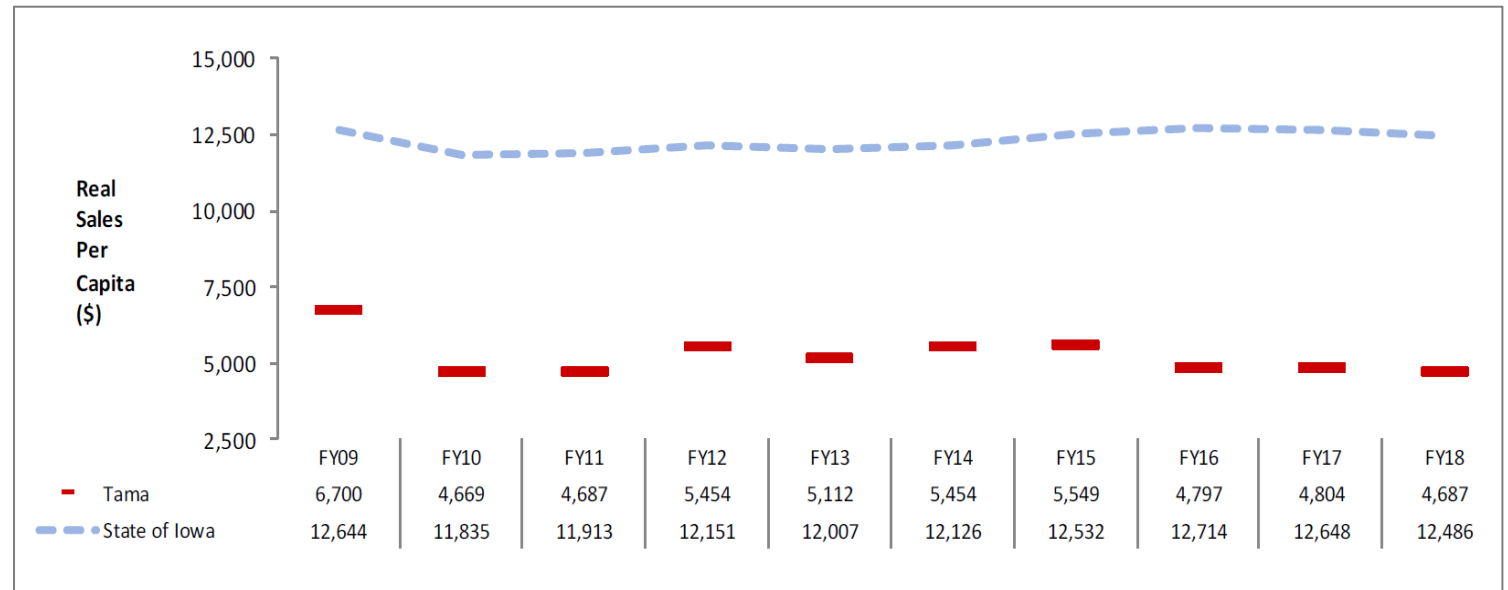


Figure 2.14: Worker's inflow/outflow in Tama, Toledo and Tama County

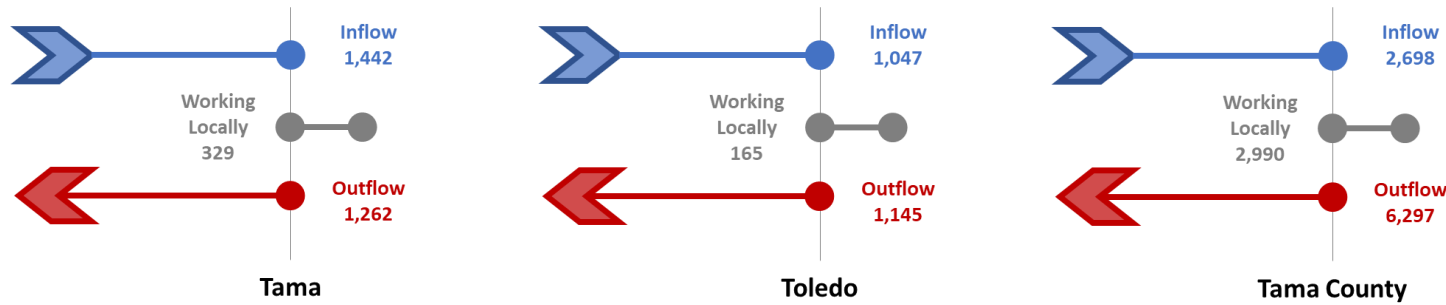
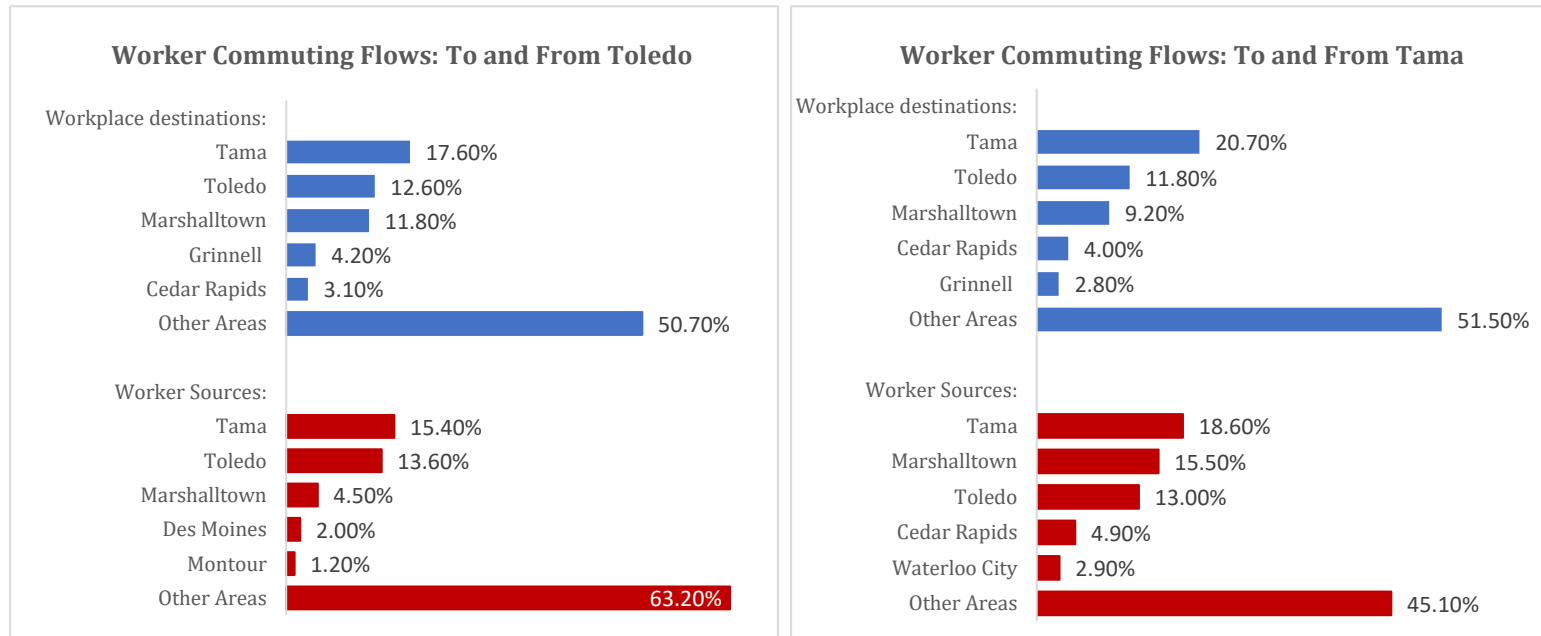


Figure 2.15: Tama and Toledo majority workers residences (nearby cities)



Source: OnTheMaps 2019
Prepared by authors

Retail Sales in Tama

Per capita retail sales have held steady over the past ten years. This is shown in Figure 2.13, which compares the per capita retail sales of Tama with the State of Iowa. Tama’s per capita retail sales have declined over the past decade and are lower than the state average. As Tama’s economy welcomes new businesses to fill up vacant buildings, existing businesses can benefit from increased traffic and added local jobs, creating and enhancing assets that add vibrancy to the community. Local shops are considered as community economic assets that contributes to create a unique identity for Tama. Now that Tama has a small historic district, Tama should identify ways to support the continued existence and success of these assets.

Commuting Pattern

Local travel patterns correspond to possible sources of trade within the region for the local merchandising sector. Workers who come to work in Tama from the neighboring communities help to expand the potential customer base. When Tamians commute outside of Tama for work, the likelihood that they will shop locally during business hours decreases.

Tama Commuting Summary

The difference between people who commute to Tama for work, and Tama residents working outside of the city determines the net commuting flow. Figure 2.14 describes the number of Tama, Toledo, and Tama County residents work outside the jurisdiction as well as the number of people travel to the jurisdiction for work.



Figure 2.14 shows, more people commuted to places than from places in 2018 than 2017 – 79.3% of residents commute from Tama for work. 81.4% of the total employment in Tama consists of people from outside of Tama. It has decreased since 2007.

Key Commuting Relationships for Tama

Worker commuting patterns show more extensive local relationships that impact local economic conditions. Figure 2.15 represents the top five workplace destinations for Tama residents and the top five cities supplying the highest number of Tama workers in 2017. 20% of all the wage-earning Tama residents work within the City of Tama, followed by Toledo, Marshalltown, Cedar Rapids, and Grinnell. 18.60% of the Tama workforce is comprised of Tama residents as well. About 15.5% of the workers commute from Marshalltown, followed by Toledo (11.80%), Cedar Rapids (4.9%), and the City of Waterloo (2.9%). Figure 2.15 also represents the top five workplace destinations for Toledo residents and the top five cities supplying the highest number of Tama workers in 2017. 17.6% of all the wage-earning Toledo residents commute to the neighboring town, Tama. Only 12.6% of Toledo residents work within Toledo. Marshalltown, Grinnell, and Cedar Rapids. Tama residents have 15.4% in the Toledo workforce. About 15.5% of the workers commute from Marshalltown, followed by Des Moines and Montour.

People living close to their workplace yields many benefits. First, living close to work saves time. Secondly,

it reduces Vehicle Miles Traveled (VMT), which directly effects the pollution emission into the atmosphere. People have a better connection with the community. From an employer’s perspective, it is easier to get connected with the workers. Iowa Premium Beef hopes to see more housing for their employees in Tama considering all these. An Iowa Paperboard Mill official mentioned employment vacancies at the mill as they can’t attract people to the city.

Industrial Uses

Currently, Tama does not have an industrial park. Iowa Premium Beef is established on a Tax Increment Finance (TIF) district. Having an industrial park will enable Tama to provide infrastructure and environmental services (e.g. wastewater treatment facilities) to the industries which will eventually enhance environmental performance and result in efficient uses of costly infrastructure.

Historic District

Tama’s City Ordinance emphasizes having an authority to make agreements with the local County Historical Association (CHA) which would make decisions of historical and educational nature and pay from the funds allocated for Library purposes.

Recently, the Lincoln Highway Bridge on the historic Lincoln Highway and the adjacent King’s Tower Café (Figure 2.16) has been declared as part of a historic district. The district has the potential to bring economic

Figure 2.16: Historic King’s Café:
Top – 1950s
Bottom – 2020



Source: Authors



benefits as well as economic costs to Tama. Historic preservation not only enhances cohesion, social capital, but it also increases property values which. Tama should embrace.

Economic Resiliency

The novel Corona virus (COVID-19) outbreak turned into a pandemic during the development of this comprehensive plan. With an increased number in the COVID-19 patients in Tama, the City is experiencing a unique situation – the entire city is following the Iowa Governor’s orders regarding social distancing. Business in Tama is also struggling as there’s restriction on social gathering. This situation can be compared to any natural disaster that can occur within the vicinity of Tama. The City plans to provide support to local businesses to make the economy sustain any future calamities.

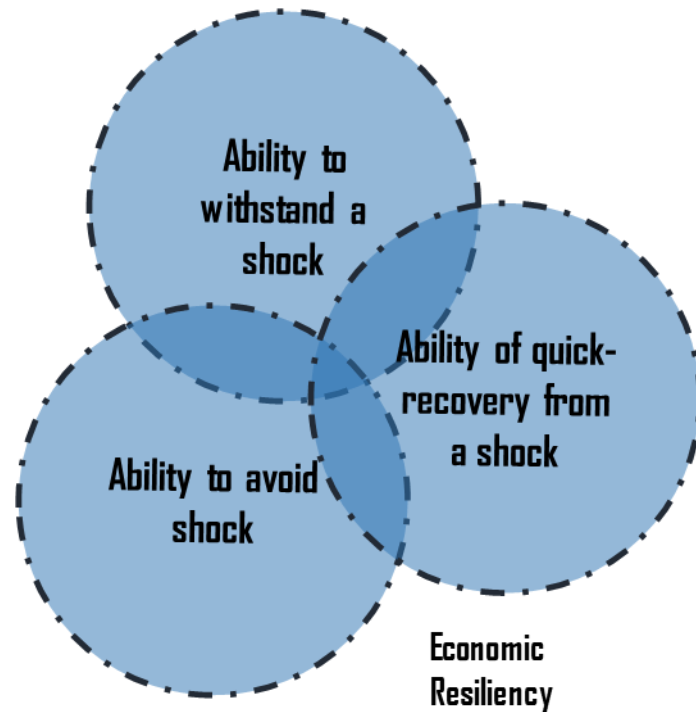
Tama’s economic prosperity is linked to its ability to prevent, withstand, and quickly recover from major disruptions like this event – to its economic base. Economic resilience is not only about quick recovery, rather it depends on the ability to recover quickly from a shock, the ability to withstand a shock, and the ability to avoid the shock altogether (U.S. Economic Development Administration 2018). Tama should work closely with its neighboring jurisdictions in capacity building for economic resilience. In doing so, Tama must design initiatives to address the recovery process from this shock.

Integrating the Economy, Environment, and the Community

Having an economy that considers the 3Es – economy, environment, and social equity will help Tama have an economy that is socially and environmentally responsible, providing fiscal benefits as well as bringing economic prosperity for its residents. This approach to attaining sustainability can begin by incorporating resiliency objectives across the economy, environment, and equity programs. Practicing 3Es can help Tama make savings through reduced agency expenditures, e.g. water, energy, and infrastructure development and maintenance, reduce long-term liabilities through lowered operating costs, and improve fiscal stability in times of uncertainty (The Institute for Local Government 2015).

Like other communities, Tama can find success cultivating a competitive advantage by using its unique assets to attract new investment and support existing businesses (United States Environmental Protection Agency 2016). These assets not only include residents and their skills, local architecture ,and infrastructure, it also includes local and regional business and employment concentrations, cultural, natural, and artistic resources, and general quality of life. Emphasizing these existing community assets will lead Tama to a smart economic growth in the future. Core components of a smart growth economic development strategy are supporting businesses, supporting workers, and supporting quality of life. According to Iowa Economic Development Authority, downtown commercial

Figure 2.17: Components of economic resiliency



Source: U.S. Economic Development Administration



buildings can become more economically sustainable through investments in renewable energy. The state and federal government offer a variety of energy-efficiency and renewable energy grants, loans and tax credits which ultimately offset the cost of more efficient equipment, lower energy bills and strengthen the bottom line. Tama should encourage green business and encourage the reduction of large carbon footprints.

Tama should set a program to connect businesses and local non-profits to encourage volunteerism. Additionally, creating a program that recognizes volunteerism would promote involving the community and giving back to the community. Many employers have recognized the importance of volunteering and have started incorporating service into the workplace. They recognize that employer-supported volunteer programs improve recruitment, retention and engagement rates of their employees (Volunteer Iowa 2020).

Additionally, Tama can align training and education with the emerging occupational need of the community by collaborating with the nearby community college in Marshalltown to provide the youth with tools to develop skills. For example, Clayton County, IA addresses the need of providing job training and internship to engage people more with the community.

Population Growth & Quality of Life

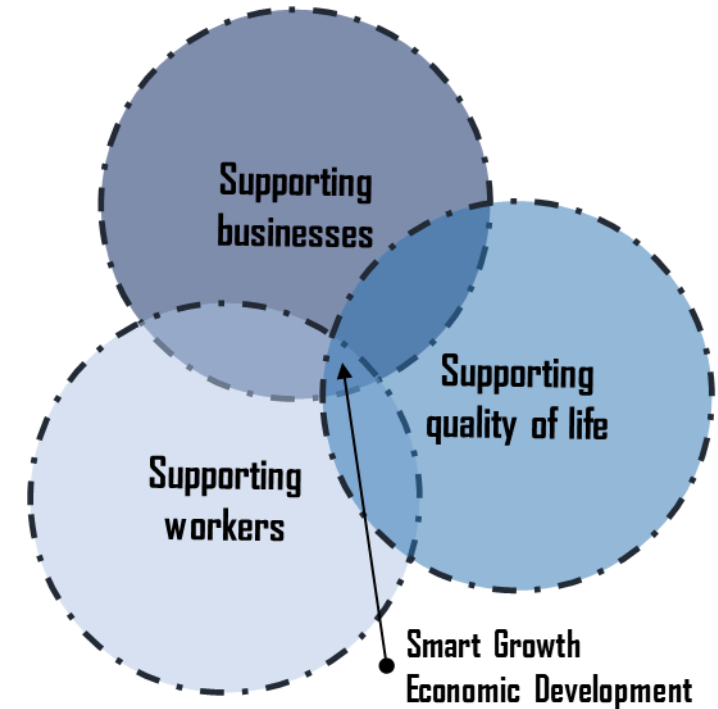
There is a great deal of household growth potential within Tama. Certain factors can increase the population in Tama. Tama’s population can potentially increase if

Iowa Premium Beef starts operating at its full capacity, which is at 42% now (850 employees). If it were to run it might run at 100% capacity in the future, and the employee number would then increase to 2,190 – that adds 1,340 more jobs to the economy. If 10% of those employees move into Tama, the population will increase by 346 (134 multiplied by the average household size, 2.58) (Figure 2.17). If Tama provides a high quality of life, this population will fuel local commercial growth. This potential growth in population is not guaranteed but will depend on the city’s continued support of quality housing options, excellent schools, and amenities such as parks. Strategies for providing these opportunities are provided in Chapters 3, 4, 6, and 8.

Key Partners

Economic development in Tama involves government officials at all levels who act as critical stakeholders. The agencies that can play crucial role in the development of Tama’s economy are: Tama-Toledo Area Chamber of Commerce, Downtown Businesses, TCEDC, Building and Zoning Commission, and Marshalltown Community College. However, the city residents are one of the essential stakeholders. Region Six Planning Commission (RPA 6) provides essential funding, grant writing assistance, and technical expertise in downtown revitalization, neighborhood revitalization and some other areas.

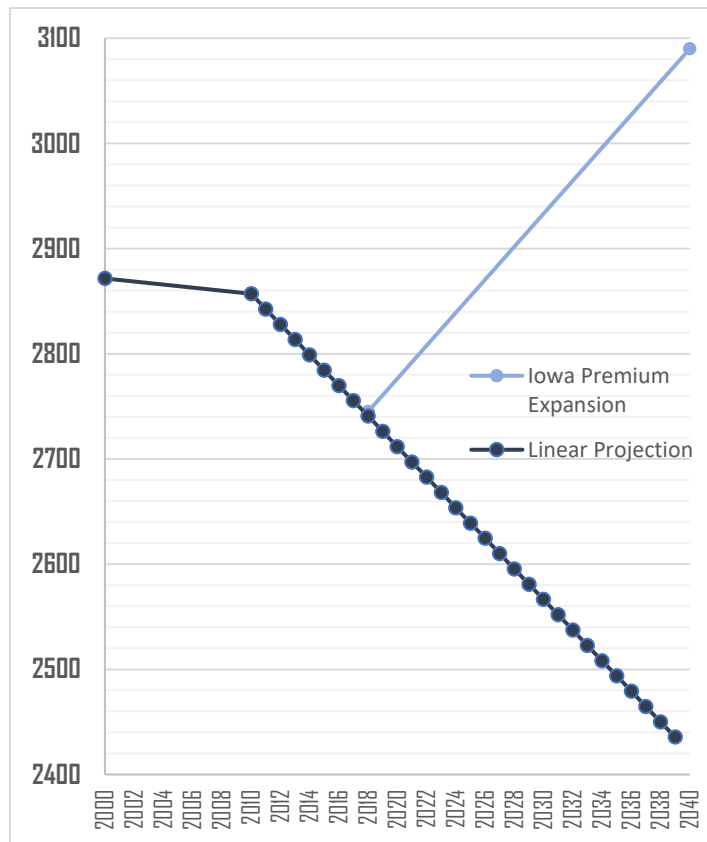
Figure 2.18: Components of smart growth economic development



Source: U.S. Economic Development Administration



Figure 2.19: Population Projection for the City of Tama



*Source: U.S. Census Bureau 2018
Prepared by the authors*

Funding & Resources

The City of Tama has already committed funds for the different programs such as Inspection Program, Demolition Program, New Business Incentive Program, Façade Program, Revolving Loan Program, Commercial Interior Grant Program, Low Interest Loan program, Grant Writer Assistance. For the revolving loan program, loan applicants shall satisfy standard financial and other plan criteria to apply for a maximum \$25,000 loan for the renovation and rehabilitation of commercial buildings, which loans shall be fully repayable on a quarterly basis and shall be at a rate equal to the prime rate in effect at the time of approval of the loan less 1.0%.

Iowa Economic Development Authority

Community Catalyst Building Remediation

Funding: \$0.00 - \$100,000.00

Overview: Iowa Economic Development Authority provides grants to communities for the redevelopment, rehabilitation or deconstruction of buildings to stimulate economic growth in the community through this program which have the potential of catalytic economic growth in the community; improve appearances & safety; and make use of underutilized property.

CDBG Sustainable Community Demonstration

Funding: \$0.00 - \$500,000.00

Overview: Community Development Block Grant (CDBG) funding is available to local governments for green infrastructure-based stormwater projects and activities demonstrating comprehensive innovative approaches to support community sustainability. Potential recipients will invest the grant money in projects related to downtown improvement through streetscape projects.

CDBG Economic Development Set-Aside

Funding: \$3 million in total for all recipients

Overview: The state of Iowa’s Economic Development Set Aside (EDSA) fund provides financial assistance to those businesses and industries requiring such assistance in order to create new job opportunities. Assistance is provided to encourage new business start-ups, expansion of existing businesses and/or the relocation of out-of-state businesses into Iowa.

Iowa Department of Natural Resources

Derelict Building Grant Program

Funding: \$0.00 - \$50,000.00

Overview: The Derelict Building Program is available for Iowa towns of 5,000 or fewer residents to address neglected commercial or public structures that have sat vacant for at least 6 months. The City of Malvern, for example, applied for assistance with renovation that they then tied into a large downtown façade project that also used CDBG funds.



Goals, Objectives, and Recommendations

Goal 2.1: Revitalize downtown

Objective: Downtown – Build a robust downtown to serve the residents, employees, and visitors as a local commercial, business, and cultural center

Policy & Action Recommendations	Partners & Resources	Indicators	Priority	Time
<p>Create a Downtown Coalition to promote growth and retention of business in downtown.</p> <p><i>*See page 21</i></p>	<p>CC DB TCEDC</p>	<p>Increase in number of stores and services for daily needs open in downtown.</p> <p>Increase in sales tax revenue.</p>	<p>★★★★</p>	<p>0 – 5</p>
<p>Continue supporting a variety of institutional uses, i.e., public library, visitors center in downtown, employees, and residents.</p>	<p>CC TCEDC</p>	<p>High rate of use satisfaction with facilities based on surveys</p>	<p>★★</p>	<p>Ongoing</p>
<p>Support small businesses to continue operations in existing downtown buildings by attracting the consumers.</p>	<p>CC DB CHA</p>	<p>Increase in locally owned small businesses downtown.</p> <p>Increase in number of people at downtown events.</p>	<p>★★★</p>	<p>0 – 5</p>

Goal: Community aspiration to increase quality of life in both the short- and long-term.

Objective: The purpose and desired outcome of stated goal.

Policy & Action Recommendations: Actions, projects, services, or policies that the community will undertake to achieve the Comprehensive’s goals and objectives.

Partners & Resources: Identified stakeholders best suited to collaborate with or provide support through resources, funding, or expertise to assist City staff and City Council implement policy and action recommendations.

Indicators: Identifiable and/or quantifiable ways for staff, stakeholders, and residents to assess progress made on policies, actions, and overall goals.

Priority: Using public feedback, identifies the significance using range of ★ (1 star) to ★★★★★ (4 stars, most significant).

Time: The recommended timeframe for each policy and action to be developed and adopted in. These are measured in years and broken into four categories: 0-5, 6-10, 11-20, and ongoing.



Goal 2.1: Revitalize downtown (Contd.)

Policy & Action Recommendations	Partners & Resources	Indicators	Priority	Time
<p>Enhance pedestrian infrastructure by following NACTO complete street policies to create a more comfortable space for shopping.</p> <p><i>*Similar Policies found in Chapter 5 and Chapter 9</i></p>	<p>IDOT CC DB DPW PNZ</p>	<p>Measurable increase in foot-traffic.</p>	<p>★★★★</p>	<p>Ongoing</p>
<p>Enhance downtown signage and wayfinding from US 30 and Highway 63 to improve awareness of downtown.</p> <p><i>**Similar Policies found in Chapter 5 and Chapter 8</i></p>	<p>IDOT DPW IEDA</p>	<ol style="list-style-type: none"> 1. Presence of visually attractive signs. 2. Increase in traffic flow in streets leading to downtown. 	<p>★★</p>	<p>0 – 5</p>

CC – Tama-Toledo Area Chamber of Commerce
 CHA – County Housing Authority
 DB – Downtown Businesses
 DPW – Department of Public Works
 IDOT – Iowa Department of Transportation
 IEDA – Iowa Economic Development Authority
 PNZ – Planning and Zoning Commission
 TCEDC – Tama County Economic Development Commission

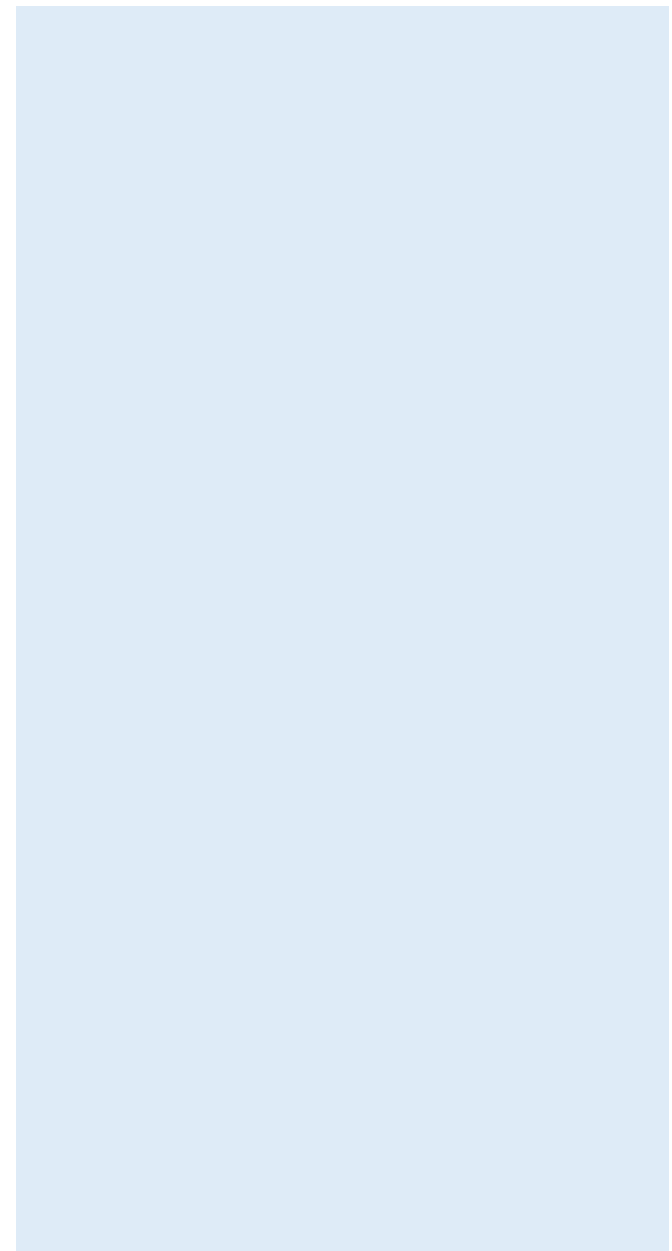


Goal 2.2: Foster resilient and diverse economy.

Objective 2.2.1: Guide the local economy to be resistant to drastic changes.

Objective 2.2.2: Support a balanced occupational mix with diverse workforce to make the economy more sustainable.

Policy & Action Recommendations	Partners & Resources	Indicators	Priority	Time
Guide commercial development along Hwy 30 through amendments to zoning code.	PNZ	Mixed-use development (with business) constructed along Hwy 30	★★★	0 – 5
Expand office and retail space within the community.	DB	Increase in office space square footage in the business district	★	6 – 10
Retain the youth in the community by enhancing quality of life amenities for young people.	TCEDC IEDA	Growth in the proportion of population between the ages of 19 and 32	★★★★	0 – 5
Aligning training and education with the emerging occupational needs of the community.	MCC	High enrollment in classes that train workers for local job opportunities	★★	6 – 10



Goal 2.2: Foster resilient and diverse economy (contd.)

Policy & Action Recommendations	Partners & Resources	Indicators	Priority	Time
Create a business incubation space in a dedicated space, such as a room in the public library.	IEDA RPA 6	A dedicated space has been created	★★	6 – 10
Increase property values by developing and enhancing amenities discussed in other chapters.	RPA 6	Increased property values by providing amenities	★★★	11 – 20

IEDA – Iowa Economic Development Authority
 MCC – Marshalltown Community College
 PNZ - Planning and Zoning Commission
 RPA 6 – Regional Six Planning Commission
 TCEDC – Tama County Economic Development Commission



Goal 2.3 Encourage community-based economic development

Objective: Develop a local economy that supports its businesses.

Policy & Action Recommendations	Partners & Resources	Indicators	Priority	Time
Create attractions that would entice visitors, appeal to tourists and offer educational opportunities.	CC CHA DPW TCEDC	Measure changes in average daily traffic in downtown surrounding areas on weekends, holidays, and during the summer	★★	11 – 20
Promote business incubation through microloans, technical assistance, and public-private partnerships.	TCEDC	Increase in number of business start-ups in Tama	★★★	6 – 10
Provide technical assistance to local business.	CC TCEDC	Increase in number of businesses utilizing technical assistance	★★	Ongoing
Provide social media assistance for local businesses.	CC DB	Local business report increased engagement on social media	★★	Ongoing
Educate business owners about Revolving Loan Fund for gap financing.	RPA 6 IEDA	Increase in number of business owners applying for the loan	★	0 – 5

CC – Tama-Toledo Area Chamber of Commerce
 CHA – County Historical Association
 DB – Downtown Businesses
 DPW – Department of Public Works
 IEDA – Iowa Economic Development Authority
 RPA 6 – Region Six Planning Commission
 TCEDC – Tama County Economic Development Commission



Goal 2.4 Use historic preservation as a tool to enhance the economy.

Objective: Retain the historic and cultural characteristics of the city.

Policy & Action Recommendations	Leadership & Partners	Indicators	Priority	Time
Explore the creation of a historic preservation ordinance.	CHA	Presence of a historic preservation ordinance.	★★★★	Ongoing
Use city website, social media, and brochures to promote the historic district.	TCEDC CC DB	Increase business in the historic district.	★★★★	0 – 5
Educate property owners about existing historic preservation incentives.	DB CC	Increase in number of property owners applying for various incentives.	★★	6 – 10

CC – Tama-Toledo Area Chamber of Commerce
 CHA – County Historic Association
 DB – Downtown Businesses
 TCEDC – Tama County Economic Development Commission



Goal 2.5 Promote an economy that is environmentally sustainable.

Objective: Achieve an environmentally sustainable economy that is resilient to changes.

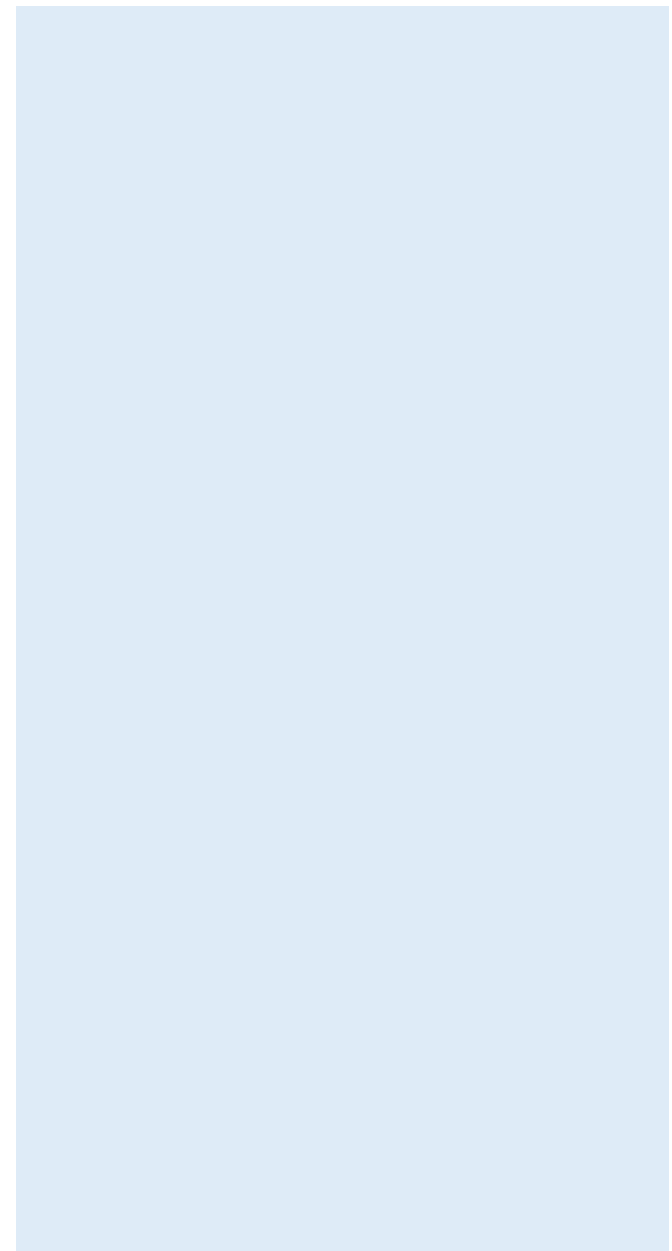
Policy & Action Recommendations	Leadership & Partners	Indicators	Priority	Time
Evaluate the possibility of creating a green business program.	RPA 6 CC, DB TCEDC	Businesses adopt environmentally friendly practices	★★	11 – 20
Develop economic policies that would ease disaster recovery.	CC TCEDC	Policies have been developed	★★★★	0 – 5

CC – Tama-Toledo Area Chamber of Commerce

DB – Downtown Businesses

RPA 6 – Region Six Planning Commission

TCEDC – Tama County Economic Development Commission



Goal 2.6 Support socially responsible economy.

Objective: promote corporate social responsibility to engage business and employers with the community.

Policy & Action Recommendations	Partners & Resources	Indicators	Priority	Time
<p>Work with businesses and local organization to encourage and recognize volunteerism.</p>	<p>TCEDC CC</p>	<p>Connections have been established. Recognition program is created.</p>	<p>★★★★</p>	<p>Ongoing</p>
<p>Provide opportunities such as internships to the youth to engage within the community.</p> <p><i>*Similar Policies found in Chapter 8</i></p>	<p>STC CC</p>	<p>1. An internship program has been created. 2. People have taken the internship opportunity.</p>	<p>★★★</p>	<p>6 – 10</p>

CC – Tama-Toledo Area Chamber of Commerce

STC – South Tama County School District

TCEDC – Tama County Economic Development Commission





3 HOUSING

Although housing is a basic human need, it often is the largest item in people’s budgets. The American Planning Association (APA) Sustaining Places Task Force outlined that providing housing for the needs of all citizens and groups is essential to achieve equity, one of its six principles.

Housing has been identified as one of the major areas of focus for the City of Tama in conversations with city officials and with the public on several occasions. Scarcity of affordable housing units for residents, an increased percentage of cost-burdened (people who pay more than 30% of their income as rent) households (especially among renters), and the quality of housing units are a few of those. This chapter of the 2040 Comprehensive Plan will lead to the development, maintenance, and redevelopment of housing resources in Tama.

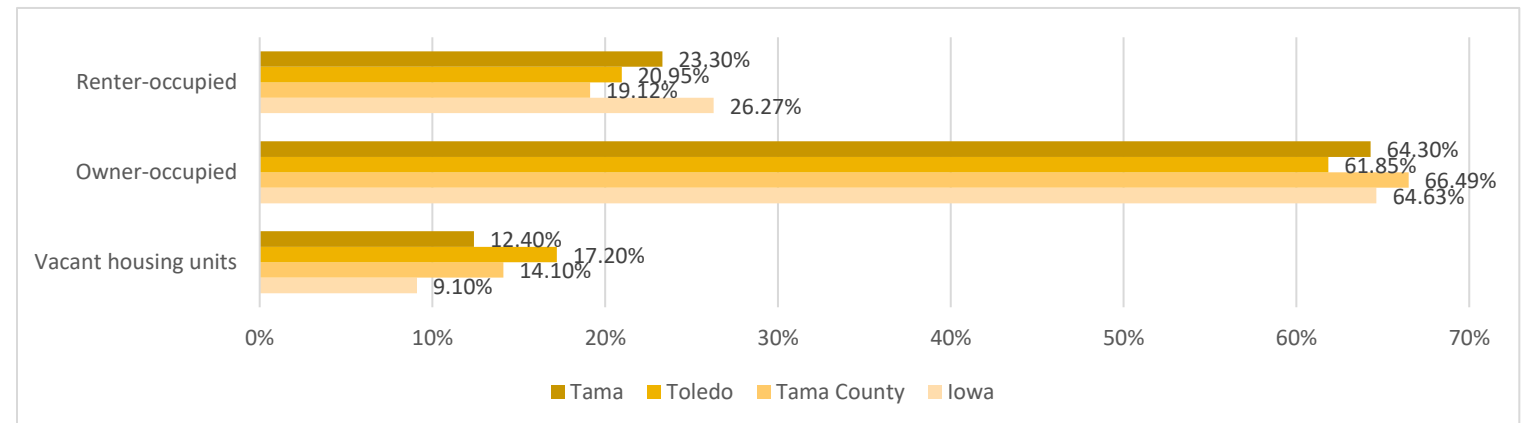
This chapter outlines the need for the community to provide housing diversity and opportunity. The effect of different age groups on the provision of housing is emphasized to address the community’s needs. Housing in Tama is closely tied to the other elements of this plan. All these features address the factors that contribute to the quality of life of residential neighborhoods of the City. More detailed discussion regarding land use, transportation, and public safety can be found in the other chapters within this plan.

The goal of this chapter of the plan is to ensure that the City supports the provision and maintenance of an adequate inventory of safe and energy-efficient housing in different neighborhoods at affordable costs that meet the needs of the City’s present and future residents. This chapter provides policies and objectives that generally focus on meeting the demand for a variety of housing types, reducing or eliminating substandard housing,

Did you know?

Architectural styles in Tama include Craftsman, Prairie, and Minimal Traditionalism amongst others.

Figure 3.0: 2018 housing occupancy rate.



Source: U.S Census Bureau 2018



providing affordable housing, and sites for group homes and group residential facilities.

Housing Assessment

There are interconnections among a community’s housing stock, demographic, economic, population, income, and employment trends. Table 3.1 compares changes in housing occupancy. A summary of the key points are as follows:

- The number of housing units has decreased from 2010 to 2017, with less rental-occupied percentages each year. The percentage of renter-occupied units decreased from 30.38% to 23.30% from 2010 to 2017. A renter occupancy rate of 30% to 35% is considered as a balanced housing market. The

decrease in rental units shows an imbalance in the housing market.

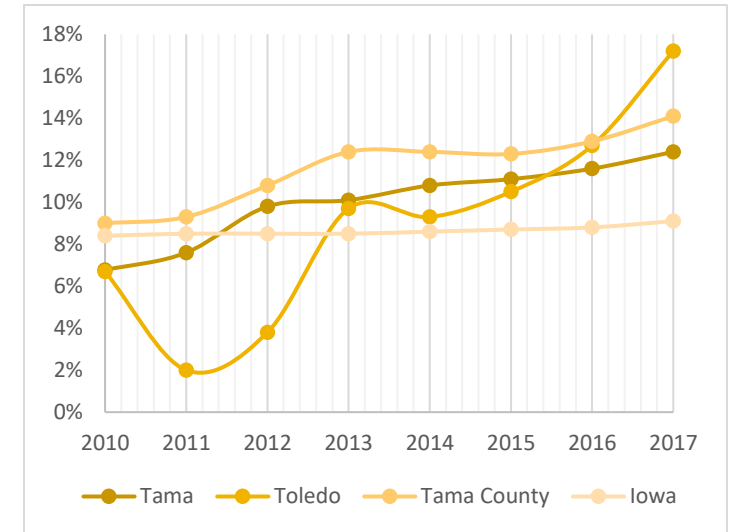
- The percentage of renter-occupied housing units in Tama is higher than the county and the neighboring city Toledo, but it is less than the state percentage (Figure 3.1). The Owner-occupancy rate in Tama is less than both the county (66.5%) and the state rate (64%). The number of renter-occupied housing units was decreased by about 24% in 2017 from 2010 (Table 3.1).
- The City’s vacancy rate has increased over the seven years (a total of 82% increase in the number of vacant housing units from 2010 to 2017). Higher vacancy rates (Figure 3.2) expand the choices that potential buyers have in the market. Only 5.5% of the total housing stock has been constructed after 2000, likely indicating that construction activity is

Table 3.1: Change in Key Housing Occupancy Indicators

	2010	2017	Change in 2010-2017	% Change in 2010-2017
<i>Total Housing Units</i>	1,182	1,177	-5	-0.42%
<i>Owner Occupied Housing Units</i>	743	757	14	1.92%
<i>% Owner Occupied</i>	62.82%	64.30%		
<i>Renter Occupied Units</i>	359	274	-85	-23.63%
<i>% Renter Occupied</i>	30.38%	23.30%		
<i>Vacant Units</i>	80	146	66	82.50%
<i>Vacancy Rate</i>	6.77%	12.40%		
<i>Median Home Value</i>	\$76,600	\$84,500	\$7,900	10.31%
<i>Median Rent</i>	\$613	\$654	\$41	6.69%

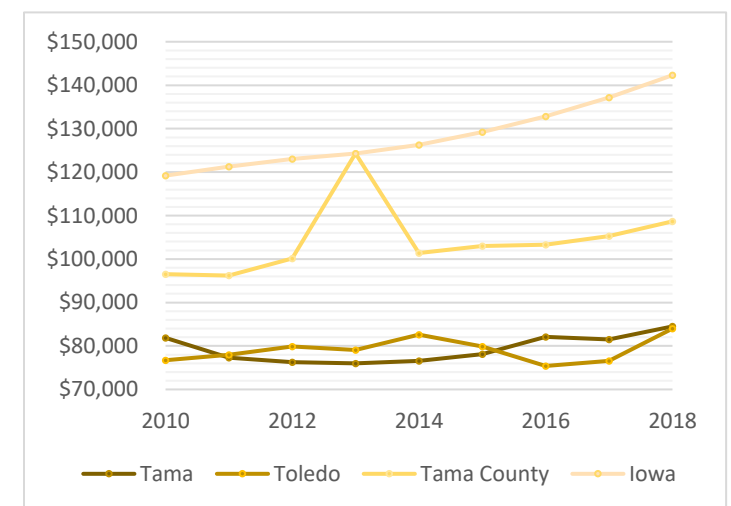
Source: U.S. Census Bureau, American Community Survey 5-Year estimates – 2010 and 2018

Figure 3.2: Housing vacancy rate



Source: U.S. Census Bureau 2018

Figure 3.3: Median housing value



Source: U.S. Census Bureau 2018



Figure 3.4: Neighborhoods in Tama.



not keeping pace with demand. This came up during conversations with the city officials and the residents on several occasions.

- The housing market in Tama has seen some ups and downs in the last decade. The median housing value in Tama (\$84,500) is less than the state (\$142,300) and county (\$108,700) median value (Figure 3.3). Although Tama housing values are below that of Toledo, a sudden decrease in Toledo home value has pushed Tama ahead of Toledo.





Housing and Neighborhoods

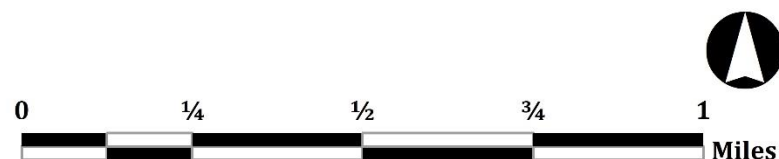
Protecting the existing housing and developing new housing units to support further growth are vital elements of Tama’s development strategy. While land use and capital investment are essential to housing planning, specific efforts are needed to address housing priorities. The City’s primary housing challenges include:

- Maintaining the structural integrity of older homes and the quality of Tama’s existing housing supply.
- Increasing the diversity of housing choices in Tama, especially rentals, for present and prospective residents.

Tama does not have a balanced mix of neighborhoods based on the age of housing structures. Most of the existing housing units in the City of Tama were built earlier than 1939 (44.5%). These older neighborhoods were established by the important highway intersections and by the railway station in the south of the city.

Neighborhood Development

	Earlier than 1939		1980s-1990s
	1940s-1950s		Later than 2000
	1960s-1970s		Mixed



About 30 percent of total units were built between 1940 to 1970 (310 units). Only 15 percent were built after 1980. No housing units were added to the housing stock after 2014. Newer subdivisions were developed at the northwest corner of the City, close to the South Tama County High School. Some of the neighborhoods were developed gradually, namely the west-side neighborhood (See Appendix 3.1). Figure 3.4 is a thematic map of neighborhood development in Tama.

Tama's new residential areas should provide a mix of housing types, developed around neighborhood parks and greenways. A few factors would impact the geographic location of new residential development within Tama including the boundaries of surrounding

communities (to north and west), the existing large lot developments in the north-east, and the FEMA floodplain to the south (discussed in detail in Chapter 7: Environment and Sustainability). Easy access to municipal services and adjoining residential developments make areas to the other side of Highway 30 more appropriate for residential development. Tama has already approved annexation of land in the north-east corner of the city boundary for Iowa Premium Beef to expand for their housing project development.

Housing Types

Tama should provide a balance of housing for people of all ages, including young adults and seniors. Current available housing options in Tama are described in the

following section. Figure 3.5 has some of the available housing options in Tama.

1. Single-Family Houses, detached

A stand-alone, detached structure maintained and used as a single dwelling unit. It typically includes a private entrance and exit, a private yard surrounding the dwelling unit, one set of utilities, and one owner.

2. Single-Family House, attached

A single house with two separate dwelling units within it. Each dwelling unit has its own private entrance and exit.

Figure 3.5: Available housing options in Tama: Left: Small-lot single family house; Middle: Apartment building in Tama downtown; Right: Large-lot single family house



Source: Authors



Figure 3.6: Apartments in Tama

Top: on S McClellan St

Bottom: Hardino St. east of South Tama County High School



Source: Authors

3. Multi-Family Housing

Type of housing where multiple separate dwelling units are contained within one building, or several buildings within one complex. Units are often rented rather than owned. Examples of multi-family housing include apartments, row houses, patio homes, condominiums, and senior housing. Figure 3.6 illustrates some of the available multi-family housing units in Tama.

4. Others

The largest category of housing type is detached single-family houses, representing 76.7% of all housing units in Tama, which is more than the neighboring City Toledo. The second largest housing unit type in Tama are apartments with around 152 units representing 13% of all housing units. The remaining units are spread between attached single-family houses and mobile homes. Tama has only 26 mobile homes whereas Toledo has 121 (Figure 3.7). For more housing options, see Appendix 3.2.

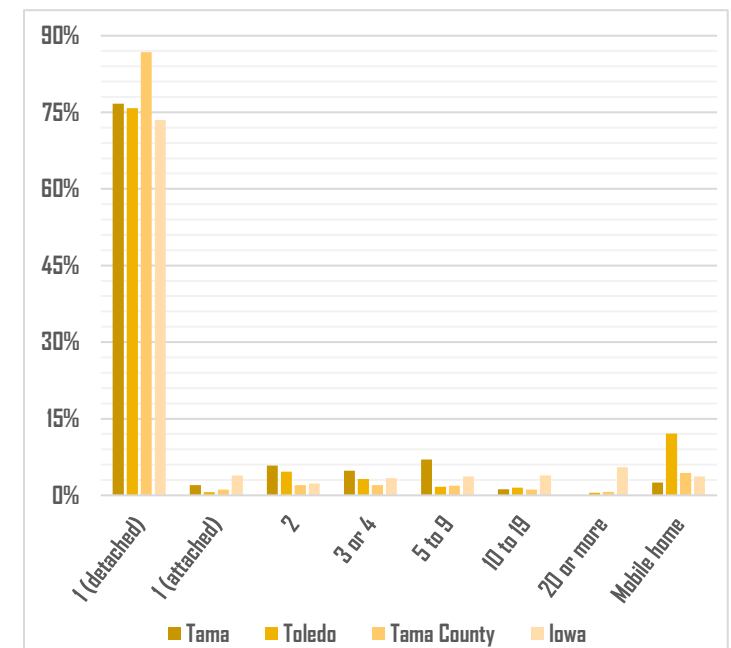
Housing types have a large impact on the future demand for land, utilities, and streets. As the City grows, there are a few items to consider if the community desires to be sustainable by providing quality services and amenities. Keys to sustainability are included in Chapter 4: Land Use and Zoning. Housing variety should be integrated into new growth areas and the City’s ordinances should provide suitable flexibility to

Figure 3.7: Mobile home park in Tama



Source: Authors

Figure 3.8: Number of units in structure



Source: U.S. Census Bureau 2018



accommodate innovative or economical designs within traditional town patterns. Tama can move forward by following these options:

Multi-Family Development:

Rather than developing new subdivisions on peripheral sites, multi-family development should be integrated into the structure of new neighborhoods.

Townhouses:

Another type of configuration could be townhouses. These tend to be three or more attached units that can be developed as owner-occupied or rental housing. They provide construction and land use efficiencies, while continuing the sense of a single-family neighborhood.

Types of houses that support a resident’s “ability to live in one’s own home and community safely, independently, and comfortably, regardless of age, income, or ability level.” (CDC) These structures can take several forms (single-family or multi-family) but usually are single-story buildings.

Housing Units

A total of 1,177 housing units are available in Tama. 87.6% (1,031) of all units are occupied. The rest (12.4%) are unoccupied. Among the occupied units, 73.4% are owner-occupied, and 26.6% are renter occupied (Figure 3.8). The average household size of the owner-occupied unit and renter-occupied unit is 2.87 and 2.08, respectively (U.S. Census Bureau, 2018).

Home Values

In the third quarter of 2017 (Q3), the median home value of Tama was estimated to be \$81,500 (Figure 3.3). More than half of the units (52.2%) are valued between \$50,000 and \$100,000 (Figure 3.9). About 61.6% of all housing units are paying a monthly mortgage. The median value of mobile homes was \$33,600 in 2009 (2005-2009 American Community Survey 5-Year Estimates). As mobile homes depreciate, in 2017, the median value of owner-occupied mobile homes has decreased to \$32,500 (2013-2017 American Community Survey 5-Year Estimates).

Rent

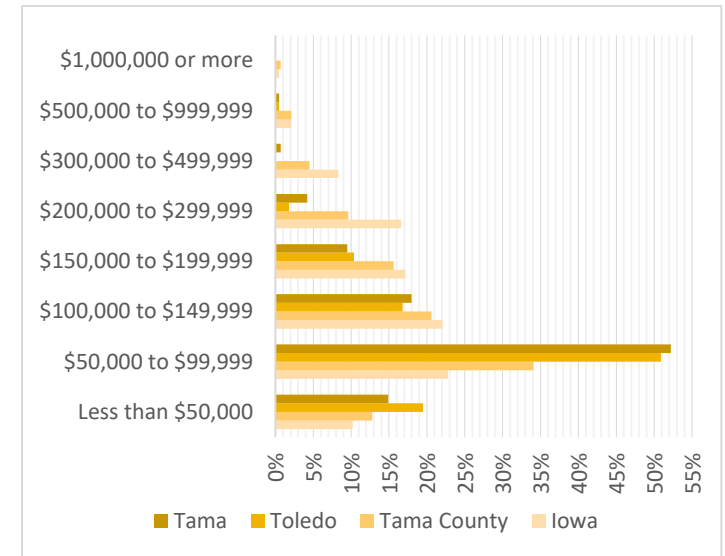
Home Rent

The median gross rent in Tama increased to \$654 in 2017 from \$635 in 2015 (Figure 3.10). An increase in rent is part of the current trend for all types of available rentable housing units. As illustrated in Figure 3.10, Toledo has seen an increase in median rent over time, but Tama has had a stable median rent (\$610 in 2010 to \$654 in 2017).

Fair Market Rents

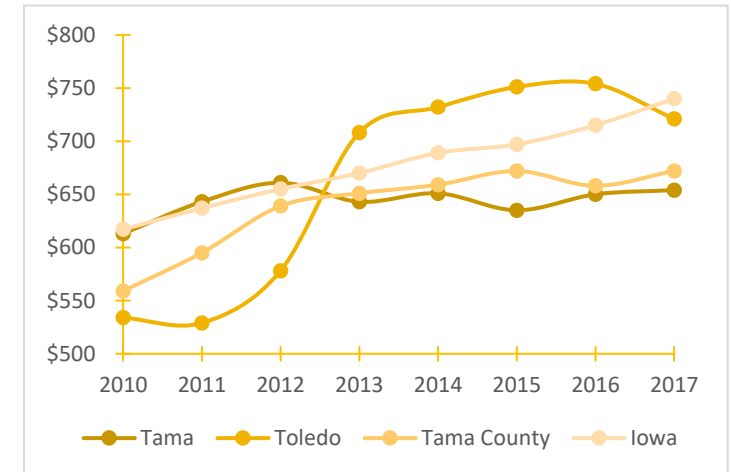
Fair Market Rents (FMR) are used to determine the average housing costs of the City. FMR are used to establish the payment standards for the Housing Choice Voucher Program (HCVP), maximum rents in HOME financed rental projects, and initial rents for Section 8 project-based assistance. The 2020 Fair Market Rent for one-bedroom dwelling units is \$527 per month and \$987

Figure 3.9: Housing value in Tama.



Source: U.S. Census Bureau 2018

Figure 3.10: Median rent.



Source: U.S. Census Bureau 2018



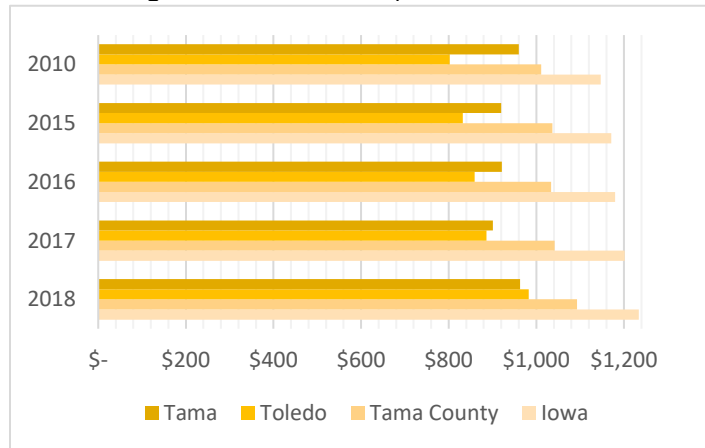
per month for four-bedroom dwelling units (Affordable Housing Online, 2019).

2020 Fair Market Rents				
Studio	One BR	Two BR	Three BR	Four BR
\$ 488	\$ 527	\$ 694	\$ 865	\$ 987

Home Expenditure

The estimated median amount of annual real estate taxes paid for an owner-occupied housing unit in Tama was \$963 in 2018. At the same time, the amount in Toledo was \$20 more than Tama (\$983). This includes all real estate taxes on the entire property, including special assessments, school taxes, and county taxes. It covers state, local, and other real estate taxes. Median Selected Monthly Owner Costs (SMOC) were \$907 in 2017. Tama homeowners have a lower median monthly cost than the county and state (Figure 3.11).

Figure 3.11: Median Monthly homeowners' cost



Source: U.S. Census Bureau, American Community Survey 5-Year Estimate

Housing Affordability

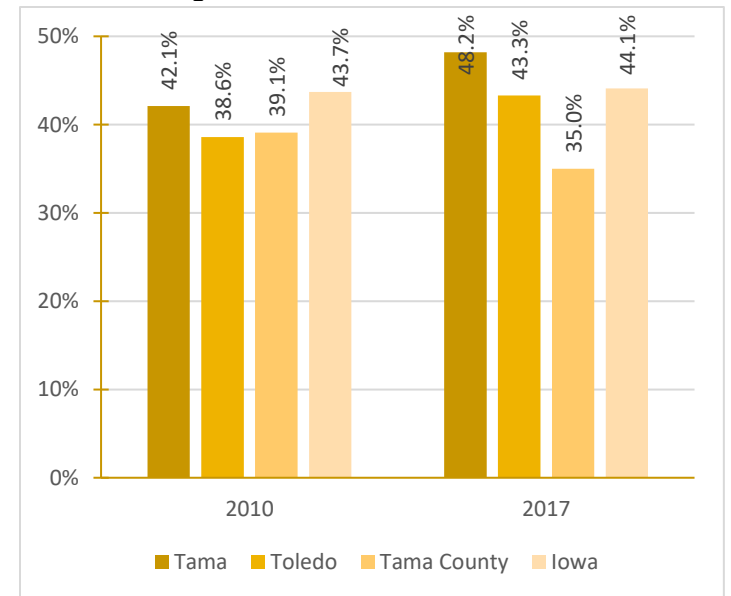
Income significantly impacts access to housing, as it has not been increasing as quickly as housing costs. As a result, there are more cost-burdened households – households in which more than 30 percent of household income goes toward housing. About 48% of all households in Tama was cost-burdened in 2017, which is higher than the percentage of cost-burdened households in Toledo (43.3%), Tama County (35.0%) and Iowa (44.1%). It increased from 42% in 2010. In Tama County, the percentage of cost-burdened households has gone down at the same time. (Figure 3.12).

Area Median Income

Affordable housing program eligibility is determined by comparing household income to the incomes of all other households of an area. A term called the Area Median Income, most often referred to as AMI by HUD.

When searching for housing options, people often look beyond individual city limits. That is why an area larger than a city is used to determine the AMI. For Tama, the AMI is calculated from all households within Tama County. HUD estimated Area Median Income for a family of four in Tama as \$54,250. Most of the affordable housing programs determine eligibility based on the AMI percentage of a given household's income.

Figure 3.12: Cost-burdened households



Source: U.S. Census Bureau 2018



Among the programs that determine eligibility based on the AMI are Section 8, HOME, LIHTC, Section 515, 202 and 811. Tama can leverage these programs to increase housing access and affordability.

Housing Tenure and Affordability

The majority of Tama residents are homeowners. Renter-owner ratio has been steady for the last decade. When broken down by tenure and income, the two largest groups of residents in the City are renters earning less than 30% of AMI (\$28,300 per year) and homeowners earning more than 100% of AMI (\$66,800 per year). In comparison to housing affordability, which is access to homeownership or rental options based on housing price relative to household income.

Quality homes in residential neighborhoods that can serve a range of income levels and family types make it possible for people to live near their jobs and let residents stay in the same neighborhood even if their income or lifestyle changes. Tama will work towards making its neighborhoods appealing to newcomers, so that it attracts workers and businesses. If Tama doesn't offer affordable homes to the low-income group, they might be forced to leave the City, removing workers and customers from the Tama economy. A balanced mix housing types (e.g., rental and for sale, multifamily townhouses and apartments) can house people of all ages in different life phases, from starting out in the workforce to raising a family to retiring.

Possible Affordable Housing Options:

A community can provide affordable housing options in different ways. It can be public, private, or both at the same time. Based on best practice research and feedback from the public, the following affordable housing solutions should be pursued:

1. Privately owned subsidized housing apartments.
2. Public-sector Housing apartments.

Housing Choice Voucher, also known as Section 8 listings, are options eligible for federal assistance. They are affordable rentals for families who are low income, seniors, or disabled persons.

Housing Options

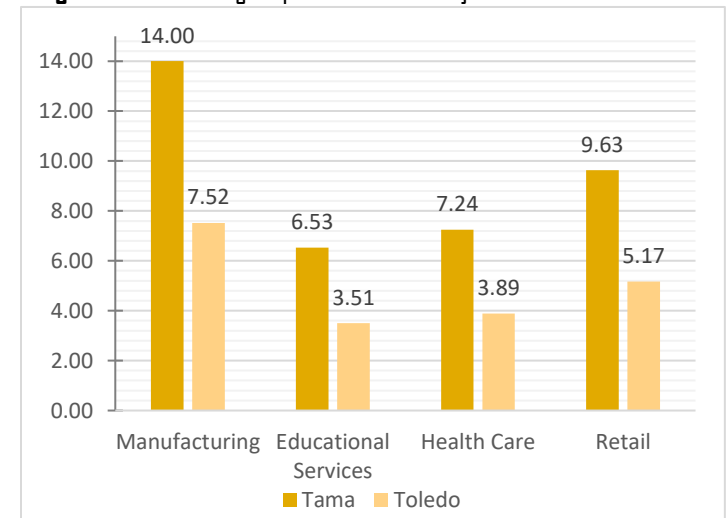
Figure 3.13 illustrates the required number of housing units if Tama sees an expansion in each of the following sectors to produce 100 jobs: manufacturing (14 housing units), educational services (7), health care (7), and retail (10). For every housing unit in Tama there are about 2 people (households with no person of 65 years or older). The projections determine that 118 housing units would be needed to support 100 new jobs and families with workers in the community.

According to ACS 2017 5-year estimate data, there were 1,210 vacant housing units available in the county (7.2% of the total stock).

Did you know?

7.2% of the total housing stock is vacant in Tama.

Figure 3.13: Housing requirement for 100 job increase in Tama.

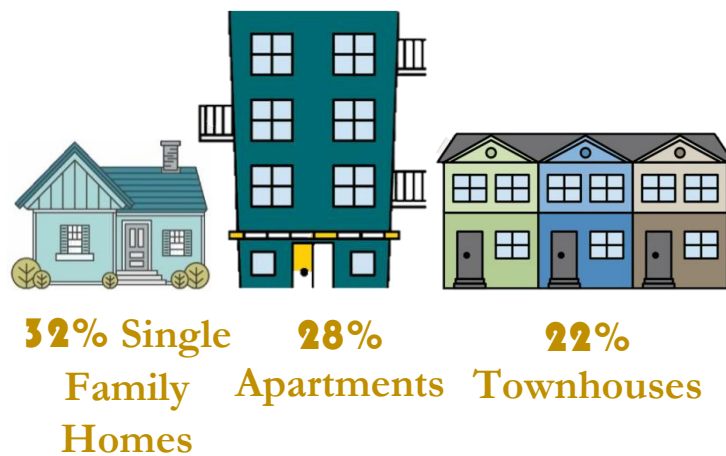


Prepared by the authors



2019-2020 Survey Highlights

What do Tama residents want to see in the housing market in the future?



That means there should not be any concern to accommodate the new workers (discussed in detail in Population Growth, a subsection of Chapter 2: Economic Development). Tama needs to weigh the benefits of construction of new home and renovation of the old vacant homes based on its capacity and available resources. The strategy should be based on an analysis comparing the two.

Public Input

Tama residents want more affordable and quality housing options, based on conversations in public engagement events, such as the homecoming tabling event, Public Work Session, and spring virtual public engagement event, as well as the winter survey. Among 107 responses to the survey, 86 respondents were Tama residents. 33% of them prioritized the need of single-family housing units. They also want townhouses and apartments in Tama. A mixture of these housing types will ensure that the economic and family stability of Tama residents are not a barrier to living in the community.

Funding & Resources

Funding can come from several different sources to support administrative, agency-based, or individual housing development. Outside funding sources provide opportunities for communities to invest, reducing the burden on the existing budget. Local, state, and federal grants are available for varying housing projects and

initiatives. However, if Tama pursues one such program in the future, it should not be the sole revenue source as they are not a guaranteed source of funding.

USDA Rural Development

[Single Family Housing Direct Home Loans in Iowa](#)

Funding: Variable

Overview: USDA offers Single Family Housing Direct Home Loans to Iowa communities with a population less than 35,000. It is also known as the Section 502 Direct Loan Program. This program assists low- and very-low-income applicants obtain decent, safe and sanitary housing.

Iowa Economic Development Authority

[Nuisance/Abandoned Property Remediation Fund](#)

Funding: Maximum \$500,000

Overview: The Nuisance Property and Abandoned Building Remediation program provides financial assistance in a form of loan to communities to remediate residential nuisance buildings and structures. This program is applicable as long as all properties to be remediated or redeveloped are included in the redevelopment plan described within the application.



National Park services: U.S. Department of Interior

[Paul Bruhn Historic Revitalization Grants Program](#)

Funding: [\\$250,000 – \\$750,000](#)

Overview: The goal of the Paul Bruhn Historic Revitalization Grants Program is to help rehabilitating significant national, state and local level historic properties to rehabilitate, safeguard, and foster economic development of rural communities by establishing subgrant programs through States, Tribes, Certified Local Governments, and non-profits.

[Federal Tax Credit Program](#)

Funding: 10% or 20% tax credit

Overview: The Federal Historic Preservation Tax Incentives program encourages private sector cost-efficient rehabilitation of historic buildings. It generates jobs and creates moderate and low-income housing in historic buildings.

2019-2020 Survey Highlights

Housing affordability and **quality of housing** are the topmost priorities for Tama residents when it comes to housing.



Goal: Community aspiration to increase quality of life in both the short- and long-term.

Objective: The purpose and desired outcome of stated goal.

Policy & Action Recommendations: Actions, projects, services, or policies that the community will undertake to achieve the Comprehensive’s goals and objectives.

Partners & Resources: Identified stakeholders best suited to collaborate with or provide support through resources, funding, or expertise to assist City staff and City Council implement policy and action recommendations.

Indicators: Identifiable and/or quantifiable ways for staff, stakeholders, and residents to assess progress made on policies, actions, and overall goals.

Priority: Using public feedback, identifies the significance using range of ★ (1 star) to ★★★★★ (4 stars, most significant).

Time: The recommended timeframe for each policy and action to be developed and adopted in. These are measured in years and broken into four categories: 0-5, 6-10, 11-20, and ongoing.

Goals, Objectives, and Recommendations

Goal 3.1: Provide Tama with Attractive Housing stock

Objective: Increase the supply of desirable housing stock throughout the City.

Policy & Action Recommendations	Partners & Resources	Indicators	Priority	Time
Prepare a housing inventory that measures the present condition of vacant units and compares the cost of renovation to new development.	CA DPW	Property inventory exists	★★★★	0 – 5
Address deteriorated properties by enforcing the City Ordinance.	DPW	1. Deteriorated housing units have improved 2. Increased property values	★★	11 – 20
Provide property tax abatement to promote renovation and replacement of older rental housing units.	DPW	1. Housing inventory is used 2. Renovated or replaced rental properties are in better condition	★★★	0 – 5
Explore incentives for developers for future development in Tama based on Highway 30 expansion. <i>*Similar Policies found in Chapter 2</i>	TC DPW	Developers have started building in the City	★★★	11 – 20

CA – County Assessor
 DPW – Department of Public Works
 TC – Tama County



Goal 3.2. Provide Tama with a diverse and affordable housing stock

Objective: Enable Tama residents to be able to afford and access quality housing in terms of unit sizes, housing types, levels of affordability, and locations

Policy & Action Recommendations	Partners & Resources	Indicators	Priority	Time
<p>Adopt the zoning changes outlined in the Zoning chapter and incentivize infill development. <i>*Similar Policies found in Chapter 4.</i></p>	PNZ	Zoning changes have been adopted.	★★★★	0 – 5
<p>Connect economically disadvantaged households with available resources through the city website and social media.</p>	TCEDC	<ol style="list-style-type: none"> The resource is available Increase in number of grant recipients 	★★★★	Ongoing
<p>Promote development of multi-family housing options such as duplexes, townhouses, and apartments, through incentives such as density bonuses. <i>*Similar Policies found in Chapter 4.</i></p>	PNZ D	<ol style="list-style-type: none"> Increase in number of multi-family housing units Increase in use of City provided incentives 	★★★	Ongoing

PNZ – Planning and Zoning Commission
 CA – County Assessor
 DPW – Public Works
 TCEDC – Tama County Economic Development Commission



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4 LAND USE & ZONING

A critical product of a comprehensive plan is the creation of a land use and zoning framework that lays out strategies for future development and growth patterns of a city. This framework establishes the development guide for future growth in order to enhance the quality of existing conditions, for example designating specific areas for industrial uses (Figure 4.1) to avoid conflicting with other uses such as residential and provide a basis for public and private decision making on matters of land. There are three parts of this chapter:

- Current Land Uses
- Current Zoning in Tama and Recommended Zoning Changes
- Future Land Use Framework.

Figure 4.1: Tama Paperboard Mill: an example of industrial uses in Tama



Source: Authors

The proposed future land use map presented at the end of this chapter provides guidance to the City on the character and quality of the development that may take place in Tama within the next 20 years.

This chapter has been developed based on the goals and objectives of the entire plan. It uses best practices from the American Planning Association (APA), Iowa Smart Planning Principles, and relevant comprehensive plans from Iowa. These include Johnson County comprehensive plan and Eagle Grove comprehensive plan. These comprehensive plans were used because of their similarities in land use characteristics and population respectively.

The development of this chapter was influenced by public input, past and current development trends, a study of the real estate and market forces, expertise of the planning team, and an analysis of the existing physical conditions in Tama and areas around it. Demand for affordable and diverse housing options, sustainable transportation, and economic development as attributed in the other chapters of this plan also contributed in making decisions about future land uses. Land use planning is an important tool to address most of these areas of community changes. Land use planning emphasizes the following:

- Desirable land use patterns
- Identifying locations where changes in land use is needed
- Helps guide the location, form, character, and
- Timing of future growth

Based on the Public Work Session and the survey, residents favored the expansion of housing, greenspace, and the need for revitalization of downtown Tama. Respondents favored single family housing over apartments. Many suggested locations in the area north east of the Iowa Premium north of Highway 30 business for housing. Downtown parcels with vacant buildings for infill development and redevelopment are areas within the city boundaries that were favored for multi-family housing. Chapter 3: Housing gives detailed information on the housing needs in Tama.

Current Land Use Types

To plan for future land uses compatible with Tama's future needs, it is important to understand the current existing conditions. Figure 4.2 and 4.3 show two



examples of different types of existing land uses while Table 4.1 provides a breakdown of these use types by acreage. Land use in Tama has several categories also used by communities in Iowa and all over the US. The land use categories are currently determined by the Tama County Auditor’s Office for property tax purposes and land use and zoning decisions. More than 99% of Tama’s land is in a single use, whereby only one use is allowed by parcel. This is typically referred to as a conventional zoning code. Agricultural residential is the largest use by acreage followed by public/civic uses, and single family residential.

There is a small percentage of land that is currently mixed use (commercial/multi residential) and multi-family residential. These uses are at 0.5% and 1 % respectively, as shown in Table 4.1. It is important that Tama should increase the amount of land available for these two uses. Research has shown that mixed use zoning is more likely to promote sustainable lifestyles compared to single use types by creating walkable communities. Furthermore, mixed uses also promote economic activities needed in Tama as discussed in Chapter 2: Economic Development and provide more housing options to a community hence affordability. Both the results from the online survey and the Public Work Session shows that there is a high demand for diverse housing options in Tama as discussed in Chapter 3: Housing. This future land use framework recommends any future zoning changes to consider mixed use and multifamily residential development as will be discussed on the future land use framework guided development and smart growth as an important component of land use planning in Tama.

Table 4.1: Land Use Types by Acreage in Tama. Agricultural residential has the highest percentage of uses followed by public uses and single-family residential uses. Tama is a rural community in Iowa and furthermore an agricultural state. It is therefore possible to find agricultural uses in incorporated areas in Iowa with large parcels.

Type	Acres	%
<i>Agricultural</i>	81.6	4.6
<i>Agricultural Residential</i>	593.7	33.8
<i>Commercial</i>	180.5	10.3
<i>Commercial/ Multi-Residential</i>	7.9	0.5
<i>Civic and Public</i>	433.1	24.7
<i>Industrial</i>	69.2	3.9
<i>Residential, Multi-Family</i>	18.3	1.0
<i>Residential, Single Family</i>	335.4	19.1
<i>Industrial/Utility/ Railroad</i>	36.6	2.1
Total	1756.3	100

Source: Tama County Auditor’s Office

Guided Development & Smart Growth

Guided development and smart growth are essential for communities like Tama. Decisions on development affect things that are important to people’s lives and will affect the resident’s lives for generations to come.

Figure 4.2: The railroad that goes through Tama has its own classification which is Industrial/Utility uses.



Source: Authors

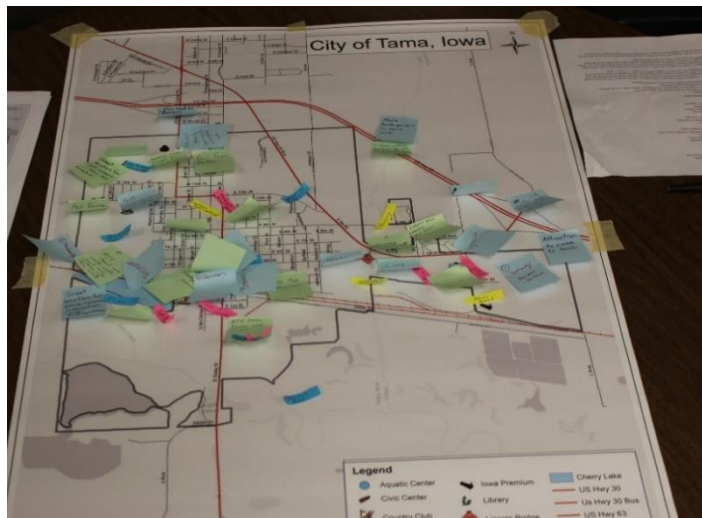
Figure 4.3: Mixed uses (commercial and residential uses) in downtown Tama.



Source: Authors



Figure 4.4: Public input on current land use types and the future needs of the community illustrated by sticky notes during the Public Work Session



Source: Authors

Many communities are using creative strategies to develop in a way that natural and environmentally sensitive lands are preserved, water and air quality is protected, and already developed land is reused rather than developing in undeveloped parcels. Smart growth and guided development consider the principles listed below.

Create a Range of Housing Opportunities and Choices

Diverse housing options is important in Tama and therefore future land uses should create a range of opportunities and choices that are attractive and affordable. Housing affordability and quality of housing are the highest priorities when it comes to housing in Tama as discussed in Chapter 3: Housing. Figure 4.4 shows ideas for future housing locations written on blue sticky notes placed by participants on a map during the work session. Tama should create a range of housing opportunities through different options that offer affordability and attractiveness for current and future residents, which includes townhomes, apartments, condos, and more single-family homes.

Take Advantage of Compact Building Design

Compact design allows more uses on less land helping communities use land more efficiently thereby preserving sensitive and natural lands. Most compact building design allows for mixed uses. Mixed land use allows land use types that are complementary to be in the same district/neighborhood e.g. commercial and residential uses. Figure 4.5 shows an example of compact design in a downtown.

Create Walkable Neighborhoods

Mixed land uses, compact building design, variety of transportation choices, and diverse housing are a combination of sustainable land use options that create walkable neighborhoods. Residents in walkable neighborhoods are more likely to know their neighbors, engage and participate politically, trust others, and be socially engaged. Figure 4.6 is an example of a walkable neighborhood. Walkable neighborhoods provide a safe environment for non-motorized activities like biking and walking. A mix of housing and transportation options complement walkability.

Preserve Open Space, Farmland, Natural Beauty, and Critical Environmental Areas

The use of smart growth tools like compact design, creating walkable neighborhoods, and creating housing opportunities enhances the preservation of environmentally sensitive areas, farmland, and open space therefore conserving the environment. Future land use decisions in Tama should ensure that it conserves and preserves the sensitive environment and open space.

Strengthen and Direct Development Towards Existing Communities

Directing development towards existing communities rather than annexation or outward growth in unbuilt space helps improve the general quality of the



neighborhoods by adding or enhancing parks, sidewalks, and other amenities. This type of development raises the quality of life.

Provide a variety of transportation choices

Future land use decisions should ensure that resources are allocated for multi-modal transportation uses like biking and walking. Requirements for complete streets as discussed in the transportation chapter including sidewalk and shared streets should be considered in any future development in Tama. Non-motorized forms of transportation improve the physical health of the residents as discussed in Chapter 9: Public Health and Safety.

Make development decisions predictable, fair, and cost effective

To encourage developers in the city of Tama, the process of development approval should be short and straightforward. The city should further encourage community and stakeholder collaboration in development decisions.

Current Zoning in Tama and Recommended Zoning Changes

Tama's land use ordinance includes zoning, building, and sub-division regulations. Zoning is a primary tool for cities in determining use types, density, and quality of buildings. A zoning ordinance, if properly written and implemented, is important in smart growth. The next paragraph will discuss the current zoning ordinance in

Tama and make recommendations based on the goals of this chapter and the plan.

Tama's zoning ordinance is based on the State Code for municipal zoning, the purpose of which is to promote the health, safety, and general welfare of communities as well as the preservation of historically significant areas within communities, including Tama. The Code provides for how zoning should be conducted in counties and cities. The Planning and Zoning Commission (PNZ) in Tama is responsible for all the building and zoning codes and their updates for the city. A review of Tama's zoning code is necessary to achieve the goals and components of this plan. The next section will give recommendations of how Tama's future land use changes should be managed.

Future Zoning Changes

With anticipated growth and current and future possibilities of annexation, it is important for Tama to follow guided development and sustainable growth practices while making land use decisions. The main purposes of the current zoning regulations for Tama are: to preserve sensitive lands within the city; encourage efficient urban development to boost economic activities; reduce traffic congestion and provide sustainable transportation; protect the public from hazards like fire, floods, and derailing; provide adequate light and air; prevent overcrowding of land and undue concentration of populations; and conserve energy resources through sustainable development.

Figure 4.5: An example of a compact community: where retail is on the ground floor and dwelling units are above.



Source: thesisprep 2014

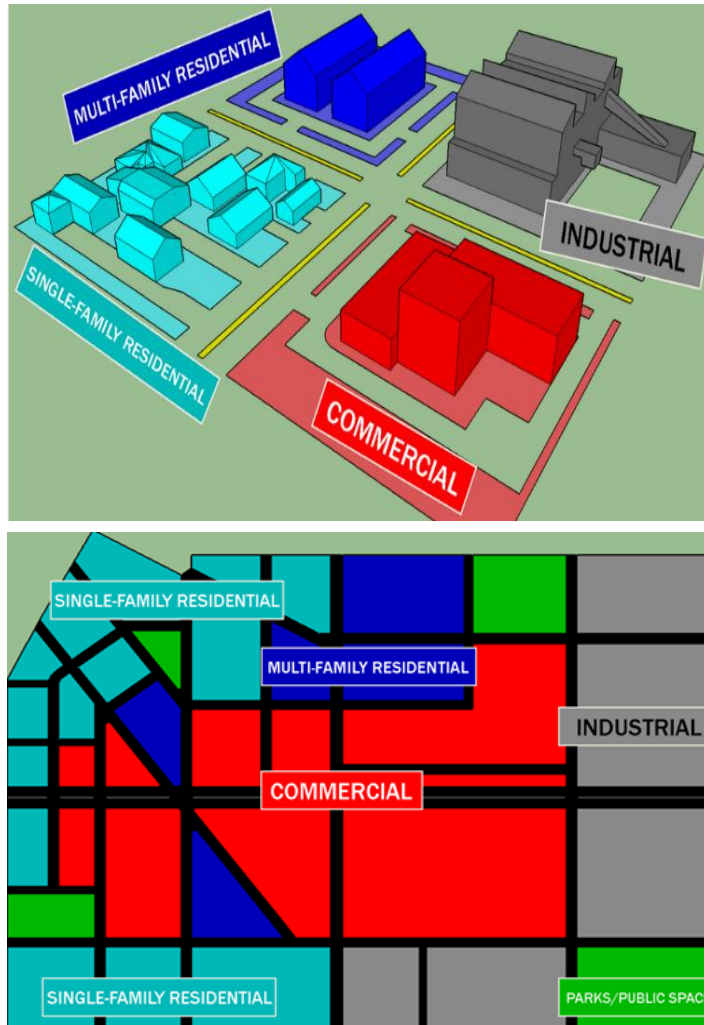
Figure 4.6: Walkable neighborhoods provide safe environment for non-motorized activities like biking and walking



Source: Smartgrowth



Figure 4.7: Various zoning practices
 Top: Euclidean Zoning practice is used by Tama
 Bottom: depicts the separate and distinct land use types



Source: billingspattern.com

Table 4.2: Different types of zoning and their advantages and disadvantages

Type	Description	Pros	Cons
Conventional "Euclidean" Zoning	Euclidean or conventional zoning is the most common form of land-use regulation in the United States which divide a community into separate districts or zones which dictate a particular use (CityLab, 2019). Tama follows conventional zoning.	<ul style="list-style-type: none"> Familiar to zoning administrators and applicants. Protect property values. Prevents mixing of incompatible land uses. 	<ul style="list-style-type: none"> Does not encourage mix-uses. Works against historic mixed-use neighborhoods. Limits the development potential of properties that are "grandfathered in" but not allowed by later zoning amendments.
Modified Conventional Zoning	Adjusted conventional zoning and subdivision regulations with targeted additions and modifications to address current development issues such as mixed-use overlays, planned unit development districts (Prince George's County Planning Department, 2014).	<ul style="list-style-type: none"> Supplements existing districts with additional uses and/or standards. Familiar to zoning administrators and applicants. Can foster more innovative development approaches. 	<ul style="list-style-type: none"> Adds layers of regulations which can be confusing to applicants. Too restrictive for property owners. Encourages dispersed sprawling development patterns
Hybrid Codes	Hybrid codes involve the meshing of conventional zoning codes with graphic urban design standards that typically address setbacks, parking placement, building bulk, materials, and architectural features (Rangwala, 2009).	<ul style="list-style-type: none"> Integrates into the existing zoning code. Offers greater potential to mix land uses by integrating compatible land uses. Creates zoning districts with multiple components making it easier to zone property for compatibility with adjacent proper. 	<ul style="list-style-type: none"> Has the effect of a series of overlays which can add complexity. Multiple regulations on form and use may be too complex or discourage development
Form-Based Codes	Form-Based Codes (FBCs) focus on the form that development takes and addresses the functional relationships between buildings and the public realm by regulating design from the building, site or lot, and bulk or massing (Steuteville, 2017).	<ul style="list-style-type: none"> Gives landowners flexibility about how to use their property. Directly addresses design with a clearly defined set of design standards. Regulating plan provides specific guidance for small areas and corridors. Building and street design are coordinated. More gradual transition between adjacent areas with different development intensity is easier to achieve. 	<ul style="list-style-type: none"> May be unfamiliar to conventional code users and administrators. Requires understanding of architectural and material standards. May have to maintain two concurrent codes during a transition phase.



Changes to zoning regulations should make reasonable consideration of land uses as to the character of the community and its suitability to any specific area. Sustainable development should be considered in the zoning code changes as discussed in the future land use framework section of this plan. Also, zoning, subdivision regulations, and building codes should be updated to support all the goals of this plan's and chapters specifically related to housing, transportation, and infrastructure. Zoning regulations further should help preserve property values as discussed in Chapter 3: Housing, incentivize green infrastructure in Chapter 6: Infrastructure & Capital Improvements, and promote sustainable forms of energy. Updating all these regulations will assist in achieving the community's vision according to this plan. Proper regulations and zoning laws encourage developers to build cost efficiently, consider factors that provide efficiency and safety of resources, and promote sustainable development. The following sections describes Tama's current zoning ordinances.

Conventional/ Euclidean Zoning

Conventional/Euclidean or sometimes referred to Single use/functional zoning has often been used by many communities but also identified as a cause of urban sprawl, which is the uncontrolled expansion of urban areas. Euclidean zoning encourages only single uses separating residential, commercial, public uses, and industrial zones as illustrated in Figure 4.7. Table 4.2 on page 58 shows different types of zoning codes.

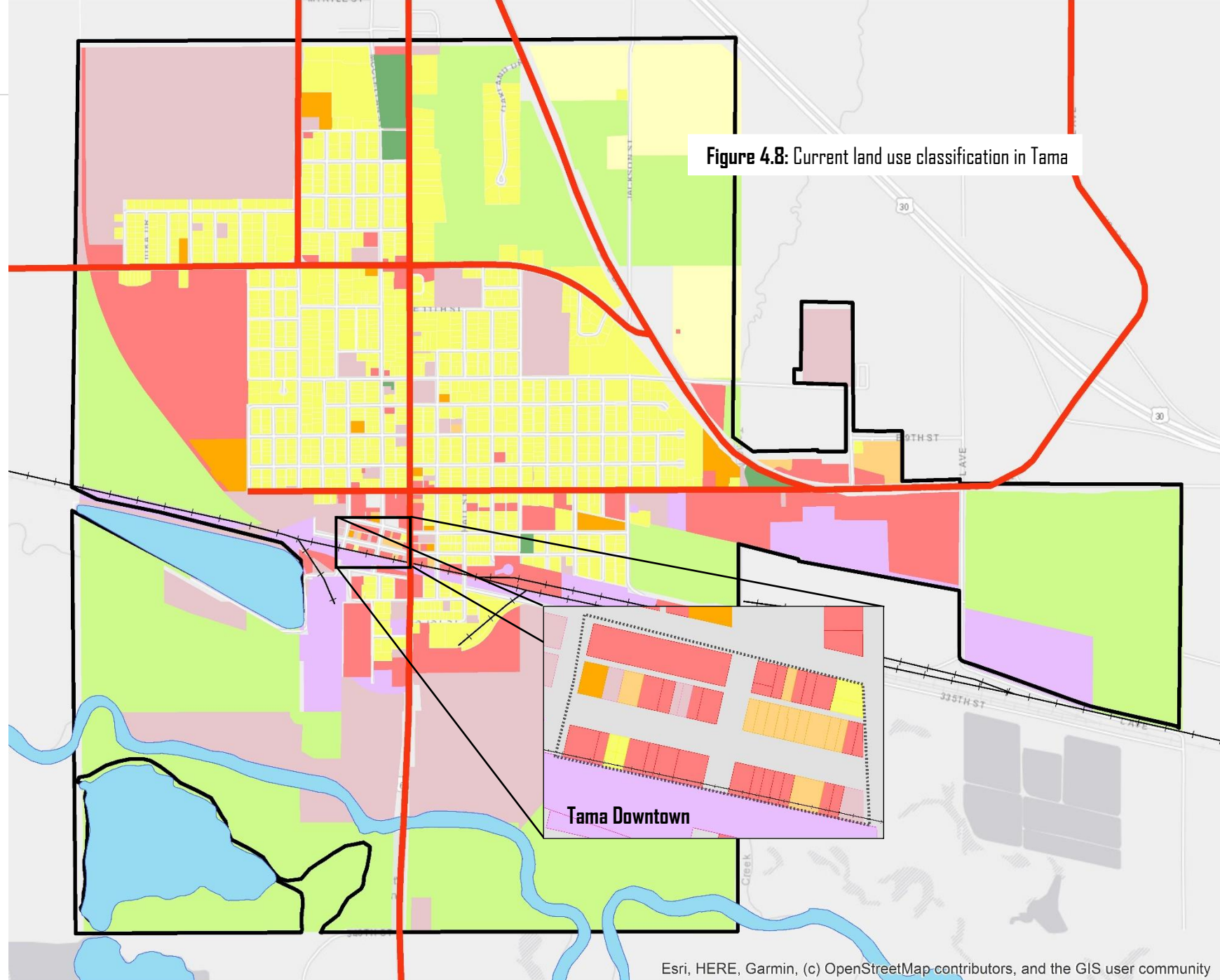
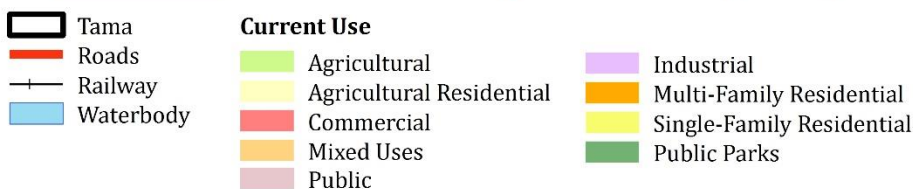


Figure 4.8: Current land use classification in Tama



Esri, HERE, Garmin, (c) OpenStreetMap contributors, and the GIS user community

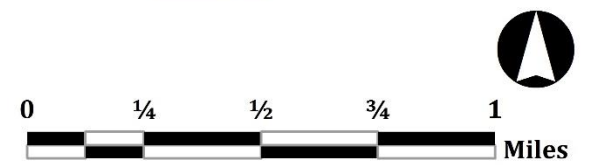
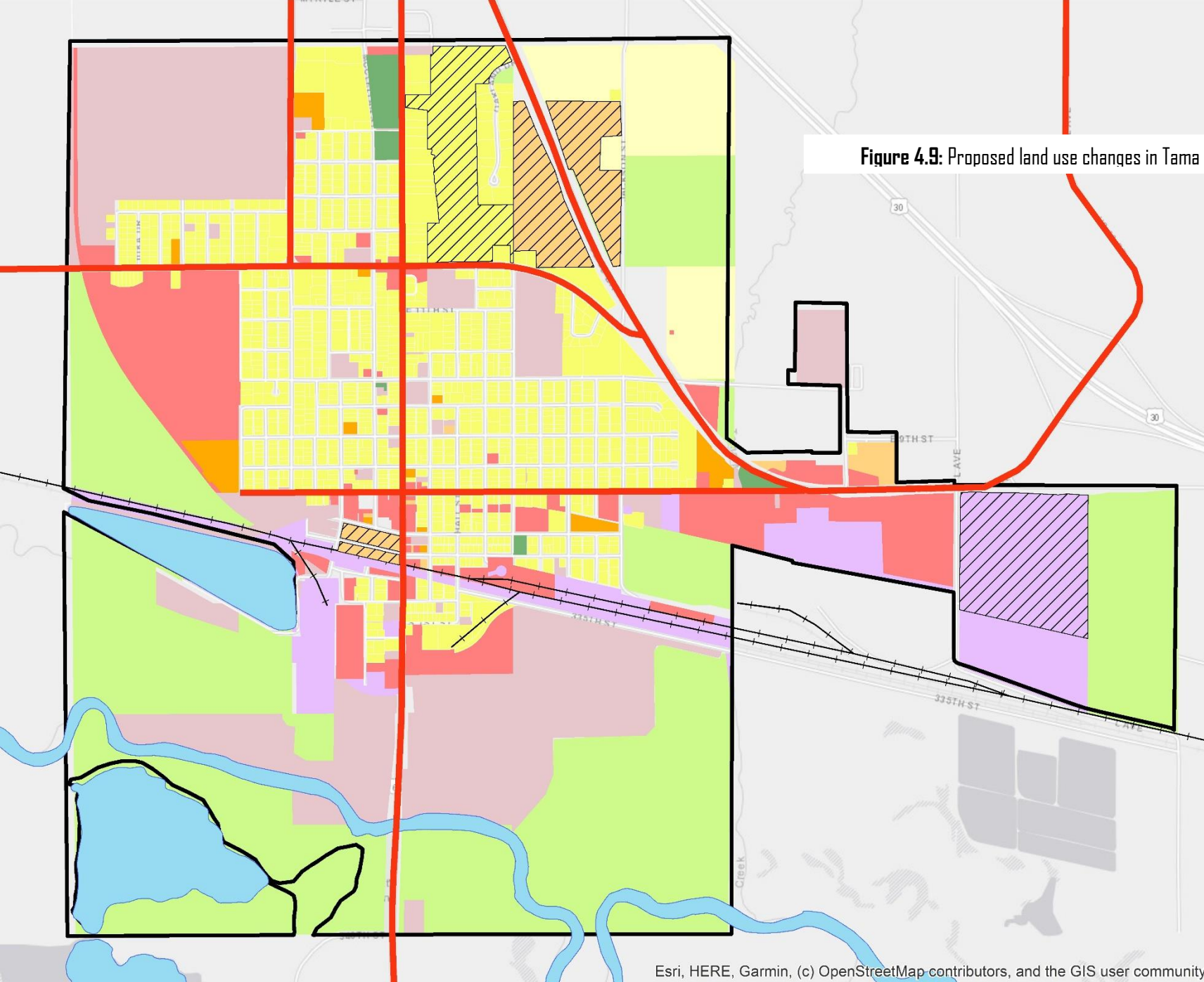
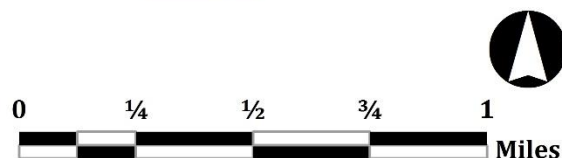


Figure 4.9: Proposed land use changes in Tama



Esri, HERE, Garmin, (c) OpenStreetMap contributors, and the GIS user community

- | | | |
|-----------|--------------------------|---------------------------|
| Tama | Agricultural | Industrial |
| Roads | Agricultural Residential | Multi-Family Residential |
| Railway | Commercial | Single-Family Residential |
| Waterbody | Mixed Uses | Public Parks |
| | Public | Proposed Land Use |



Other Types of Zoning Codes Suitable for Tama

Even though Euclidean code as used in Tama has its advantages, alternative codes that Tama can help accomplish the goals of this plan, particularly for the housing, economics, transportation, and infrastructure. Alternative zoning codes exist that Tama can utilize to increase density and encourage development while avoiding sprawl and loss of sensitive lands and greenspace. These zoning codes also provide affordable housing and diverse options, achieve conservation of greenspace, promote safety both in the neighborhoods and streets, and support a healthy community. Examples of these codes are modified conventional, hybrid and form-based codes outlined earlier in the chapter. Table 4.2 on page 58 shows the definition of these codes, their advantages, and disadvantages. The main advantage of these three codes is that Tama can still use and modify its current code to fit any one of them. However, many communities prefer form-based codes because they have more positive impacts than disadvantages. Nevertheless, before any zoning changes are made, the planning administrator should ensure that adequate research has been conducted and the right procedures followed in order to adopt a code that is suitable to the needs of the community and achieves the goals of this plan. The PNZ is responsible with making and amending city's zoning and building laws. The commission therefore should ensure that zoning changes to incorporate regulations that are right for Tama.

Zoning Best Practices

The goals and components of this plan will require zoning changes for proper implementation. Tama has an existing zoning regulation and can make recommendations through the PNZ to the City Council for amendments of the zoning code to achieve the goals of this chapter and this plan. The zoning code recommendations in this chapter were based on Prince George’s County, Maryland Planning Department zoning best practices.

Future Land Use Framework (FLUF)

The future land use framework of this plan focuses on the future development of incorporated Tama and anticipated annexed lands. Tama’s designated future land uses are a combination of all goals, objectives, and implementation strategies of this entire plan. The Future Land Use Framework will consist of a guide for future land uses of identified needs, infill development, and annexation. This section of the plan was developed based on the data collected during the virtual public engagement, goals of the chapters of the plan, and best practices of the Eagle Grove and Johnson County Comprehensive Plans on future land uses.

The FLUF included in Figure 4.9 will assist the city of Tama in making decisions in determining the appropriate types and location of future development in the city. The framework is based on:

- Analysis of existing land use classification
- Community needs, desired type of growth, location, and areas to preserve as discussed in the other chapters, the need for more greenspace, housing, development, and biking/ pedestrian infrastructure
- Physical characteristic of the land
- Population trends

This FLUF can promote both compatible and complementary land uses. As Tama grows and its needs change, the framework should be evaluated and updated to align with the values of Tama. The framework is presented in the following order.

- Future Land Use Categories
- Future Land Use Map
- Infill Development and Redevelopment
- Annexation

Future Land Use Categories

Future land use categories will include the categories shown in the current land use map (Figure 4.8) described in Appendix 4.1 and the additional proposed categories in the section that follows based on the goals of the plan of the need for more commercial and residential areas as mixed uses, industrial, and green space.

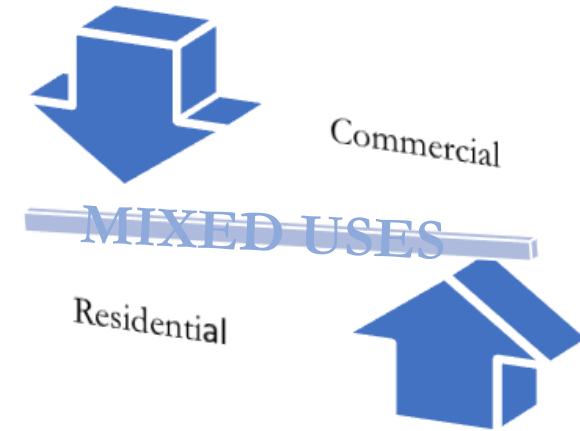


Figure 4.10: Downtown Tama with commercial buildings. Upper floors can be used as residential units in a mixed-use zone



Source: Authors



Figure 4.11: Downtown Tama has opportunities for redevelopment.



Source: Authors

Mixed Use (Commercial and Residential Uses)

Tama has approximately 8 acres (0.5%) of its land for mixed uses. However, 10% of land is for commercial uses only while 1% multifamily uses. Single family housing is 19%. These two uses (commercial and residential) are compatible and best planning practices encourage mixed use types. Considering the need for multifamily housing and commercial space in Tama, mixed use is preferred for density and sustainability purposes. Mixed uses are usually located along commercial areas. Areas around downtown, along Highway 30 business, and those that require redevelopment should be the highest priority for future mixed-use rezoning. Figure 4.10 is an example of mixed-use zone which are common in busy commercial corridors like Highway 30 Business, where this plan recommends future zoning changes. Downtown Tama in Figure 4.11 is another potential area for mixed-use zoning.

Industrial Uses

Tama is an industrial town with two factories, Iowa Premium and Tama Paperboard Mill in Figure 4.12. Iowa Premium is currently not at full operation capacity. The parcel north of Iowa Premium is zoned agricultural but owned by the factory. At full operational capacity, there may be a need for more land for industrial uses. Future zoning and land use should consider the importance of the industries to Tama and its impact to the residents. A designation for an industrial park is necessary as explained in the economic development chapter. Tama's industrial land is at 6%. The parcels identified on the future land use map are compatible for future industrial uses.

Green Space/Parks/Nature Trails

Tama has a lot of existing greenspaces within the city limits and outside its boundaries. Some of them are parks and recreational spaces as shown in Figure 8.4 of Chapter 8: Culture & Quality of Life. The online survey and the Public Work Session results show that residents appreciate the green space they have but would like to see more. This land use framework considers the need for preservation and conservation of environmentally sensitive areas within and adjacent to the city limits. Development of infrastructure that would tamper with the physical characteristic in these areas other than for recreation purposes should be discouraged. Areas identified as sensitive wetlands, floodplains, and green space and the Iowa River and Cherry Lake areas should be left undeveloped and instead preserved and conserved to provide greenspace and recreation land for the community.

Future Land Use Map (FLU)

The future land use map recommends three areas of the city that development would take place based on the needs and goals of Tama in the future as presented in each chapter. Even though the parcels marked for mixed uses may not be the same pieces of land to be rezoned, the areas marked were identified as suitable for the recommended uses by the public during the public input process. All the parcels that are recommended for future developments are currently agricultural. The future land use map may change depending on the needs of Tama as the community grows. It is important to note that the goals of the entire comprehensive plan are the basis of the three recommended areas: as identified on Figure 4.9



using the lines *agricultural to industrial* (purple with lines on the East), *agricultural to mixed use* (orange with lines on North East), and *agricultural to single family housing* (yellow). The future land use map of Figure 4.9 should serve as a guide for all future development in Tama.

Infill Development and Redevelopment

There are a few areas, mostly older residential/commercial areas including downtown Tama where redevelopment or revitalization could greatly benefit the city. During the work session, residents established that the downtown area should be redeveloped and revitalized to attract businesses. The recently established Historic District in downtown Tama can be used as a tool for getting funds and resources for infill development and redevelopment. The historic district includes the sign in front of the Tower, its parking area, and the cabin on the East and north of the parking lot. Furthermore, brownfields can also be identified and cleaned for development too. Funding resources are provided at the end of the chapter for brownfield redevelopment and historic preservation grants. Hybrid and form-based codes have strong support for infill development unlike conventional code that Tama uses; therefore changes in the code would be required to accommodate these uses. Figure 4.13 summarizes the advantages of infill and redevelopment.

Annexation

Annexation is the process of expanding city boundary by adding a territory. Priorities for land use changes will be within the city limits especially vacant land, areas that

need redevelopment, and agricultural lands. Even though annexation has been used as a tool for development in many cities, including Tama, annexation should be carefully considered if it could lead to sprawl and high costs. Annexation has been a hotly debated topic in Tama. The city has already annexed agricultural land to the east for commercial use and is considering future annexations.

Infill development is a cost effective and more sustainable form of development, as it prevents sprawl and encroachment on sensitive areas, and utilizes existing infrastructure. The cost of new infrastructure, return on investment of public funds, impacts on agricultural and opens spaces, and connectivity to the rest of the community should be carefully considered when making decisions about annexation.

Figure 4.12: Industrial uses include the Tama Paperboard Mill. Future industrial uses include proposal to rezone from agricultural to industrial uses



Source: Authors



Funding & Resources

Although Tama annually budgets for land use and zoning, there are other external funding sources that the city can utilize to fund other programs that are currently underfunded or non-existent due to financial reasons. Chapter 2: Economic Development has similar sources of funds. The following are the types of funding, potential amounts, and resources.

The Iowa Department of Cultural Affairs

[Historic District and Arts](#)

Funding: \$100,000 – 150,000 for Capacity Building Grants and variable for others.

Overview: This section provides resources for different types of grants for arts and historical related funding. The Iowa Department of Cultural Affairs invites grants funding into projects, organizations, and communities that enhance the quality of lives of people through culture, history, and arts.

The resources further provide more information about the grants, types of recipients, amounts, application process, and the timeline of submission.

EPA

[Brownfield Redevelopment](#)

Funding: Variable

Overview: According to EPA, “Brownfields are abandoned, idled, or under-used industrial and commercial facilities where expansion or redevelopment is complicated by real or perceived environmental contamination.” According to [Iowa DNR](#), Tama has a number of parcels that may be redeveloped in the future but might be brownfields. The EPA provides direct funding for brownfields assessment, cleanup, revolving loans, environmental job training, technical assistance, training and research.



Zoning Compatibility Matrix

In the Zoning Compatibility Matrix below, a ● indicates the identified zoning that is compatible with the corresponding land use category and a ○ indicates the identified zoning district that might be compatible with the corresponding land use category and needs further investigation through parcel by parcel evaluation and case by case types. Blanks means the zoning types and the future land use categories are not compatible.

Table 4.3: Zoning Compatibility Matrix. The zoning compatibility matrix identifies which zoning type is compatible with the corresponding future land uses. The Matrix creates flexibility by allowing the type of uses that are compatible to be in the same district/zone. There are uses that are also potentially compatible.

Future Land Use Categories	Compatible Zoning						
	A	AR	C	R	I	RB (M)	P
<i>Agricultural</i>	●	●	○	○		○	●
<i>Agricultural Residential</i>	●	●	○	○		○	●
<i>Commercial</i>	○	○	●	○		●	
<i>Industrial</i>	○	○			●		
<i>Public</i>	●	●		●			●
<i>Residential</i>	●	●	○	●		○	
<i>Mixed Uses</i>			●	○		●	
<i>Green Space and Parks</i>	●	●	○	●		●	●

Zoning Classification:

- A – Agricultural
- AR – Agricultural Residential
- C – Commercial
- R – Residential
- I – Industrial
- RB (M) – Residential Business District/Mixed Uses
- P – Public

Legend

- = Compatible
- = Potentially Compatible
- Blank = Not Compatible



Goal: Community aspiration to increase quality of life in both the short- and long-term.

Objective: The purpose and desired outcome of stated goal.

Policy & Action Recommendations: Actions, projects, services, or policies that the community will undertake to achieve the Comprehensive’s goals and objectives.

Partners & Resources: Identified stakeholders best suited to collaborate with or provide support through resources, funding, or expertise to assist City staff and City Council implement policy and action recommendations.

Indicator: Identifiable and/or quantifiable ways for staff, stakeholders, and residents to assess progress made on policies, actions, and overall goals.

Priority: Using public feedback, identifies the significance using range of ★ (1 star) to ★★★★★ (4 stars, most significant).

Time: The recommended timeframe for each policy and action to be developed and adopted in. These are measured in years and broken into four categories: 0-5, 6-10, 11-20, and ongoing.

Goals, Objectives, and Recommendations

Goal 4.1: Ensure sustainable land use practices that protect the environment while creating more economic opportunities.

Objective: Accommodate more sustainable land use practices that conserve the sensitive areas in the environment.

Policy & Action Recommendations	Partners & Resources	Indicators	Priority	Time
<p>Work with other levels of governments in making decisions for zoning and land uses for regional growth. <i>*Similar Policies found in Chapters 10</i></p>	<p>TC CTo</p>	<p>1. Collaboration with other stakeholders 2. Compatible regional land use</p>	<p>★★★</p>	<p>Ongoing</p>
<p>Identify areas with vacant and underutilized buildings in the city and incentivize redevelopment. <i>*Similar Policies found in Chapters 2 and 3</i></p>	<p>DPW PNZ</p>	<p>An inventory of vacant and underutilized buildings has been established and redevelopment is taking place</p>	<p>★★★</p>	<p>Ongoing</p>
<p>Continuously review and update future land use framework to be compatible with the community’s needs.</p>	<p>PNZ DPW</p>	<p>Future Land Use Framework reviewed every 3 years</p>	<p>★★</p>	<p>Ongoing</p>
<p>Follow recommended and other best practices guidelines for future annexation.</p>	<p>TC PNZ</p>	<p>Follow guidelines for future annexation</p>	<p>★★★</p>	<p>Ongoing</p>

CTo – City of Toledo
 DPW – Department of Public Works
 PNZ – Planning and Zoning Commission
 TC – Tama County

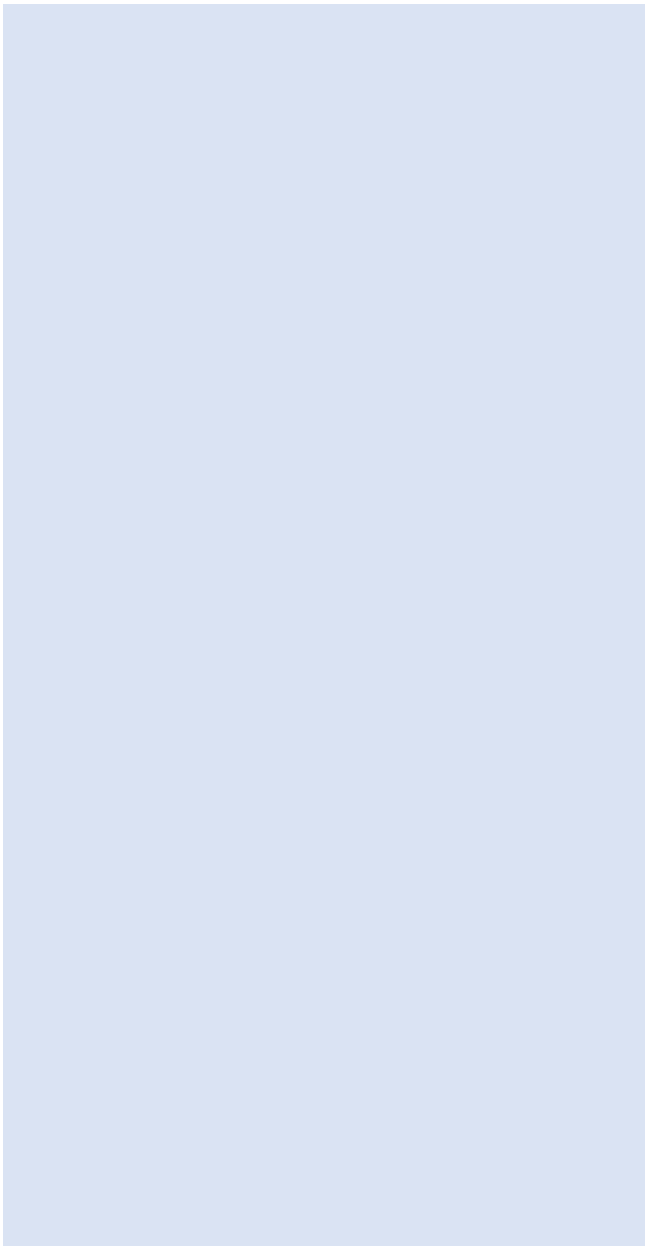


Goal 4.2 Ensure flexibility in zoning and land use practices.

Objective: Consider changes in the zoning, subdivision, and lot size codes to accommodate more sustainable development.

Policy & Action Recommendations	Partners & Resources	Indicators	Priority	Time
Amend subdivision and lot size requirements to support other types of zoning like hybrid, form based, and modified conventional zoning that are compatible with the current zoning code.	RPA 6 PNZ DPW	Development that meets the needs of the community and goals of this plan	★★★	0 – 5
Update the City’s zoning ordinance to align with all the goals of this plan.	PNZ DPW	Ordinance update is complete	★★★★	0 – 5

DPW – Department of Public Works
 PNZ – Planning and Zoning Commission
 RPA 6 – Regional Planning Association 6



Goal 4.3 Promote sustainable urban design in Tama.

Objective: Participate in providing resources for urban design.

Policy & Action Recommendations	Partners & Resources	Indicators	Priority	Time
Work with stakeholders to establish design standards for development and redevelopment within the community.	RPA 6 C PNZ	1. Building Design standards established 2. Signs are existing (Urban Signs)	★★★	0 – 5
Provide aid and expertise to the community to support infill development and redevelopment practices.	RPA 6 C PNZ	Incentive provided to the community	★★	Ongoing
Provide incentive for mixed use development that would increase housing options and affordability, such as density bonuses for developers. <i>*Similar policies found in Chapter 3.</i>	TCEDC RPA 6 D PNZ	More housing, and Commercial options with affordability	★★★	6 – 10

TC – Tama County
 RPA 6 – Regional Planning Association 6
 TCEDC – Tama County Economic Development Commission
 C- Consultant
 D- Developers
 PNZ- Planning and Zoning Commission





5 TRANSPORTATION

Transportation planning is crucial anywhere in the world because it serves the area economically, socially, and improves the quality of life for the residents. American Planning Association's (APA) *Comprehensive Plan Standards for Sustaining Places* consistently promotes plans that will work to design a transportation system that provides a variety of facilities that are clear, safe, and aesthetically pleasing.

The City of Tama is connected to Cedar Rapids and Marshalltown, as the city sits between the two on US Highway 30. Two state highways also run through Tama: Highway 63 running north to south and Business Highway 30 coming into the city from the east. Tama should continue to take advantage of its location in relation to these major roadways to support the large industrial presence in town. Semi-trucks and their trailers access these wide state highways with relative ease, which helps streamline such traffic and prevent traffic accidents.

Similar to the entire nation, travel in Tama is done almost exclusively by automobile. Additional support from the City for alternative modes of travel, such as walking and biking, has been voiced through public engagement. To provide this support Tama should follow Iowa Smart Planning Principles, as established in Chapter 1: Introduction, which promote specific alternative travel facilities.

Accessibility to Larger Network

US Highways

Transportation should give people who live in one community access to other communities and the rest of the state. US Business Highway 30, US Highway 30, and US Highway 63 all provide connections between cities and towns. The current Iowa Department of Transportation (IDOT) project to expand Highway 30 will double the number of lanes to a four-lane corridor that passes Tama and connects Cedar Rapids with Ames to the west. The IDOT has claimed that this project will eliminate some of the peaks and valleys on the highway and will ultimately make for safer travels.

Tama is also a stop along the Iowa Valley Scenic Byway, which is a 77-mile route that is anchored by the Meskwaki Settlement to the west and the Amana Colonies to the east (Figure 5.1). There are many attractions, restaurants, and places to stay the night along this route. Additional information on the Scenic Byway can be found on Travel Iowa's website.

Union Pacific Railroad

The railroad line that runs through the City of Tama is a part of the Union Pacific Railroad designated as the Clinton Subdivision, which consists of the route that goes from Clinton, IA to Boone, IA and totals 196.6 miles (IDOT2017). Although there is no passenger rail

Figure 5.1: Scenic Byway Signage on Highway 63 in Tama



Source: Author



on this Union Pacific owned and operated stretch of rail, the railroad running through Tama still provides easy access for goods from current and future industry to thrive in this area. Major employers, such as Tama Paperboard and Bituminous Material and Supply take advantage of their direct access to the Union Pacific rail line.

As an active railway, it was included in IDOT's Rail Plan 2017. The stretch of rail that runs through Tama sees roughly 65-75 trains per day. The maximum allowed speed for freight trains in this area is set at 70 miles per hour, and are often transporting commodities such as: automobiles, coal, farm products, food and kindred products, ethanol, and general merchandise freight.

Traveling in Town

City Streets

Streets within the heart of Tama are mostly used for short daily trips to and from local destinations. The majority of these trips are taken via personal vehicle. The highest traffic counts (Figure 5.2), collected by the Iowa DOT, for Tama are found along Highway 63 that cuts through the city. More specifically, at the intersections of 5th Street & State Street and the four-way intersection of Harding Street & 13th Street there are higher traffic counts than the rest of the city in addition to higher numbers of accidents within the last ten years (Figure 5.8).

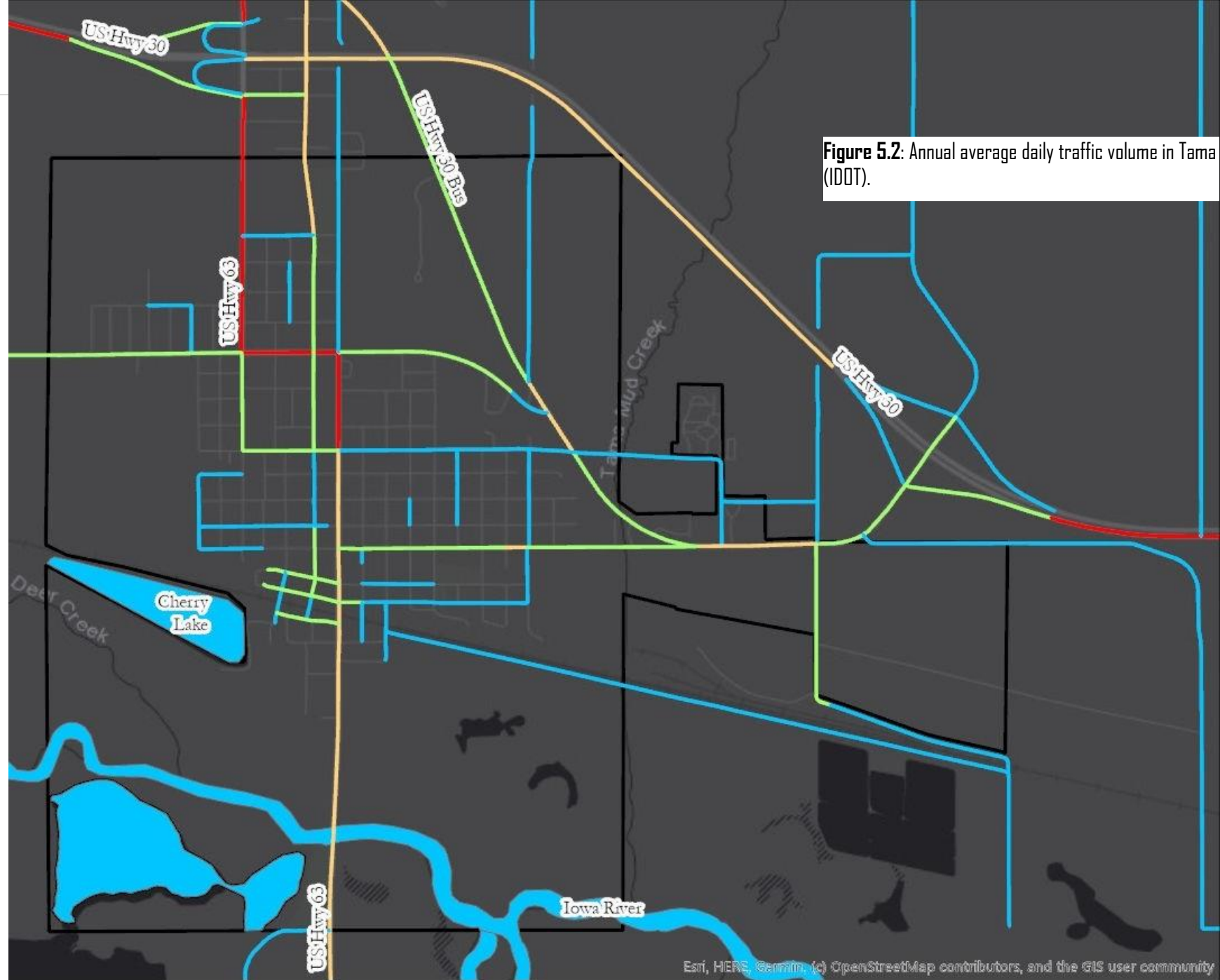


Figure 5.2: Annual average daily traffic volume in Tama (IDOT).

Annual Average Daily Traffic

0 - 650 651 - 1700 1701 - 4700 4701 - 6700





Figure 5.3: Road Classification in Tama

Road Classifications

- State Highway
- Arterial
- Collector
- Local



In order to promote equitable mobility throughout town it is important to understand which streets are used most and why (e.g. quick trips around town or a thoroughfare straight through town).

The following are the functioning street classifications with descriptions provided by the U.S. Department of Transportation Federal Highway Administration for streets within the Tama city boundary. (Figure 5.3)

State Highway (State Highway 30)

The main purpose of the state highway system is to connect cities and states. Rural highways provide access to state-wide travel at the highest speeds and are classified as the highest level of mobility. These roads are nationwide and usually have speed limits between 55 and 75 mph.

Arterials (Highway 63 & Highway 30 Bus.)

This type of roadway includes freeways and highways, and roads that supplement state highways. These arterials connect the nation’s urbanized areas, cities, and industrial centers. Access to different land uses via arterials is limited and speeds range from 50 to 70 mph but are decreased as they come into and go through cities.

Collector (5th, 13th, & N State St)

Collectors are major and minor roadways that provide connections between local roads with arterials. This type of street supports less mobility than arterials and have lower posted speed limits, typically between 35 and 55

mph, and are usually shorter distances. These streets balance mobility with accessibility to land parcels.

Local

These roads provide limited mobility and are the primary access routes to residential areas, businesses, and other local areas. The posted speed limits for local roads are usually between 20 and 45 mph, and make up most roads in the U.S.

Street Conditions

The IDOT manually samples traffic conditions throughout the state to collect traffic data that is used when calculating Annual Average Daily Traffic (AADT). According to the Iowa DOT’s website the traffic counts are recorded at a specific point of the roadway. For additional reference examples for different levels of AADT can be found in Appendix 5.1. As seen in Figure 5.2, not all city roads have traffic counts, however, major thoroughfares and highways do. Figure 5.2 illustrates higher levels of traffic on the Highway 63 and 30 that run through Tama. Higher speeds and more traffic do not make for a pedestrian friendly environment. This chapter will further discuss how planning for pedestrians can impact a downtown, this will also be expanded upon in the Chapter 8: Culture and Quality of Life.

From discussions with the Streets Department Director and other members of Department of Public Works (DPW) Tama does not currently have a systematic approach to maintain existing transportation infrastructure. The current operation relies on taking in

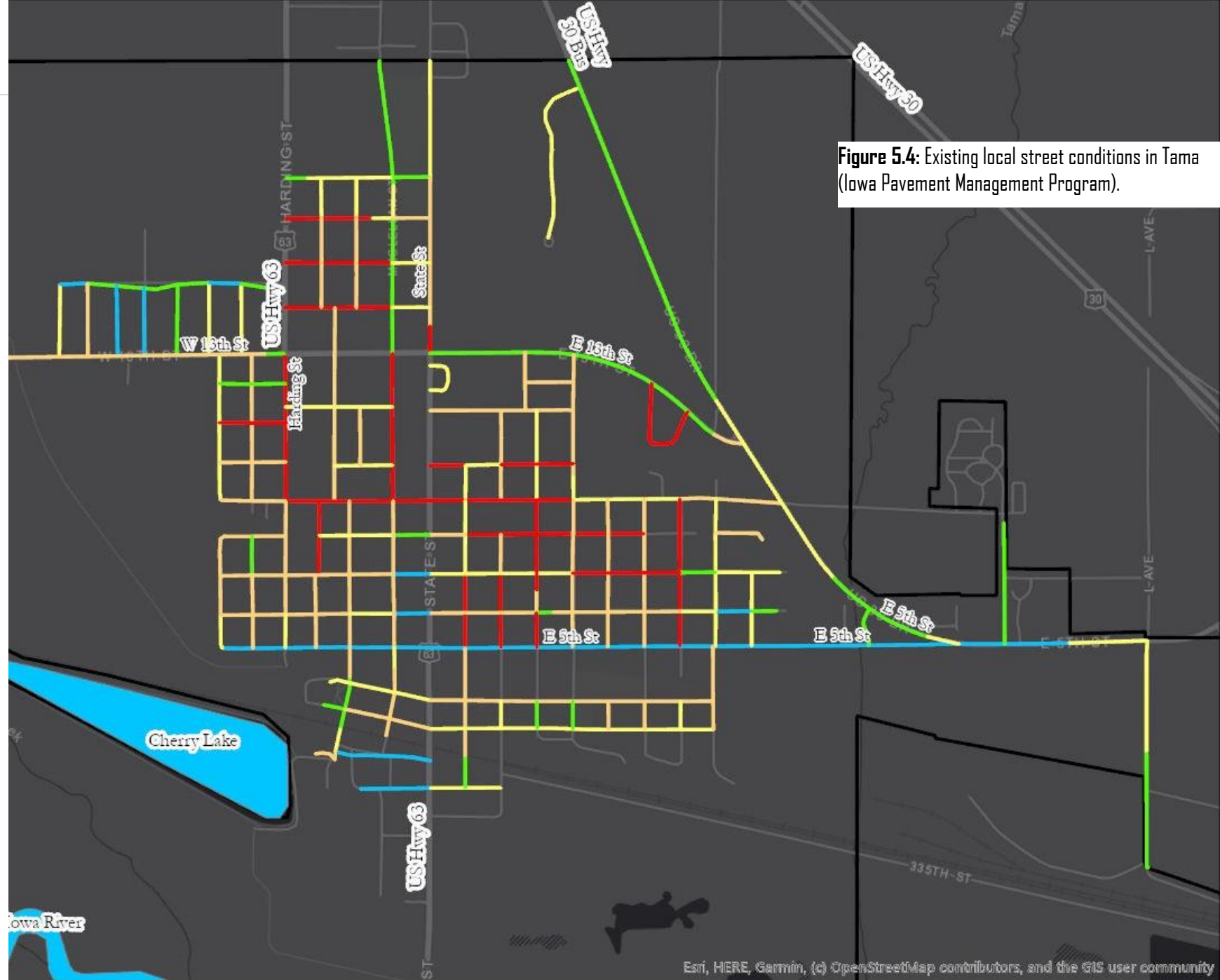


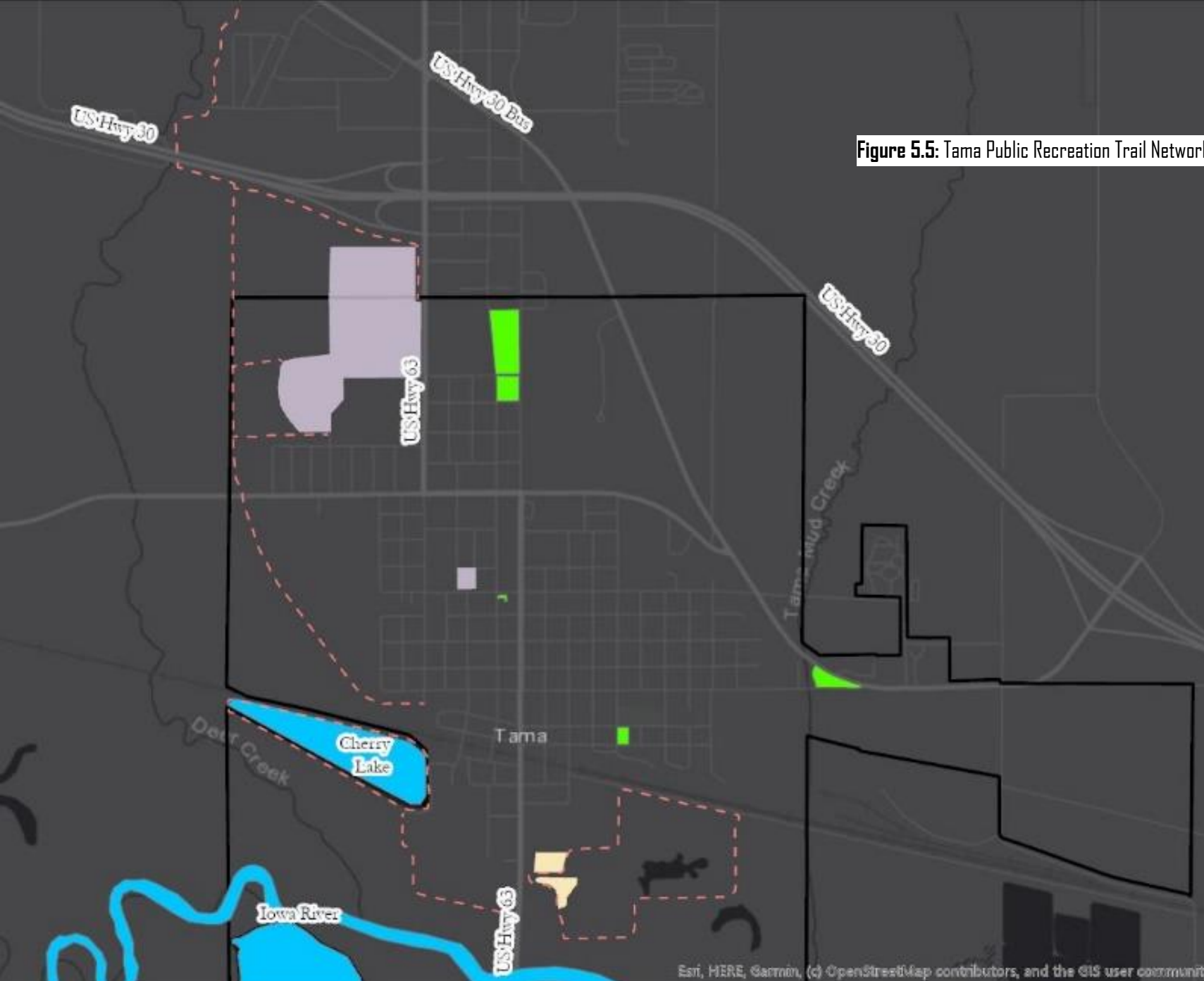
Figure 5.4: Existing local street conditions in Tama (Iowa Pavement Management Program).

Existing Street Conditions

- Excellent
- Fair
- Very Poor
- Good
- Poor



Figure 5.5: Tama Public Recreation Trail Network



staff observations and maintenance requests from residents to conduct reactive maintenance when streets are noticeably in need of repairs. Figure 5.4 illustrates city road conditions as of 2015. This information is provided by the Iowa Pavement Management Program (IPMP), which is based out of Iowa State University’s Institution for Transportation. The IPMP tracks the condition of road pavements on the “Non-National Highway System (non-NHS).” These paved roads may be owned by the state, county, or city and are all eligible for federal funding aid. The data collected by IPMP is valuable to determine areas in Tama that should be prioritized for improvements.

Streets in Figure 5.4 are broken into five categories, each describing a different street condition. When IPMP collects their inventory data they assign a numerical value to each segment of paved street, ranging from 1–100. These values are then given a condition description and are then scored and categorized based on the range it falls within:

1-20	Very Poor
21-40	Poor
41-60	Fair
61-80	Good
81-100	Excellent

Trails and Sidewalks

Not all community members have access to motorized transportation. Non-drivers in the community include

- South Tama Recreation Trail
- South Tama School District Campus
- City Parks
- Tama County OHV Park and Campground



youth and elders that are either non-licensed to drive or are unable. These groups need to be considered as they primarily walk and bike around town, which was confirmed when talking with youth at the engagement event at the STC homecoming football game.

The pedestrian and cyclist trails and walkways within a city often bring about a sense of business and friendliness to an environment. In Tama there are several recreational locations (e.g. public parks, Cherry Lake, aquatic center) that are connected through the network of trails and sidewalks. One major location that is connected along the South Tama Recreational Trail is the South Tama High School. This is a major advantage over other modes of transportation in the fact that the trail provides an easy way for some students and faculty to choose an alternative mode of travel, rather than having to drive every day. However, due to inadequate or nonexistent sidewalks in town, not all homes in Tama have direct paved access to the trails.

Pedestrian regional connectivity exists through the South Tama Recreation Trail network (Figure 5.5), which currently connects Tama to Toledo. Users can access the trail network along the western edge of the two towns and at its furthest reach connects Toledo Heights Park with Cherry Lake and the crossing to the Tama County Off-Highway-Vehicle Park and Campground.

The South Tama Recreational Trail (Figure 5.6) network has the potential to be expanded to connect surrounding communities and bring community members closer to

nature. This idea for expansion is also found with the RPA 6 Long Range Transportation Plan for the region. The current trail already connects with Toledo by passing under State Highway 30 and ending near a public park, Toledo Heights, in Toledo. The South Tama Recreational Trail will continue to be the main non-motorized transportation pathway to traverse the region and travel between communities.

Survey respondents felt that paving trails in Tama is a priority, which fits with the desire to also improve local sidewalks. Pavement is much more ADA accessible than gravel. Paved pathways are also easier to maintain because washout and erosion of a natural path is not an issue. However, it is important to consider potential environmental consequences such as increased stormwater runoff and flood risk.

The City of Tama takes advantage of its proximity to Cherry Lake by having a trail loop around it. Survey results indicated that the public supports expanding the trail. An expansion of the trail will provide additional natural trails through the area to further expose residents to the natural – region defining – bodies of water. Trails have many benefits to Tama that could be included in multiple chapters of this plan, here are a few to consider:

- Increase the value of nearby properties (Economic Development)
- Make communities more attractive places to live (Housing)
- Encourage active and healthy lifestyle (Culture and Quality of Life)

Figure 5.6: South Tama Recreational Trail



Source: Author

Figure 5.7: Storefront streetscaping in Fairfield, IA



Source: Google Maps 2016



Transportation Challenges

Public input has been used to categorize the following existing challenges that can become opportunities for the community.

Car Accidents

The City’s vehicle accident map (Figure 5.8) displays areas in town that have seen accidents over a ten-year period. The color of the points indicates the level of severity for each accident from 2010 to 2019. During that period Tama has had 182 accidents, of those 182 only 19 (10.4%) experienced an injury, two of which were fatal injuries. 47 of the 182 total accidents took place on Harding Street (Highway 63), between the intersection of 13th Street & Harding Street and the northern border of Tama. This is problematic due to the proximity to the South Tama County School District (STC). The aforementioned intersection, seen in Figure 5.9, is also problematic due to it having high traffic volume and stop signs at only three of the four roads coming to this point.

This intersection would benefit from a four-way stop, which would slow traffic and would allow for non-residents to navigate northern Tama more smoothly. Another remedy that should be considered in the future is a four-to-three lane conversion on Highway 63 as it exits Tama into Toledo. The recommended lane configuration is touched on when discussing complete

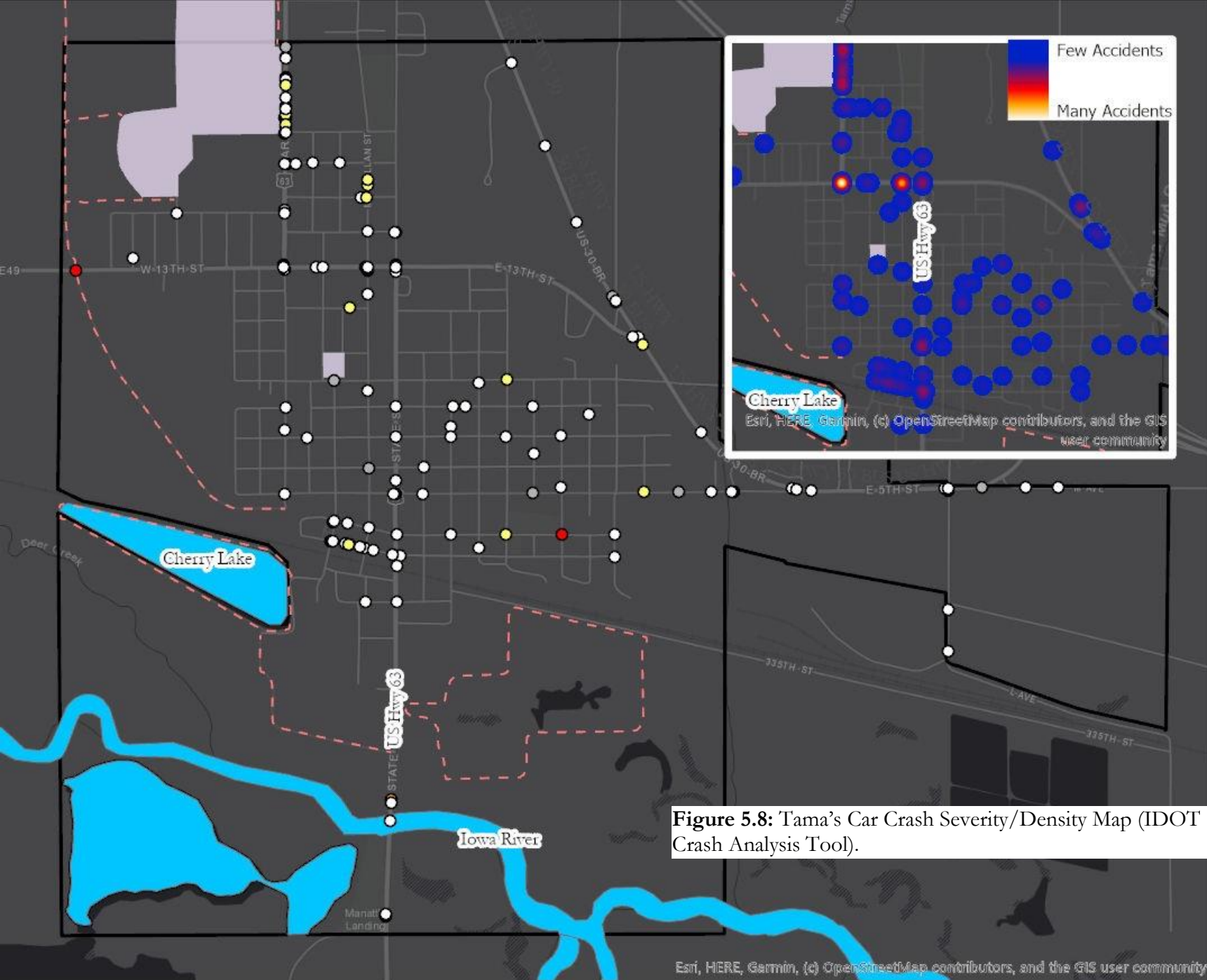


Figure 5.8: Tama’s Car Crash Severity/Density Map (IDOT Crash Analysis Tool).

- Crash Severity**
- Property Damage Only
 - Possible/Unknown Injury Crash
 - Suspected Minor Injury Crash
 - Suspected Serious Injury Crash
 - Fatal Crash
 - South Tama School District Campus
 - - - South Tama Recreation Trail



streets within this chapter. This project would require coordination with the IDOT, as it is a state highway.

Higher incidences of accidents are prevalent in the northern most section of Highway 63 in Tama, located near the entrance to the school. This is an area where the STC should work with the city to find countermeasures to the high number of crashes. This relationship is further explored in Chapter 8: Culture and Quality of Life. Other hot spots for crashes in town take place around downtown and at the intersection of 13th Street and State Street, just east of the previously mentioned hot spot. This area should also be explored when looking at additional traffic calming/safety measures to reduce accidents. Crash data was gathered from 2008-18 for the City of Tama by the IDOT and is publicly available through the Iowa Crash Analysis Tool (ICAT).

Highway Traffic

The transportation network within the City of Tama, like any city, has its challenges. However, there are opportunities for improvement. Some challenges are common and straightforward, while others are more unique to our community. The biggest challenges that the public expressed during public engagement events include accommodating higher levels of traffic on state highways in town, incomplete or inadequate sidewalks, conditions of local streets, and a limited reach of the South Tama Recreational Trail.

Although Tama has a population less than 3,000 people there are still challenges with traffic at certain

intersections during peak travel times, which is when people are commuting to and from work and school.

Wide roads with high traffic, such as the highways that pass through Tama, often take on the additional role as serving as a primary thoroughfare. These roads serve thousands of motor vehicles on a daily basis.

Consequently, these often end up with four or sometimes six lanes. In Tama, State Street (Hwy 63) acts as a barrier for pedestrians and bicyclists who may want to cross from the west side of town to the east.

Bicyclists rely on medians and safe areas to pause and wait while crossing busy roads, however the streets in Tama currently do not have these. They also need enough space between cars to safely cross the road, but some spots have too many cars passing too close. To establish road sharing with cyclists Tama should implement share-the-road icons or arrows on roads. These will be further explained in signage best practices of this chapter.

Sidewalks and Pedestrian Safety

It is important to remember that not everyone has regular access to a personal vehicle, including children and teens. It is important for drivers to be conscious of those around the road that are walking or riding bicycles.

Figure 5.9: Intersection of Harding Street and 13th Street (Hwy 63)



Source: Author



ELEMENTS OF A COMPLETE STREET



ACTIVE SIDEWALKS

Sidewalks should be smooth, wide, feel safe, and have appropriate transitions to the street, making them easy to walk or use a wheelchair on.

DEDICATED BIKE FACILITIES

Simple pavement marking or signage can create a dedicated bike lane. This makes for both motorist and bicycle movements to be more predictable, and therefore safer for both. Bike facilities may also increase the likelihood of casual riders to use bicycles for daily transportation.



ACTIVE ROADWAY

One lane of car traffic going in each direction with a two-way left-turn-lane in the center would reduce the amount of car crashes by providing turning vehicles a refuge from through traffic, while keeping all other traffic moving more efficiently.



SAFE CROSSWALKS

Clearly marked crosswalks allow pedestrians and wheelchair users to cross streets safely, while making sure cars know where to expect crossing pedestrians.



PLANTING STRIP

Street trees and landscaping may slow traffic, improve the aesthetics of the roadway, provide shade, and create a buffer between cars and people, thus making a more inviting environment for pedestrians.



OPEN SPACE

Parks and public open green spaces create a destination encouraging community interaction and providing a rest from the surrounding urban environment.

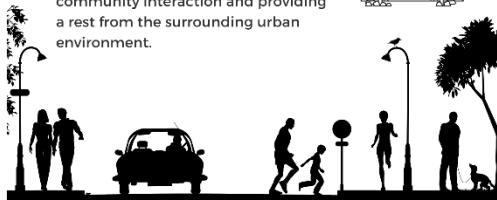


Figure 5.10: NACTO Elements of Complete Streets

According to the National Association of City Transportation Officials (NACTO) urban street design guides, sidewalks play a vital role in everyday life. As public spaces, well-maintained sidewalks serve as the ‘front steps’ to Tama by stimulating the streets both socially and economically.

In a study done by the Virginia Department of Transportation (VDOT) in 2004 on urban street design the report’s authors found sidewalks are a vital part of providing a pedestrian friendly environment. Sidewalks allow for residents to access other residences, public facilities, commercial services, and provides a safe place for pedestrians to interact with one another while taking part in community activities.

Increased safety for pedestrians will lead to an increased use of facilities such as sidewalks and trails. This will also be beneficial to other sections of the plan, such as public health and infrastructure. Safer walkways will also increase equity and connectivity among residents without immediate access to automotive transportation.

Best Practices and Opportunities

NACTO design guides for streets, sidewalks, and their surrounding environments are reliable resources that provide innovative ways to improve our roadways. These guides were used to develop the following best practices.

Complete Streets

A large part of making a downtown area more desirable for drivers and pedestrians is making it a pleasing

environment to be in. The best practices for improving and designing urban streets are provided by nationally recognized organization NACTO. Common elements and descriptions of complete streets can be seen in Figure 5.10.

Fairfield, Iowa, seen in Figure 5.7, is comparable in size to Tama and is an example of a city that has implemented a ‘complete streets’ policy and was also included in the Iowa Complete Streets Policy Study 2016. Fairfield was able to address various groups of transportation network users through their complete streets policy by creating equity, improved environmental conditions, and economic benefits for residents, business owners, and the city. As stated in Fairfield’s 2016 policy study, the goal of complete streets is to reduce demand for personal vehicles and encourage alternate forms of transportation (CDL, 2016).

The concept of complete streets is not limited to transportation-oriented goals. This concept is also discussed in Chapter 2: Economic Development and 9: Public Health & Safety of this comprehensive plan.

Streetscaping is another way to promote an inviting atmosphere in a downtown area. ‘Streetscaping’ refers to landscaping along city streets as well as benches, lighting, signage, and other design features. Strong streetscaping can have many positive effects on the surrounding environment. Investing in the landscaping around streets can enhance the street environment and improve property values. There are also environmental benefits that come from streetscaping, which include



cooling, shade, preserve asphalt life, and reduce water runoff. Finally, streetscaping projects an image that a street is more than just a through route but part of a place. This ultimately will increase neighborhood ownership and commitment from the community to the city (VDOT,2004).

Signage & Wayfinding

As previously discussed in Chapter 2: Economic Development, wayfinding is the method of providing adequate signage and gateways, or transitions into certain districts that physically demonstrate a change in environment and indicates that drivers should slow down. The Sign Research Foundation (SRF) has a publicly available wayfinding planning and implementation manual. An area that receives a great deal of wayfinding and gateways are education campuses, historic monuments, and downtown business districts. Banners and increased signage help people navigate communities. These kinds of details are regularly found in high traffic areas (SRF, 2013).

Tama will benefit from increased signage around town and developing transition areas and gateways. Improved wayfinding will highlight Tama’s best features, improve the visual aesthetics, and will help visitors navigate around town.

History and heritage tourism, which is discussed further in Chapter 8: Culture and Quality of Life, could benefit from additional signage (Figure 5.13) directing those interested in history towards restaurants and shops in

downtown Tama as they are exiting Highway 30 to visit King Tower Café and/or the Lincoln Highway Bridge.

Public input revealed that there are some concerns with traffic speeds endangering people walking, and as discussed previously in this chapter, pedestrian safety can also be increased through signage. Here, similar to accommodating cyclists on roadways, Tama can accommodate pedestrians on roadways by marking a crosswalk near high foot traffic areas, as seen in the rendering of crosswalks near downtown (Figure 5.12). This can benefit pedestrians by directing them to cross at locations where appropriate traffic control, including traffic signals or adult school crossing guards, either currently exist or can be provided.

Figure 5.11: Rendering of State Street (Hwy 63) with complete streets elements



Source: Author

Figure 5.12: Rendering of painted crosswalks in Tama



Source: Author





Figure 5.13: Example of Wayfinding Signage for a Town.

Source: mailboxesandsigns.com



Figure 5.14: Example of painted share-the-road icons on city streets.

Source: google.com



Figure 5.15: Example of painted crosswalk with raised median in street.

Source: NACTO

Funding & Resources

The following programs and funding opportunities are to help Tama locate the funds needed for pedestrian connectivity and safety projects around the City.

Regional Planning Affiliation 6 (RPA 6)

Tama is served by Regional Planning Affiliation 6 (RPA 6). RPA 6 can provide essential funding, grant writing assistance, and technical expertise for transportation related projects, other areas that are aided by RPA 6 are listed in Chapter 10: Intergovernmental Collaboration. RPA 6 has also been involved in the creation of regional transportation plans which should be consulted and followed when improving travel in Tama.

One specific plan that is most relevant for transportation projects is the RPA 6 Long Range Transportation Plan. This plan’s timeframe is 2014 through 2034, and it promotes roadway improvements for county/city roads and regional transit services. The RPA plan discusses deteriorating or absent pedestrian facilities in Tama that should be addressed.

Iowa Department of Transportation

Traffic Safety Improvement Program (TSIP)

Funding: Up to \$500,000 per project

Overview: TSIP is a program implemented by the Iowa DOT that provides funding for construction,

purchasing of traffic safety equipment, and funding traffic safety research. Project applications must be submitted in one of three categories established by the DOT which include a site or corridor with a crash history, purchase of materials for new traffic control devices or replacement of obsolete signs and signals, or research related to public information initiatives, driver education, work zone safety, and crash data analysis.

Traffic Engineering Assistance Program (TEAP)

Funding: Up to 100 hours of consultant time

Overview: TEAP provides engineering assistance to communities that are aiming to improve safety and road operations. This includes high-crash locations, unique lane configurations, obsolete traffic control devices, school pedestrians, truck routes, parking issues, etc. Both counties and cities without a staff traffic engineer are eligible to apply. This requires no local match but does require assistance with data collection efforts by applicant staff at the request of consultants.

Iowa’s Transportation Alternatives Program (TAP)

Funding: IDOT retains \$1 million to administer a Statewide TAP program, requires a 20% local match

Overview: TAP funds programs that provide transportation alternatives such as pedestrian and bicycle facilities, enhanced mobility, community improvement activities, recreational trail projects, safe routes to school projects, etc. as a replacement for a previous federal grant program. Local governments, regional



transportation authorities, transit agencies, natural resource/public land agencies, tribal governments, any other regional government body with transportation or recreational trail oversight may apply for this grant funding. Projects must have a direct relationship with existing or planned transportation or a relationship to one of more than 20 other qualification measures.

[Iowa Clean Air Attainment Program \(ICAAP\)](#)

Funding: Minimum \$20,000 total project cost and requires a 20% local match

Overview: ICAAP is aimed at funding highway, street, transit, bicycle, pedestrian, and freight programs that assist in maintaining air quality by reducing auto emissions. Eligible highway and street projects must be on the federal-aid system and applications can be submitted by public entities or private entities in partnership with public entities, but the public entity will assume financial responsibility. In order to qualify, projects must either reduce emissions with traffic flow improvements and provide a direct benefit to air quality, reduce vehicle miles traveled, reduce single-occupant trips, or have another transportation improvement that will improve air quality/reduce congestion. (IDOT,2019)

[Revitalize Iowa's Sound Economy \(RISE\)](#)

Funding: Immediate Opportunity requires a minimum 20% local match; Local Development requires a local match that is typically around 50%

Overview: RISE is aimed at promoting economic development through the construction and improvement of existing streets. Funding can be received as a grant or loan or a combination of the two. The types of projects that are granted funding in this instance fall under categories of immediate opportunity or local development. Immediate Opportunity refers to projects that are related to non-speculative opportunity for permanent job creation or retention.

Local Development refers to projects that support local economic development but do not require immediate funding or do not meet immediate opportunity criteria. The considerations in this category include development potential, economic impact, local commitment and initiative, transportation need, and are economic need.

[Recreational Trails Program \(State\)](#)

Funding: Requires a minimum of 25% local match

Overview: The intent of this program is to fund recreational trails and any city or non-profit organization may sponsor an application. Matching funds may include grants from state agencies and donated labor, materials, equipment, and services from a third-party. Proposed projects must be part of a local, area-wide, regional, or state-wide trail plan. All trails resulting from successful applications must be maintained as a public facility for a minimum of 20 years. (IDOT,2019)



Goal: Community aspiration to increase quality of life in both the short- and long-term.

Objective: The purpose and desired outcome of stated goal.

Policy & Action Recommendations: Actions, projects, services, or policies that the community will undertake to achieve the Comprehensive’s goals and objectives.

Partners & Resources: Identified stakeholders best suited to collaborate with or provide support through resources, funding, or expertise to assist City staff and City Council implement policy and action recommendations.

Indicator: Identifiable and/or quantifiable ways for staff, stakeholders, and residents to assess progress made on policies, actions, and overall goals.

Priority: Using public feedback, identifies the significance using range of ★ (1 star) to ★★★★★ (4 stars, most significant).

Time: The recommended timeframe for each policy and action to be developed and adopted in. These are measured in years and broken into four categories: 0-5, 6-10, 11-20, and ongoing.

Goals, Objectives, and Recommendations

Goal 5.1 Develop System to Prioritize Repairs and Maintenance for City Streets.

Objective: Maintain high quality streets throughout Tama.

Policy & Action Recommendations	Partners & Recourses	Indicators	Priority	Time
Utilize IPMP existing street conditions guide to create conditions log and to provide system for allocating resources to areas that require improvements.	DPW IDOT IPMP	1. Update street conditions log every three years. 2. Prioritize maintenance based on street condition and annual average daily traffic values (IDOT)	★★★★	Ongoing
Prioritize resident requests separately from general maintenance schedules to ensure they are properly dealt with.	DPW IPMP R	1. Provide easy/efficient way for residents to submit street maintenance requests 2. Separately prioritizing requests and general maintenance	★★	Ongoing
Consult RPA 6 transportation plans and recourses to complete street enhancement projects.	DPW RPA 6	Issues established in RPA 6 transportation plans are addressed (e.g. pedestrian/bike facilities)	★★★	Ongoing

DPW – Department of Public Works
 IDOT – Iowa Department of Transportation
 IPMP – Iowa Pavement Management Program
 R – Residents
 RPA 6 – Regional Planning Affiliation 6

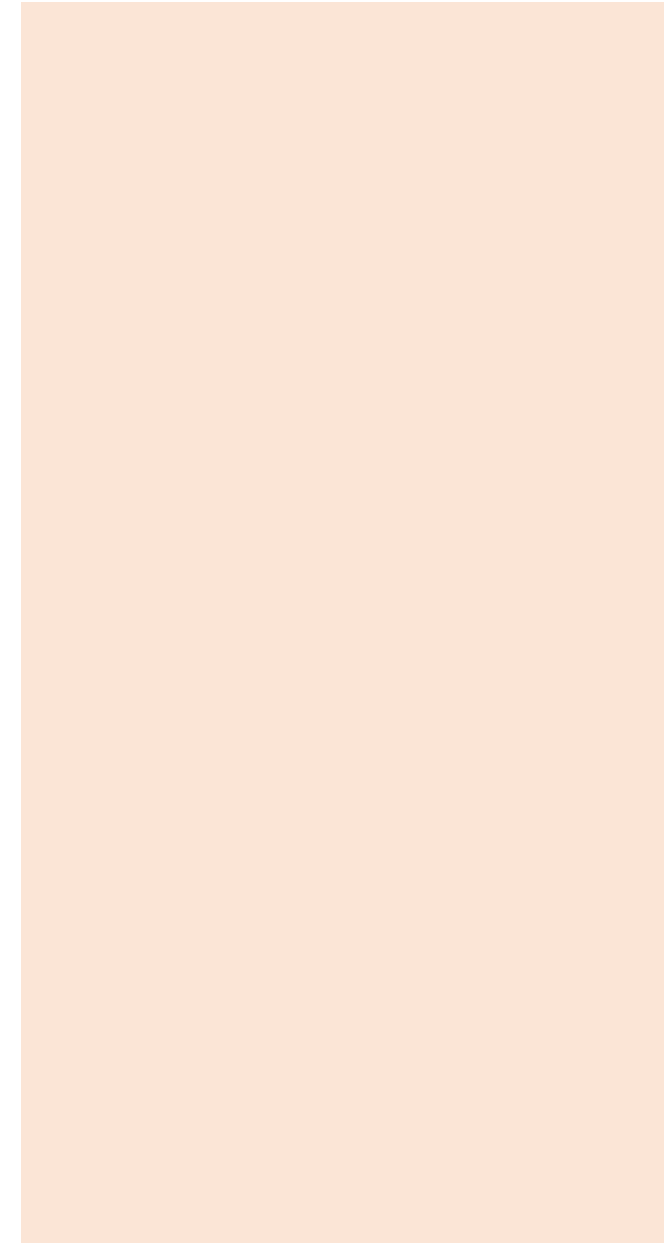


Goal 5.2 Adopt and Implement a Complete Streets Policy.

Objective: Invest in environment surrounding roadways to make for a more inclusive transportation network.

Policy & Action Recommendations	Partners & Recourses	Indicators	Priority	Time
Adopt a Complete Streets Policy in City Code.	IDOT RPA 6 PNZ TC	Complete streets policy adopted and followed during future street work	★★★★	0 – 5
Beautify downtown Tama and foster a walkable urban environment by following IDOT and NACTO standards for complete streets. <i>*Similar Policies found in Chapter 2 and 9.</i>	DPW DB IEDA IDOT TCEDC	Complete streets best practices implemented	★★	Ongoing
Create sidewalk inventory to track quality and connectivity of sidewalks and trails throughout town to eliminate incomplete sidewalk gaps.	DPW	1. Sidewalk inventory/ electronic database created and updated annually 2. Improve all pedestrian routes with sidewalks to meet ADA requirements	★★★	0 – 5
Increase signage and wayfinding by following NACTO and the Sign Research Foundation best practices to attract more business to downtown Tama. <i>*Similar Policies found in Chapter 2 and 8.</i>	IDOT DPW TCEDC	Increased traffic flow on streets in downtown	★★	0 – 5

PNZ – Planning and Zoning Commission
 DPW – Department of Public Works
 IEDA – Iowa Economic Development Authority
 IDOT – Iowa Department of Transportation
 TCEDC – Tama County Economic Development Commission
 RPA 6 – Regional Planning Affiliation 6



Goal 5.3 Emphasize Alternative Modes of Transportation to Boost Health and Welfare in Tama.

Objective: Promote bike and pedestrian transportation options that will improve mobility for all residents.

Policy & Action Recommendations	Partners & Recourses	Indicators	Priority	Time
Ensure public spaces have continuous connections through sidewalks or recreation trails that are in good condition.	DPW	<ol style="list-style-type: none"> All places have access directly to connected segments of paved sidewalks and/or trails Continuous maintenance of paved sidewalks 	★★★	Ongoing
Improve pedestrian and bicyclist safety around downtown and near Hwy 63 (State St.) with visible sidewalk crossings and signage.	DPW IDOT RPA 6	Development of marked pedestrian crossings along State Hwy 63 and around downtown	★★★	0 – 5
Work with IDOT to reconfigure Hwy 63 (Harding St) to align with NACTO/IDOT complete streets policies to increase safety and better accommodate pedestrians and bicyclists.	CTo IDOT DPW	<ol style="list-style-type: none"> Decrease traffic accidents and conflicts with pedestrian crossings Increase use of alternative modes of travel 	★★★	11 – 20
Follow recommendations from RPA 6 and from public input to extend the reach of South Tama Recreational Trail.	CTo IA TC RPA 6	South Tama Recreational Trail is extended	★★	6 – 10

CTo – City of Toledo
 DPW – Department of Public Works
 IA – State of Iowa
 IDOT – Iowa Department of Transportation
 RPA 6 – Regional Planning Affiliation 6
 TC – Tama County





6

INFRASTRUCTURE & CAPITAL IMPROVEMENT

The residents of Tama rely on city infrastructure every day, even if they do not realize it. Infrastructure refers to the physical city-owned structures that provide comfort and convenience. The American Planning Association (APA) treats infrastructure as critical because city owned streets, signs, drainage features, and garbage collection services are essential to the health, safety, and wellbeing of the community. The impact of infrastructure in Tama includes providing daily comforts and conveniences, protecting against flooding, and ensuring services needed for economic growth. This reliance will grow as Iowa Premium is predicted to increase its capacity and workforce, meaning there will be additional demand place on city infrastructure as the workforce and population change. This chapter will outline the need to maintain already effective infrastructure and make capital improvements.

Figure 6.1 Tama Wastewater Treatment Plant



Source: Tama-Toledo News Herald

City Services & Assets

Water & Sewer

The City of Tama's potable water supply, as reported in Tama's 2018 Water Quality Report, originates from the alluvial aquifer, located southwest of the city boundary. This water source can become contaminated by sand, radon, and other surface level minerals; this will be further discussed in the water quality section within Chapter 8: Public Health. Water is transported then treated and distributed through the wastewater treatment plant (Figure 6.1), which was constructed in 2010. Tama's wastewater plant is only 10 years into its

service life and is able to accommodate future growth, as it is currently well under capacity.

The two largest industrial employers in town, Iowa Premium and Tama Paperboard (Greif), operate their own wastewater treatment plants. The city's plant only serves commercial and residential buildings. To maximize the lifetime and efficiency for all utility assets, using the ASCE (American Society of Civil Engineers) Asset Management Model, a systematic approach of developing, maintaining, and operating infrastructure is recommended.

ASCE conducted a survey on utility asset management where they found that 57.5% of system assets in the US, which includes water and sewer pipes, were reported being between 21 and 100 years old. Tama has assets falling into this age range. Over a 20-year period, assets in excellent condition experience a degree of decay, which is partially offset through operation and management practices. Despite efforts to maintain infrastructure, assets accumulate decay and damage, requiring rehabilitation and replacement after 20 years. This concept is communicated graphically in Figure 6.2.

All underground utilities, including sanitary and storm water sewers within Tama must be properly documented by the City. Using Geographic Information Systems (GIS) is the best option for recording and sharing data on existing utilities. Easy access to such data saves time and money when working with development contractors for future housing or industry developments that is needed for Tama's growth, as mentioned in the Chapter



2: Economic Development. A comprehensive inventory of water drainage features includes sewers, gutters, culverts, and other water diversion features.

Gas & Electric

Natural gas, provided by Alliant Energy, is the source of power for electricity within Tama. Distribution of electricity is mainly through overhead power lines, although some may also be trenched underground. Due to this mix of type and voltage of power lines in Tama, it is important to have these mapped. In the event that such data is missing and Tama needs to extend electrical services to new developments, Iowa One Call 811 must be contacted prior to any electrical line work to prevent injury and increased cost.

In addition to having a complete, accurate inventory of existing assets, it is also important to ensure preparations for future needs are considered. Possible future developments are proposed in the northeastern portion of Tama along Business Highway 30. Should development be approved in this area, laying out electrical, gas, fiber optic, and water lines should be planned ahead time using the most advanced practices to ensure upgrades do not require ripping out entire sidewalks and parking lots. For example, ASCE identifies trenchless technology as a beneficial tool that reduces damage to sidewalks and parking lots, decreases traffic disruptions, improves safety, takes less times, and costs less. PVC sleeves are a common and cost-effective method that make future repairs, replacements, and upgrades simpler. The American Planning Association

identifies that these methods can be used to enable a smooth transition to future technologies, such as electric vehicle charging on city streets and in parking lots in shopping centers and apartment complexes.

Street Maintenance

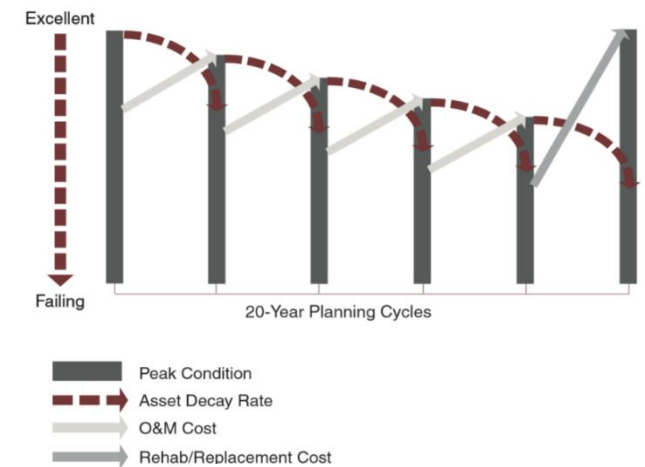
Repairs and general maintenance of city streets is under the jurisdiction of the Streets Department within Public Works. At this time there is no clear-cut system for what and when certain street projects will take place. This plan provides a framework for the system, which is further elaborated on within the Chapter 5: Transportation.

Shared City Services

Entering into partnerships and agreements to share city services falls under Chapter 28E of the Iowa Code, Joint Exercise of Governmental Powers. The purpose of Chapter 28E is to “permit state and local governments in Iowa to make efficient use of their powers by enabling them to provide joint services and facilities with other agencies and to cooperate in other ways of mutual advantage.” When exploring shared utility services Tama will need to review 28E subchapters: I General Provisions, IV Community Clusters – Revenue Sharing, and V Regional Metropolitan Service Area.

An area where shared services can make the most strategic and financial sense is information technology infrastructure and services. Smaller towns, such as Tama, do not generally have the resources required to hire staff with the expertise to help manage their IT

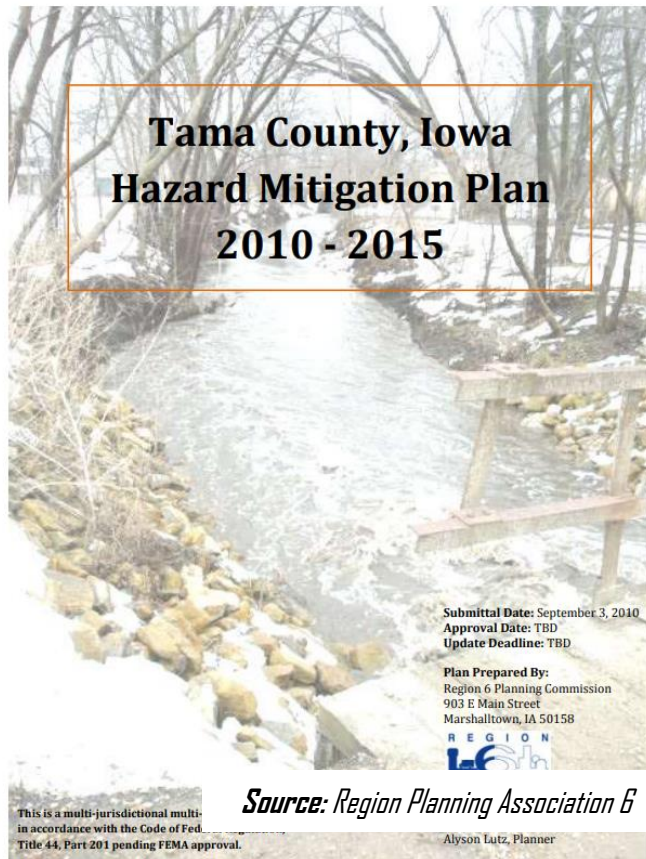
Figure 6.2: ASCE produced Asset Management Model for a 20-year planning cycle



Source: ASCE



Figure 6.3: Tama County Hazard Mitigation Plan



services. Tama needs to improve the efficiency which their city services are provided by establishing mutually beneficial relationships with their geographic neighbors, which will be covered in Chapter 10: Intergovernmental Collaboration.

Potential Infrastructure-Related Shared Services for Tama and Toledo

Infrastructure items are expensive to build and maintain. Shared services with Toledo will enable both Tama and Toledo to pool their needs and resources to develop needed infrastructure and services. Opportunities for shared services including using a shared GIS system to track utility lines, pooling transportation needs and resources, and shared water delivery systems.

Geographic Information Systems (GIS)

As described in an APA GIS introduction workshop, put on by ESRI (Environmental Systems Research Institute), GIS is a mission-critical business system in 100% of planning departments. GIS is utilized by cities and institutions all over the world. ArcGIS, offered for annual subscription by ESRI and used to make all maps within this plan, should be used by Tama to aid improvements and document many aspects of a city, not just infrastructure (e.g. city trees, ADA accessible routes, historic districts, city zoning etc.)

Hazard Mitigation Plan

A Hazard Mitigation Plan is a plan separate from a comprehensive plan that specifically helps prepare for natural and man-made disasters. The City of Tama should actively work with Regional Planning Association 6 (RPA 6) when it updates the Tama County Hazard Mitigation Plan. This participation should be done in with the City of Toledo. The Hazard Mitigation Plan (Figure 6.3) offers a more detailed and comprehensive treatment of topics including identification of all natural and man-made hazards, locations of critical facilities in Toledo and Tama, and mitigative actions that are outlined in this plan. It is important that Tama’s participation incorporates elements from the comprehensive plan into its sections of the Hazard Mitigation Plan. Establishing these connections would enable Tama to reference both plans when pursuing federal assistance through the county. This plan would need to coordinate and connect to elements within the State of Iowa’s and Tama County’s plans.

Given that Tama County’s Hazard Mitigation Plan includes The City of Tama and is still up to date, this action does not need immediate attention. However, over the next 20 years the nature of threats and vulnerabilities in Tama will change, warranting new assessments, policies, and protocols at both the county and local levels.



Levee

The levee to the south of Tama provides flood protection that is essential to ensure the health, safety, and welfare of the community. Project partners indicated that the levee is currently not offering protection to the 1% annual chance flood standard set forth by the Army Corps of Engineers (CoE). In order to secure the community to the standard identified by FEMA and the CoE raising the levee is required. Not only would this offer additional protection to the community (Figure 6.4), it would also allow Tama to access funding opportunities for other flood-mitigation activities. The cost of flood insurance would also go down. The estimated costs of this project are \$400,000-\$500,000. FEMA bases its standards on the 100-year floodplain. However, many people assume that a 100-year flood can only happen once in a hundred-year period. Therefore, the phrase 1% annual chance flood is favored because it conveys that a flood of this magnitude has a 1% chance of happening in any given year. Raising the levee to protect against these 1% annual chance floods is critical considering that there is a 18% chance that at least one would occur between 2020 and 2040.

Funding this project is the main barrier to its completion. FEMA operates the Pre-Disaster Mitigation Grant Program and Flood Mitigation Assistance Program, which are used to help communities fund disaster mitigation activities prior to a disaster. These monies are made available annually. In the event of a flood triggering a Presidential Disaster Declaration,

funding from the Hazard Mitigation Grant Program becomes available. Still, it cannot be stressed enough that action in the more immediate term can and should be taken with the pre-disaster resources. This would prevent the suffering that a major flood would inflict on the community in the first place.

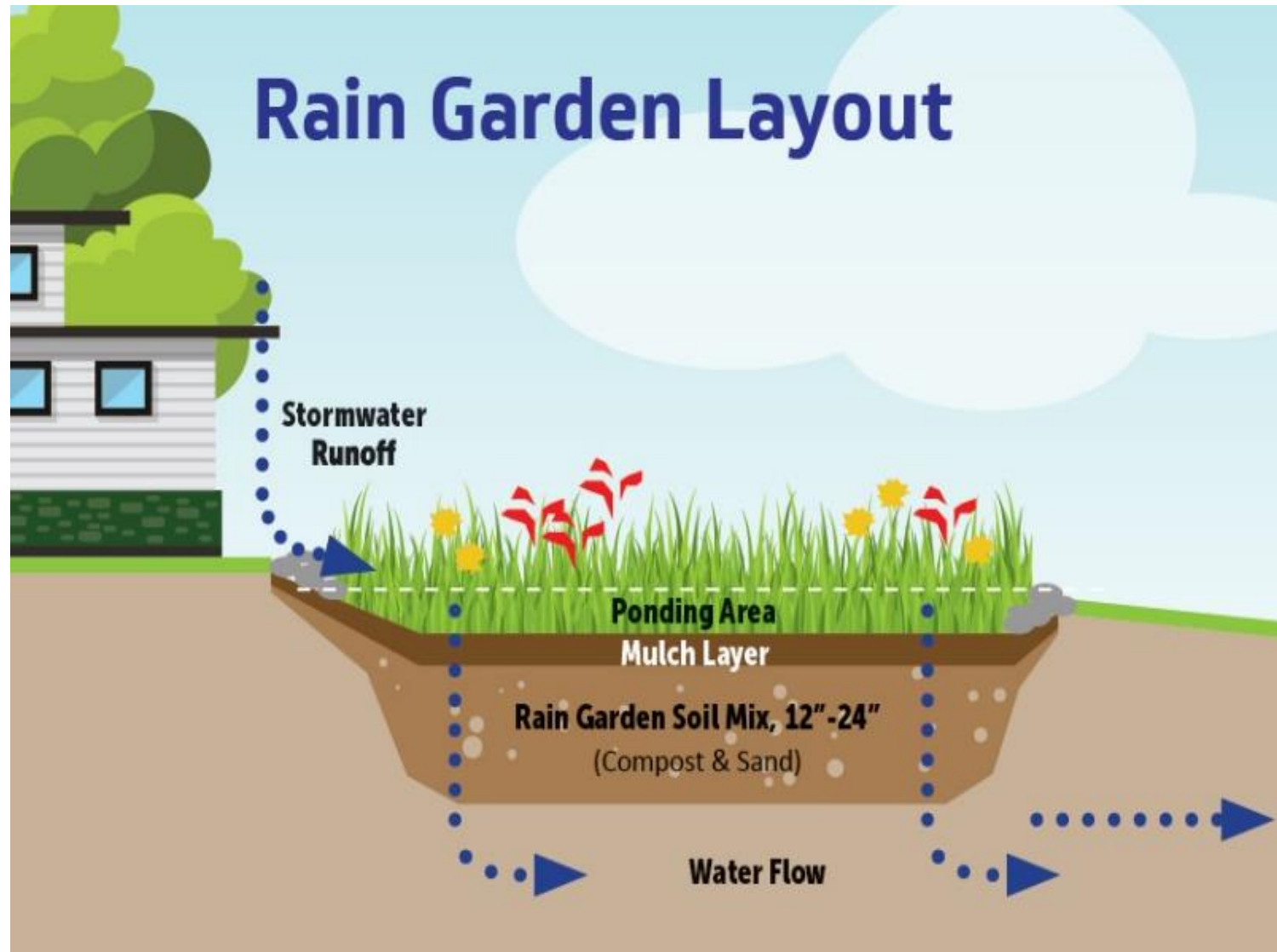
Although FEMA generally does not provide funding to levees, it will provide it if there is a risk to public safety as a result of de-accreditation. This program can offer up to 75% of funding, drastically reducing the burden placed upon the city. This Comprehensive Plan's treatment of this topic will aid applications for these and similar programs and should be referenced in any grant application along with the State of Iowa's Hazard Mitigation Plan and Tama County's Hazard Mitigation Plan. Additional information the levee and the environment appear in Chapter 7: Environment & Sustainability sources of funding are detailed in the Chapter 12: Implementation and Evaluation.

While the CoE can complete this project, it may take significantly longer for them to complete than using a contractor. Given the high-priority nature of this project, any avenue to accelerate the timeline is advised.

Figure 6.4: Raising the levee can better protect the community from flooding



Figure 6.5: Diagram of a typical rain garden.



Source: Hillsborough County

Green Infrastructure

According to Leadership in Energy and Environmental Design (LEED), green infrastructure refers to the usage of vegetation to provide shading, cooling, flood protection, and other benefits to people and property. Reinforcing proposals in the Chapter 7: Environment & Sustainability, using green infrastructure will be key to not only achieving conservation and sustainability-related goals, but also desired outcomes that enhance our community with ecosystem services. These services include the aesthetic value they provide as well as protective measures they provide. Green infrastructure improves air quality because vegetation removes toxins and pollutants from the air. The root network of plantings enhances soil's ability to resist erosion. The roots also help absorb water, naturally providing protection against floods. Green infrastructure refers to a variety of different practices and approaches that mimic elements of natural environments for the benefit of people. The green part of infrastructure refers to the environmental impact of these projects as well as their heavy reliance on plants. Infrastructure refers to the fact that these are engineered installments.

Rain Gardens

Rain gardens are a collection of native shrubs, perennials, flowers, and other plants planted in a depression (Figure 6.5). Water flows to the depression, soaks the ground and allows the plants to absorb it. This offers some protection against flooding. Additionally, rain gardens are pleasant to look at and create a feeling



of comfort, safety, and community. Rain gardens can be installed by the city or individual landowners.

Prairie Restorations

Prairie restorations can yield more than tremendous environmental benefits by returning land to a natural state prior to European colonization and increasing biodiversity. Prairies can help protect Tama against floods since prairie grasses buffer water and absorb water with their long roots. These long roots also prevent erosion since they hold soil in place. Figure 6.6 depicts this by showing how deep the roots of prairie plants go into the ground compared to Kentucky bluegrass, shown on the far left. Kentucky bluegrass is commonly used as lawn and field grass and is not effective at flood control because it has short roots. The use of vegetation for erosion and flood control can deliver similar benefits to using artificial materials like concrete and metal in a cost-effective and environmentally sound manner.

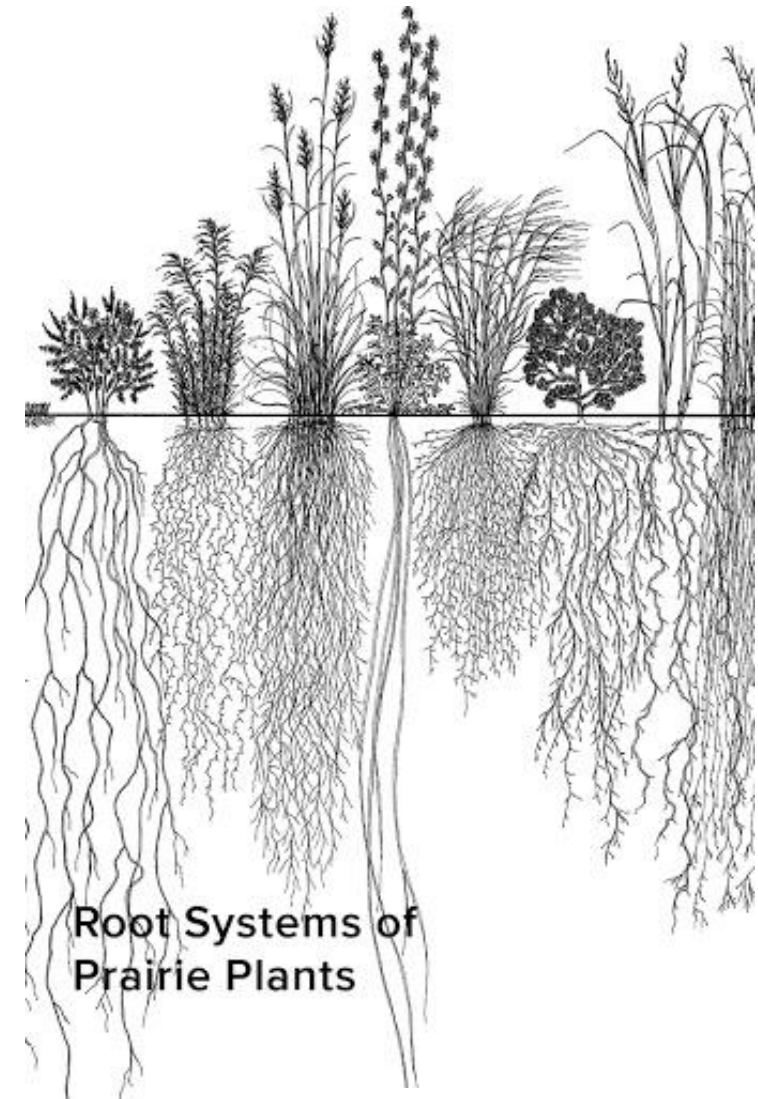
Survey respondents indicated that spot flooding occurs around the Civic Center, the Library, the neighborhood immediately west of the Lincoln Highway bridge, and in scattered spots around Tama. These locations are prime candidates for these projects. The Tama Civic Center and Library can work directly with the Tama County Soil and Water Conservation District (SWCD) to install these projects. Individual landowners can be directed by the City of Tama to resources offered by the SWCD.

Stormwater Retention Ponds

Stormwater retention ponds are artificial ponds that can vary in size that are used to manage excess water during storms and spring thaw. This provides protection against flooding. To ensure that the pond's water stays clean, the shores are lined with tall grasses, shrubs, and wetland adapted plants. These plants do so by absorbing excess nutrients from lawn-care products and animals that would otherwise go into the water. Having plants along the banks of the stormwater ponds also prevent nuisance animals, like geese and ducks from overrunning and polluting it.

Cherry Lake is an artificial lake on the west side of Tama. It helps protect the community against flooding, however it was previously used for recreation. Currently, the water in the lake is too polluted for fishing or recreational purposes. Placing more vegetation near the banks all along the lake should prevent further pollution and eventually allow the water to be safe to recreate in. In the past Cherry Lake was stocked with fish, however this was cost ineffective because the water could not be made suitable for recreation or fish. Since past attempts were unsuccessful, it is not recommended to use Cherry Lake for purposes other than flood control until it can be demonstrated that water quality has sufficiently improved to enable fish to survive.

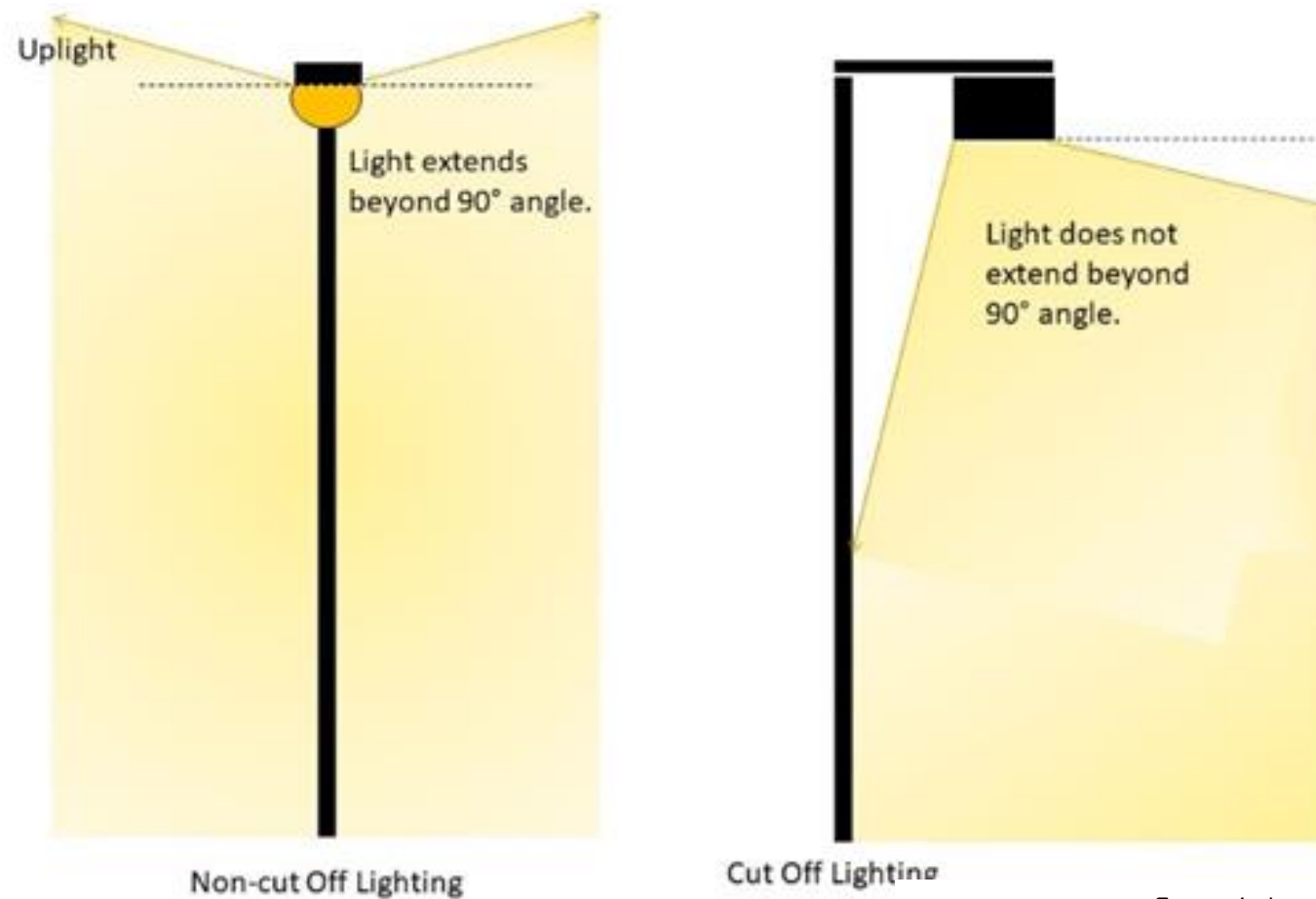
Figure 6.6: Diagram prairie plants and their long root systems



Source: Living Habitats



Figure 6.7: Diagram of low-light streetlight



Source: Authors

Lighting

Providing lighting along city streets, sidewalks, trails, and in parks is vital to reducing crime, increasing comfort of their use at night, and creating community character. Survey respondents named increasing lighting as one of their desires to improve the quality of parks and trails. Improving lighting on streets, in parks, and along trails will make them more comfortable to use, especially among women. Remedying these issues would increase the use of sidewalks, trails, and parks for recreation.

Providing lighting for city streets, trails, and parks make them more comfortable to use. According to LEED, environmental considerations are important. Streetlights add to light pollution, which impact insects and other migratory species. Light pollution contributes to disruptions in sleep patterns and the production of melatonin in people. These problems can be reduced by decreasing uplight. Uplight refers to light from a fixture that goes upward, as shown on the left of Figure 6.7. Light fixtures require electricity. Power in Tama comes mainly from natural gas, meaning the use of electricity contributes to carbon emissions and climate change. Using energy efficient fixtures will reduce the cost of and greenhouse gas emissions associated with their use. Finally, many of the light fixtures are in a 1970s style that reads as dated, meaning that as these lights are replaced, it will be important to select a unified, stylish look that will not be dated in 2040. Different styles and layouts appear in Appendices 6.1 and 6.2 respectively.



Funding & Resources

Community Development Block Grant (CDBG)

[Water/Sewer](#)

Funding: Up to \$600,000 (based on Tama's population)

Overview: This competitive program offers grants to assist cities and counties with water and sewer infrastructure improvements including sanitary sewer system improvements, water system improvements, water and wastewater treatment facilities, storm sewer projects related to sanitary sewer system improvements and rural water connections. This source of funding can be used to address concerns raised by city officials about the condition of pipes. Deadlines are 1/1, 4/1, 7/1, and 10/1 on rolling basis.

Federal Emergency Management Agency (FEMA)

[FEMA Pre-disaster Mitigation Fund](#)

Funding: Requires up to 25% local match

Overview: Authorized by the Robert T. Stafford Disaster Relief and Emergency Assistance Act, this fund was designed to aid communities in *before* disaster preparation to reduce risk and recovery costs. Use of this fund will require collaboration with Tama County and the State of Iowa. Projects that can be funded include enhancing the levee to protect the southern portion of Tama. Communities become eligible for more opportunities and benefits as they continue to partake in mitigation efforts. Flood mitigation efforts can also reduce the cost of flood insurance.

Lighting Grants

[Lighting Grants](#)

Funding: Variable

Overview: Many different grants can fund lighting for different reasons. The Iowa Economic Development Authority may provide funding to spur economic development as part of a downtown revitalization project using Community Development Block Grants. Funds can be found in other agencies including The Departments of Energy and the Environmental Protection Agency. Non-governmental organizations, such as Leadership in Energy and Environmental Design and the International Dark Sky Association may have funding available. The resources listed here are not comprehensive. For example, The City of Tamarack, a community of 90 in Aitkin County, Minnesota, was able to install 25 LED streetlights with grant funding for \$7000 with a grant from their utility co-op.

Tama Soil and Water Conservation District

[Tama Soil and Water Conservation District](#)

Funding: Variable

Overview: The Tama Soil and Water Conservation District's mission is to improve soil health and water quality throughout Tama County. They work with individual landowners and entities to complete conservation projects that advance their mission. Funding for projects may be available through them on a continuous basis.



Goal: Community aspiration to increase quality of life in both the short- and long-term.

Objective: The purpose and desired outcome of stated goal.

Policy & Action Recommendations: Actions, projects, services, or policies that the community will undertake to achieve the Comprehensive’s goals and objectives.

Partners & Resources: Identified stakeholders best suited to collaborate with or provide support through resources, funding, or expertise to assist City staff and City Council implement policy and action recommendations.

Indicators: Identifiable and/or quantifiable ways for staff, stakeholders, and residents to assess progress made on policies, actions, and overall goals.

Priority: Using public feedback, identifies the significance using range of ★ (1 star) to ★★★★★ (4 stars, most significant).

Time: The recommended timeframe for each policy and action to be developed and adopted in. These are measured in years and broken into four categories: 0-5, 6-10, 11-20, and ongoing.

Goals, Objectives, and Recommendations

Goal 6.1: Adopt a future oriented approach to infrastructure development.

Objective: Provide local infrastructure so that existing and future development can be served.

Policy & Action Recommendations	Partners & Resources	Indicators	Priority	Time
Utilize GIS capabilities to track needed information for capital improvements. <i>*Can be pursued jointly with the City of Toledo.</i>	DPW TC RPA 6	1. Access to GIS databases and files 2. Use of GIS aids in capital improvement decisions	★★★★	6-10
Ensure future utility lines are properly planned and laid prior to new development by reviewing past development plans and consulting future land use framework.	DPW	Lines laid in appropriate locations congruent with future land use plans	★★	Ongoing
Enable easy repairs, replacements, and upgrades to utility lines by educating developers and exploring further policy actions in the future.	DPW PNZ RPA 6 D	1. Developers use trenchless technology and PVC sleeves 2. Requirements and zoning changes are explored with RPA 6	★	11-20

CTo – City of Toledo
 D – Developers
 DPW – Department of Public Works
 TC – Tama County
 PNZ – Planning and Zoning
 RPA 6 – Regional Planning Association 6

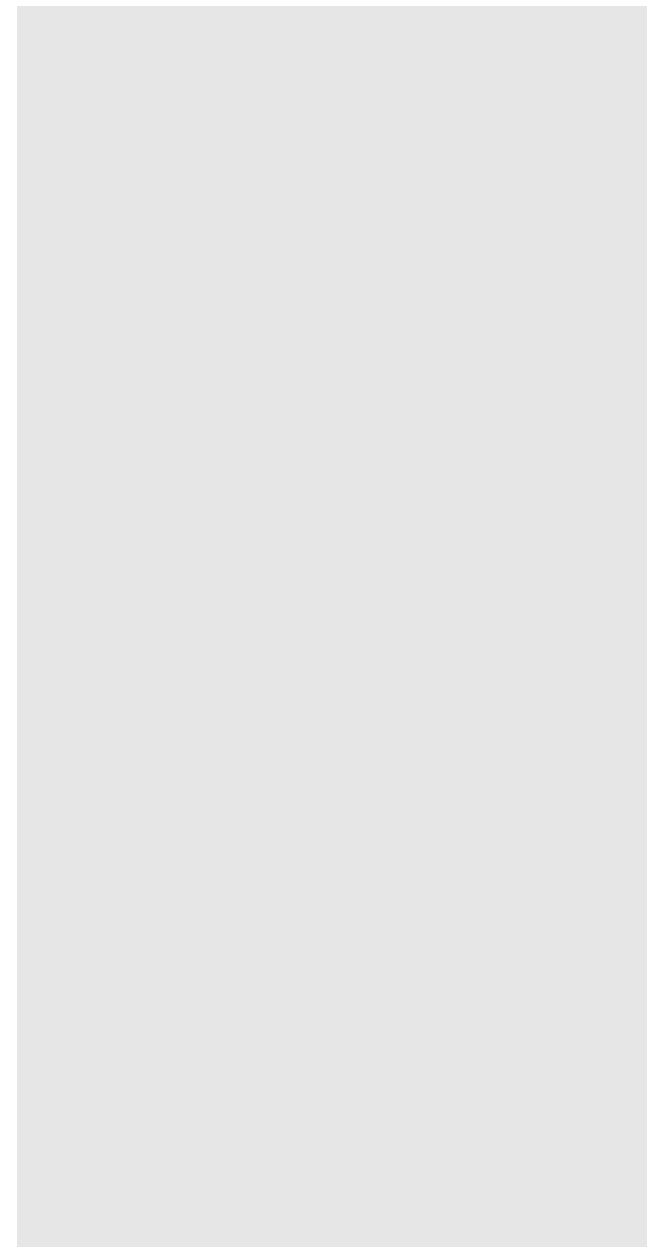


Goal 6.2: Improve lighting services provided by the City of Tama.

Objective: Increase the amount of areas that are lit and replace old light fixtures.

Policy & Action Recommendations	Partners & Resources	Indicators	Priority	Time
Increase lighting in city parks and on city trails to promote active lifestyles and increase feeling of safety.	DPW IEDA	1. Increased lighting in city parks and trails 2. Increased use of parks and trails 3. Decreased crime	★★★	0-5
Ensure that all light fixtures have a unified, modern look that will not be dated in 2040.	DPW IEDA	Light fixtures have unified look	★★★	0-5
Ensure new light fixtures follow reduce light pollution and impacts on wildlife. Ensure fixtures have low BUG ratings.	DPW	Light fixtures are light pollution friendly	★★	0-5
Ensure that new light fixtures are energy efficient to reduce energy expenses and associated carbon emissions.	DPW	Light fixtures are energy efficient	★★	0-5

DPW – Department of Public Works
IEDA – Iowa Economic Development Authority



Goal 6.3: Use hazard mitigation planning and green infrastructure to protect the community against floods.

Objective: Protect the community against flooding and use the certified mitigation efforts to become eligible for additional prevention funding.

Policy & Action Recommendations	Partners & Resources	Indicators	Priority	Time
<p>Work with the City of Toledo as an active participant in the update to the Tama County Hazard Mitigation Plan. <i>*See similar policy in Chapter 7.</i></p>	<p>NLG RPA 6</p>	<ol style="list-style-type: none"> Resources allocated to monitor hazards Resources allocated for mitigation projects 	<p>★★</p>	<p>6-10</p>
<p>Protect the Civic Center and Library from flooding using natural environmental elements to mitigate flooding, to enhance aesthetics, and to prevent a loss of services in an extreme flood.</p>	<p>SWCD</p>	<ol style="list-style-type: none"> Coordination with the Tama Soil and Water Conservation District Installation of green infrastructure projects such as rain gardens, prairie constructions, and stormwater ponds 	<p>★★★★</p>	<p>0-5</p>

NLG – Neighboring Local Governments
 SWCD – Tama County Soil and Water Conservation District
 RPA 6 – Regional Planning Association 6

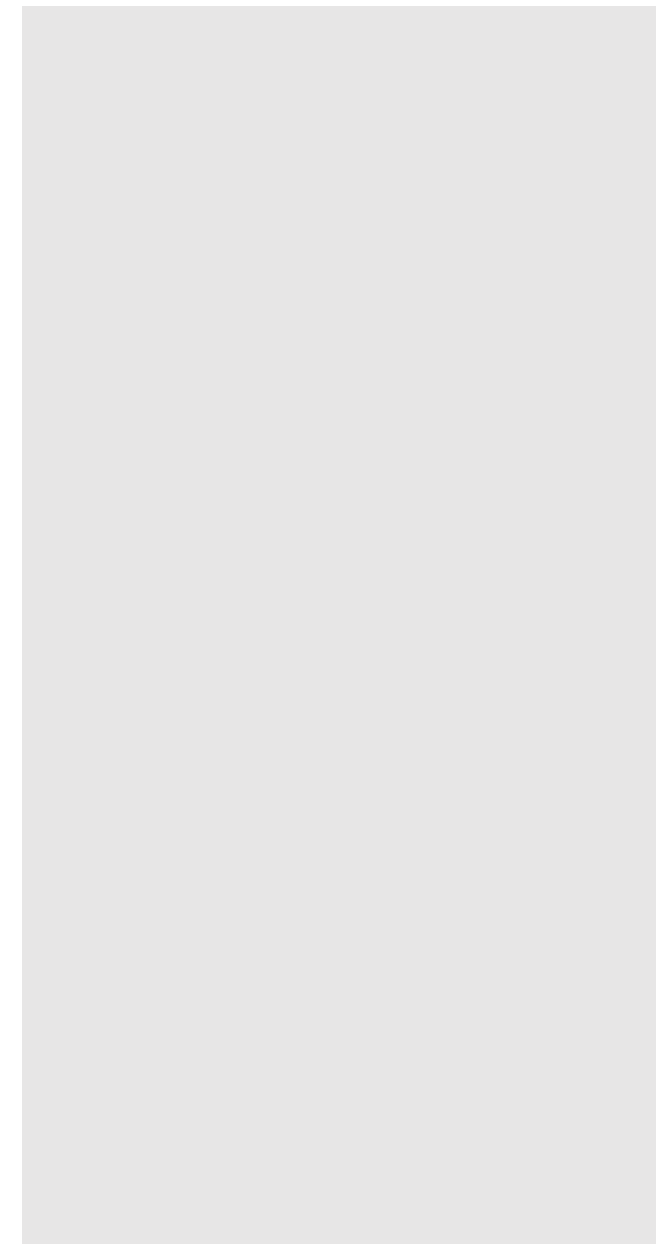


Goal 6.4: Maximize service life of Tama’s water and sewer infrastructure through maintenance and education.

Objective: Avoid costly replacements of water and sewer infrastructure by executing annual maintenance.

Policy & Action Recommendations	Partners & Resources	Indicators	Priority	Time
Ensure that water treatment plant continues to monitor water to meet or exceed state and federal safe drinking standards.	DPW	Water quality continuing to meet established standards	★★★★	Ongoing
Keep comprehensive inventory of water drainage features include sewers, gutters, culverts, and other water diversion features.	DPW	Water drainage feature inventory is created and kept up to date	★★★	Ongoing
Complete needed maintenance work on schedule, as recommended by ASCE, to maximize the useful life of the wastewater treatment plant.	DPW IEDA	1. Maintenance schedule kept 2. Use funding sources to cover project costs	★★★	Ongoing
Educate residents about everyday actions that can protect infrastructure	DPW	1. Educational materials developed 2. Educational materials distributed online and in print	★★★	Ongoing

CC – Chamber of Commerce
 DB – Downtown Businesses
 DPW – Department of Public Works
 TCEDC – Tama County Economic Development Commission



Goal 6.5: Raise the levee to the 1% annual chance flood standard identified by FEMA.

Objective: Offer additional protection to the community against flooding and use the certified levee to become eligible for additional funding.

Policy & Action Recommendations	Partners & Resources	Indicators	Priority	Time
Coordinate with State of Iowa, FEMA, and the Army Corps of Engineers to raise the levee.	CoE FEMA IA TC	1. Coordination with State of Iowa, FEMA, and Corps of Engineers 2. Completion of project	★★★★	11-20
Leverage added flood protection to become eligible for additional funding (stormwater retention ponds, restorations, etc.). <i>*See similar policy in Chapter 7</i>	FEMA RPA 6	Ongoing mitigation efforts after levee improvement	★★★	Ongoing

IA – State of Iowa
 TC – Tama County
 CoE – Army Corps of Engineers
 FEMA – Federal Emergency Management Agency
 TCEDC – Tama County Economic Development Commission





7

ENVIRONMENT & SUSTAINABILITY

Figure 7.1: Cherry Lake, Iowa River, and the wetlands in Tama.

Human systems and natural systems interact in many ways in Tama. Managing these interactions ensure both function as desired



Source: Authors

Tama's natural environment is an asset. If development on environmental features is prevented, Tama will protect features such as floodplains, wetlands, hydric soils, creeks like on Figure 7.1. Preserving natural environments not only protects plant and animal habitats but also connects and enhances the park system, reduces the risk of flooding, and increase property values. Understanding the environmental conditions and challenges of a small community like Tama will help guide sustainable growth and development as future growth is expected.

Tama has environmentally sensitive areas that need protection and should be left undeveloped. These areas include floodplains and wetlands, prime agricultural lands, woodlands, stream corridors, areas with steep slopes, and green spaces. Also, areas within the city planning boundary (city limits) will be identified, described, and mapped. The following section will discuss different environmentally sensitive features in Tama and the importance of taking care of them.

Floodplains

Several areas in Tama are within the floodplain as outlined by Federal Emergency Management Agency (FEMA). FEMA is the federal agency responsible for creation and provision of flood hazard information that includes Risk Mapping, Assessment, and Planning (Risk MAP). The information collected by FEMA is used in the National Flood Insurance Program (NFIP). FEMA creates Flood Insurance Rate Maps (FIRMs) and updates them based on changes that may affect flooding



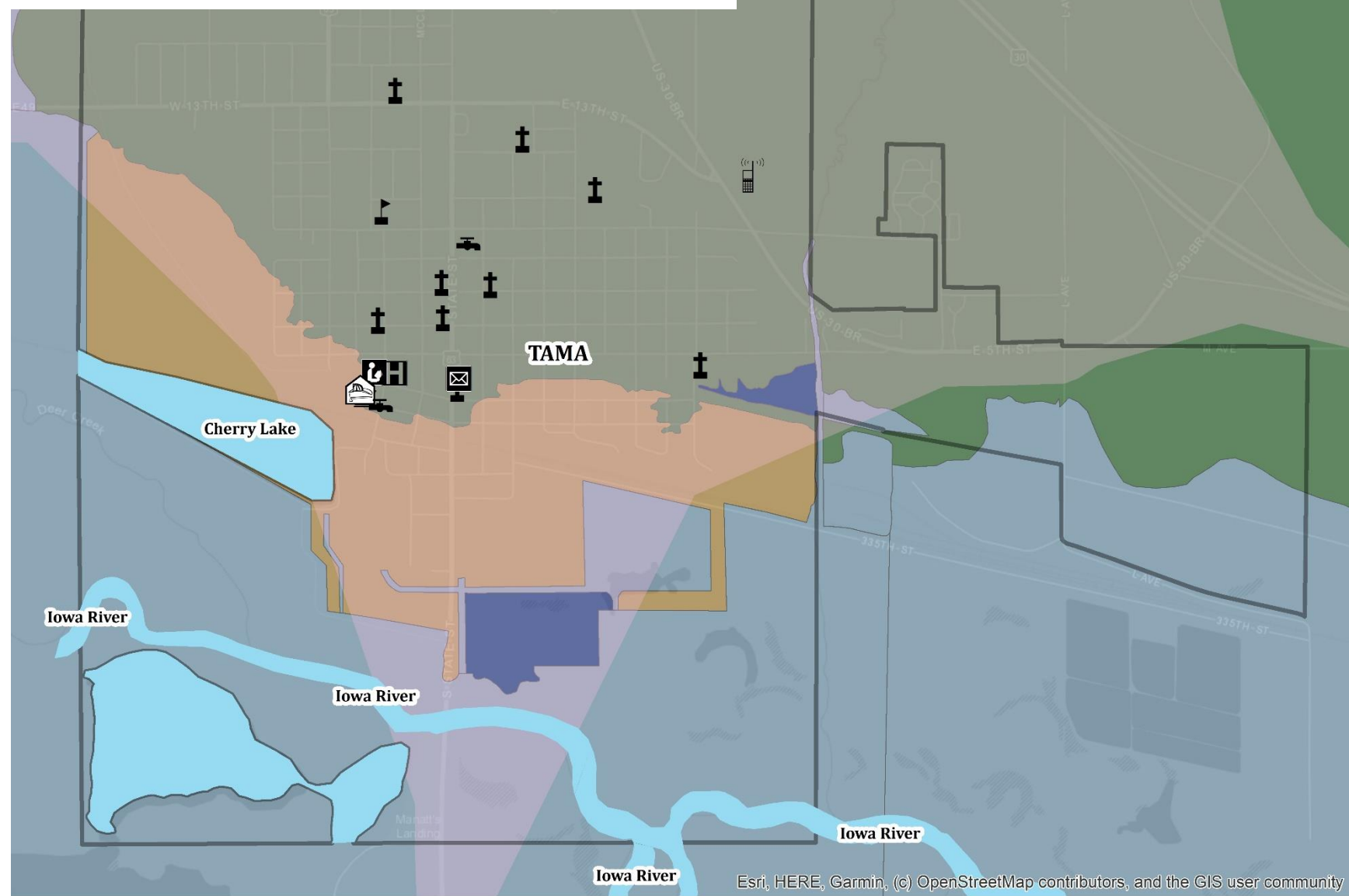
patterns which include changes in weather patterns, erosion, and development. These maps are publicly available to communities through the Flood Map Service Center (MSC).

Flood Zones

FEMA designates areas that are known as flood risk zones as Special Flood Hazard Areas (SFHA). These areas are further divided into zones based on the likelihood of floods each year. The zones are grouped by the annual chance of flooding per year. The most used flood hazard areas are the 100-year Floodplain, 500-Year Floodplain, and the Regulatory Floodway. The 100-Year Floodplain are areas with a 1% annual chance of flooding. They are therefore considered high risk due to the likelihood of floods compared to the 500-year zone.

Tama has areas within both 100-year and 500-year floodplains. These areas are exclusively clustered along the Iowa River and Deer Creek, the two main channels that run south of the City. Placing development in the floodplain is generally discouraged because of the environmental impacts and negative economic consequences. The potential for damage or loss of property or life increases during a flood if the buildings are located within floodplains. FEMA identifies areas requiring flood insurance, and they can be costly because of the risk associated with a property. Development in a floodway should be limited to, recreational, or agricultural uses. However, leaving land in its natural state is often best in these areas.

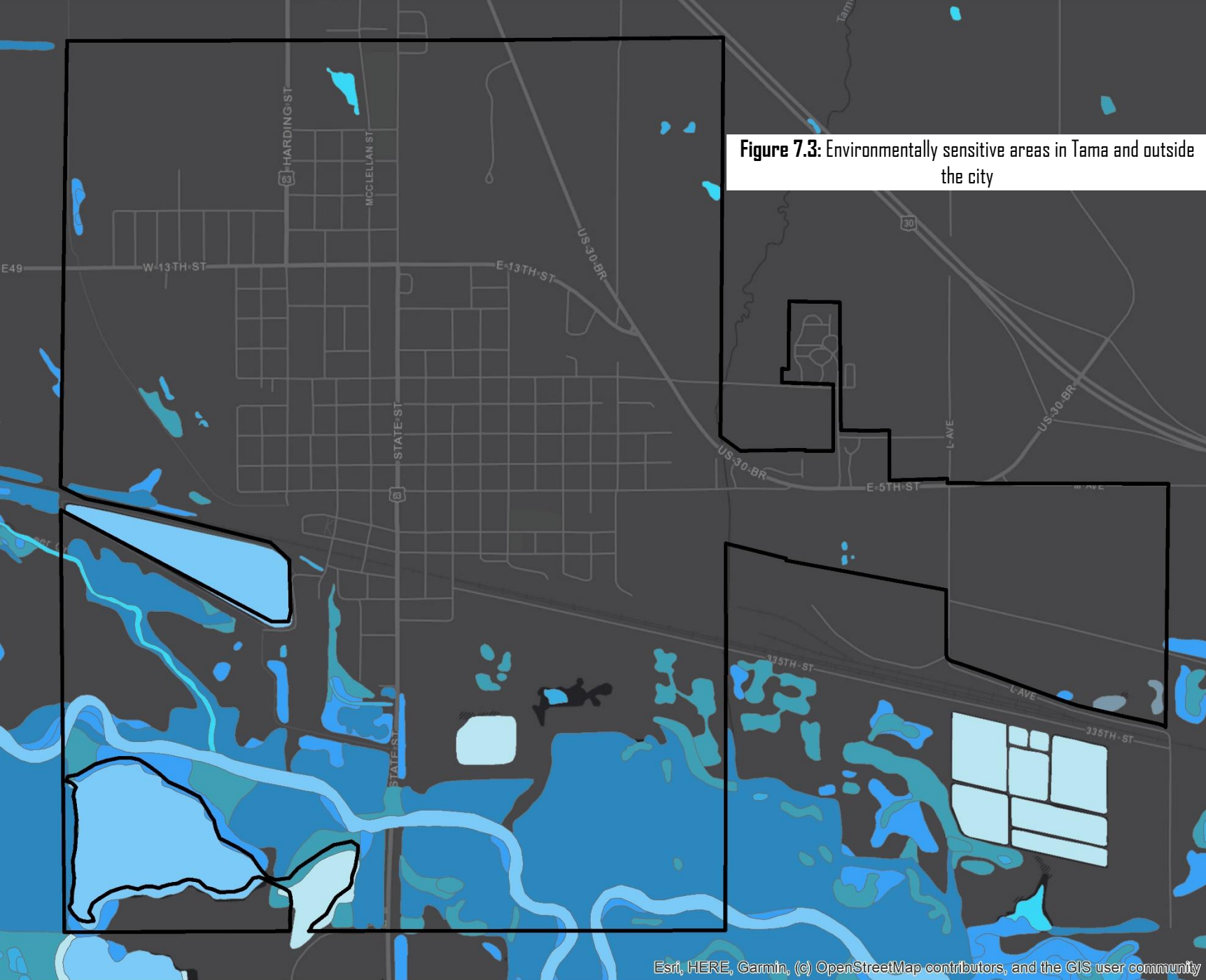
Figure 7.2: Source: FEMA Flood Map of Tama and service areas from critical facilities



Service Area Buffer	Critical Facilities	Police Department	Cell Phone Tower
0.2% Annual Chance Flood Hazard	USPS	Public Library	Fire Department
1.0% Annual Chance Flood Hazard	Water Facility	City Government	
Minimal Flood Hazard Zone	Health Care	Church	
Reduced Flood Risk Zone	School		

0 1/4 1/2 3/4 1 Miles

Figure 7.3: Environmentally sensitive areas in Tama and outside the city



Esri, HERE, Garmin, (c) OpenStreetMap contributors, and the GIS user community

A 500-Year Floodplain is an area often viewed as low risk. These areas can include 100-year floodplains that are protected by levees. Figure 7.2 shows the Flood Insurance Rate Maps (FIRMS) shows both the 1% and 0.2% floodplain boundaries that FEMA uses for flood risk insurance assessment.

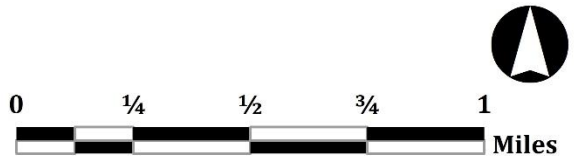
Regulatory Floodways

According to FEMA, a "Regulatory Floodway" refers to a stream or channel and the nearby land that must be left in its natural state to prevent floodwaters from rising above a specified level. This means that these are areas that are reserved to hold flood water in case of increased volumes of water in the rivers leading to floods. Communities like Tama must regulate development in these floodways (Iowa River, Cherry Lake, and Deer Creek) to ensure that there are no increases in upstream flood elevations causing more floods.

Wetlands

Wetlands are areas around other streams or water sources. According to the Environmental Protection Agency (EPA), wetlands are "areas where water covers the soil, or is present either at or near the surface of the soil all year or for varying periods of time during the year, including during the growing season." There is a significant area of wetland in Tama due to the presence of the Iowa River and Cherry Lake the two most important water sources in the city. The wetlands are valuable and sensitive environmental as shown in Figure 7.3. Tama can create more recreational trails along the

- Wetland Type**
- Freshwater Forested/Shrub Wetland
 - Permanently Flooded
 - Freshwater Pond
 - Seasonally Flooded
 - Intermittently Exposed
 - Semipermanently Flooded
 - Intermittently Flooded
 - Temporary Flooded



river like the one that exist around Cherry Lake as shown in Figures 7.4 and 7.5.

Wetlands in Iowa were drained for many years to make way mainly for farmlands. Iowa has lost over 90% of its wetland according to Iowa Department of Natural Resources (IDNR). Wetlands assist in recharging groundwater, reduce floods, improve water quality, regulate climate, support recreation, filter stormwater, and most important provide habitat for wildlife. Members of the community affirmed during the public events that sensitive areas should be conserved especially green space.

Agricultural Land

Agriculture is the major land use in the State of Iowa. The rich soil is suitable for growth of corn and soybeans the two important crops grown throughout the state. There is a significant area of farmland within the city limits of Tama. According to data from the Tama County Auditor Office, approximately 82 acres of land in Tama is classified as agricultural uses while 594 acres is classified as agricultural residential. Smart planning requires protection of both natural resources and agricultural land. Tama should also ensure that these areas are protected. Instead priority for development should be on vacant parcels and areas that need redevelopment. Considering that Tama is a small community and might grow in the future, development in these areas should be sustainable to avoid the adverse effects of unsustainable growth like urban sprawl.

Water Sheds

According to the IDNR a watershed is the area of land that drains into a specific feature, such as a lake or stream. As water flows through a watershed, it may dissolve contaminants such as sediment, chemicals, and waste before polluting the drainage feature. Tama lies in the Iowa River Watershed. A watershed can either be small or large depending on the amount of water sources present in an area. Clean water from our taps depends on the quality of water in the watershed. Iowa's water quality problem is nonpoint/agricultural source pollution. Nonpoint pollution is caused by surface water running or infiltrating over land that has pollutants that include soil, bacteria, and nutrients. It is therefore essential that the watersheds in Tama are protected from contaminants that might pollute drinking water in the community.

Hazard Mitigation Planning (HMP)

Hazard Mitigation is necessary in Tama to reduce or eliminate the long-term risk to the residents and their property from hazards like tornados and floods and their effects as discussed in the Chapter 6: Infrastructure & Capital Improvements. Planning for hazards is necessary to protect the health, safety, and welfare of the residents. Even though the City of Tama does not have its HMP, the county mitigation plan discussed in the next section is used by all communities in its jurisdiction.

Figure 7.4: Cherry Lake



Source: Authors



Tama County Hazard Mitigation Plan

Local and state governments have hazard mitigation plans that comprise preventive measures, property protection measures, public education and awareness, natural resource protection, emergency services, and structural projects. Both states and local governments must have approved hazard mitigation plans to be eligible for mitigation project funding. The Tama County HMP recommends that grants need to be the main funding source for hazard mitigation projects to be feasible (TCHMP, 2014). The plan also acknowledges the Tama County’s Flood Plain District, that was established as “an overlay district within the existing county zoning.” Other resources in the plan include a development permit system that requires special permits to develop in the district. The City of Tama through its zoning and land use regulation should ensure any developments are regulated in hazard prone areas and follow the guidelines set in the Tama County HMP. As discussed in Chapter 6: Infrastructure & Capital Improvements, Tama does not need its own HMP at this time but should be active in using and contributing to the multi-jurisdictional Tama County HMP.

experienced over 47 river flooding events since 1950. The floods have caused no deaths and injuries but losses of properties worth approximately \$165.5 million and crop damage worth approximately \$47.3 million. Figure 7.6 shows the location of Tama County and the Middle Iowa Watershed where Tama is located. The Iowa River has been experiencing frequent floods due to effects of climate change and although Tama has a levee that protects the community, it is important that the City is prepared for floods in the future.

Levée Failure

A levee is a barrier built to prevent the overflow of a river as discussed in the previous Chapter 7: Infrastructure and Capital Improvement. Tama is partially protected by a levee that was built between 1993-1994 to protect the southern areas of the community from severe and frequent flooding of the Iowa River and Deer Creek one of its tributaries. The levee is believed to be certifiable to a 98-year flood level protection, but not the 100-year flood level. It was able to hold up in 2008 and prevent major flooding that was catastrophic to most communities throughout the state. According to the County Hazard Mitigation Plan, the only jurisdiction at risk for levee failure is Tama, but just the southern portion of the city located near Deer Creek would likely be affected by this hazard. Still, it is important to protect critical facilities such as the Civic Center that are at risk. Protecting the community means that Tama must ensure that development is discouraged in the floodplains and if needed a special permit for all development within the Flood Plain should be acquired

Figure 7.5: The sign to the recreation trail looping around the Cherry Lake



Source: Authors

Major Hazards

Iowa River

Flooding is one of the major hazards that most impacts communities in Iowa. The Iowa River runs through the southern part of Tama where major flooding has historically been a problem. According to the National Climatic Data Center (NCDC), Tama County has



for hazard mitigation purposes. Chapter 6: Infrastructure & Capital Improvement explains ways to fund raising the levee.

Upstream Dam Failure

A failed dam located upstream may be hazardous to all areas near and downstream. According to FEMA, there are 26 dams located on waterways of Tama County as shown in Figure 7.7. Furthermore, according to a study in 2007 by the Iowa DNR, there are five dams (not high hazard) close to the City of Tama. Failure at any of these dams especially the ones closest to the cities of Tama, Toledo, and Chelsea, which are downstream might be catastrophic (TCHMP, 2014). Nevertheless, none of the dams have been identified to be of high hazard. The jurisdictions that are downstream were however identified to be within dam failure hazard boundaries in case of dam failure. Figure 7.7 shows location of the dams throughout Tama County. Even though Tama might not be at greater risk from dam failures due to its location and the location of upstream dams, there should be mitigation measures because most dams are only inspected periodically thus allowing problems to go undetected until a failure occurs.

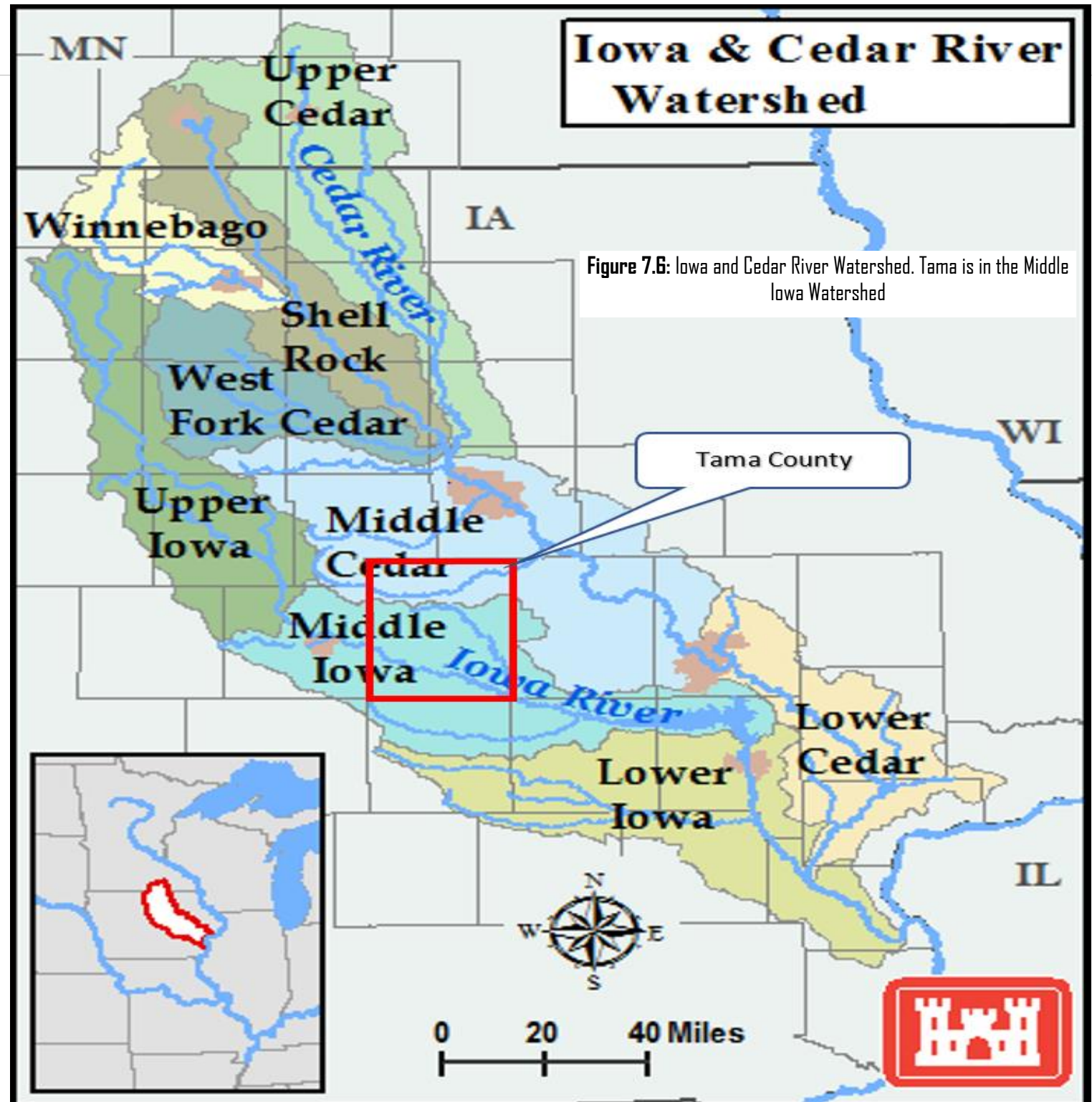
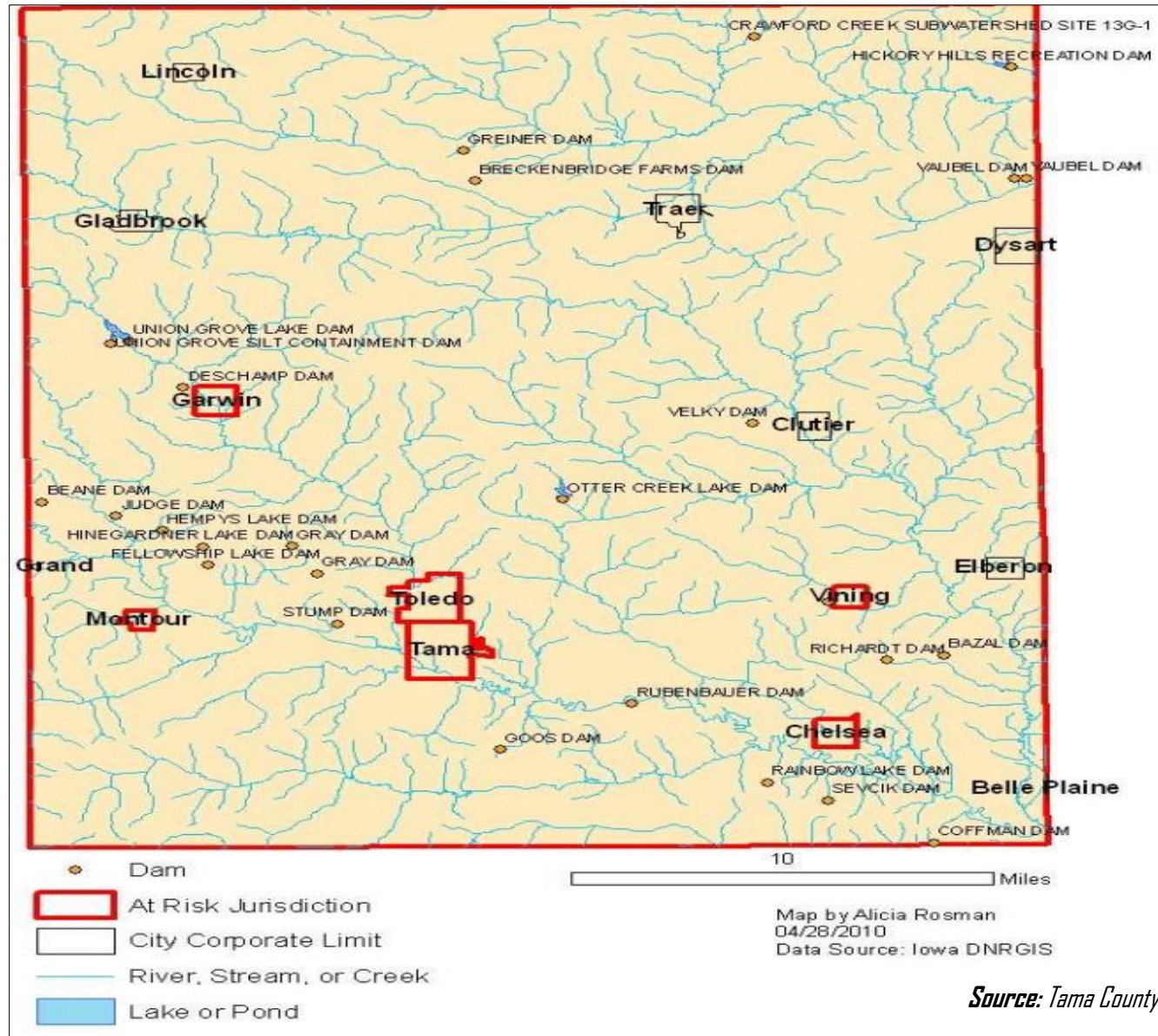


Figure 7.6: Iowa and Cedar River Watershed. Tama is in the Middle Iowa Watershed

Figure 7.7: Dam failure hazard locations in Tama County. Tama 's location is far from a dam and therefore effects of a dam failure might be minimal



Source: Tama County Hazard Mitigation Plan

Flash Floods

Flash floods are one of the most common and widespread natural disasters in Iowa. In the state, sometimes as much as 21 inches of rain can fall in a 24-hour period, causing flash floods. According to the National Climatic Data Center, eight flash flood events have affected Tama County since 2000. Five of these flash floods occurred very recently in 2008 and resulted in \$90,000 in property damage. The other three flash floods occurred in 2000 and resulted in \$350,000 in property. No flash flood in Tama County has resulted in any reported deaths or injuries (TCHMP, 2014). According to Tama County Emergency Management, there was one case where a vehicle was swept away during a flash flood event. Proper alerts for flashfloods are important for the residents to avoid risk of loss of property and lives. Flash floods occur in low-lying areas, shown in the map of Figure 7.8.

Tornadoes

Tornadoes are common in Iowa and they are sometimes catastrophic. They have led to serious loss of properties and lives. Although Tama has not experienced a tornado that has led to loss of life, there is need for preparation for a tornado. The impacts of changes in climate are being experienced more and with proper preparation and understanding of the dangers of tornado, Tama should educate residents on tornado safety. Tama County and the State of Iowa provide alerts and notification systems such as sirens.



Green Infrastructure in Tama

The Clean Water act defines green infrastructure as "... measures that use plant or soil systems, permeable pavement or other permeable surfaces or substrates, stormwater harvest and reuse, or landscaping" to store, infiltrate, or divert stormwater and reduce flows to sewer systems or to surface waters. Most communities encourage the use of green infrastructure as a sustainable form of stormwater management. Green infrastructure is important for the reduction and treatment of stormwater at its source that will deliver environmental, social, and economic benefits. Its use is essential in sustainable stormwater management.

It is important that Tama adopt policies that enable the construction of green infrastructure like rain gardens stormwater ponds, green roofs and other innovations. Figure 7.9 is an example of a rain garden. There are several benefits of green infrastructure to the community like Tama as explained in the next section:

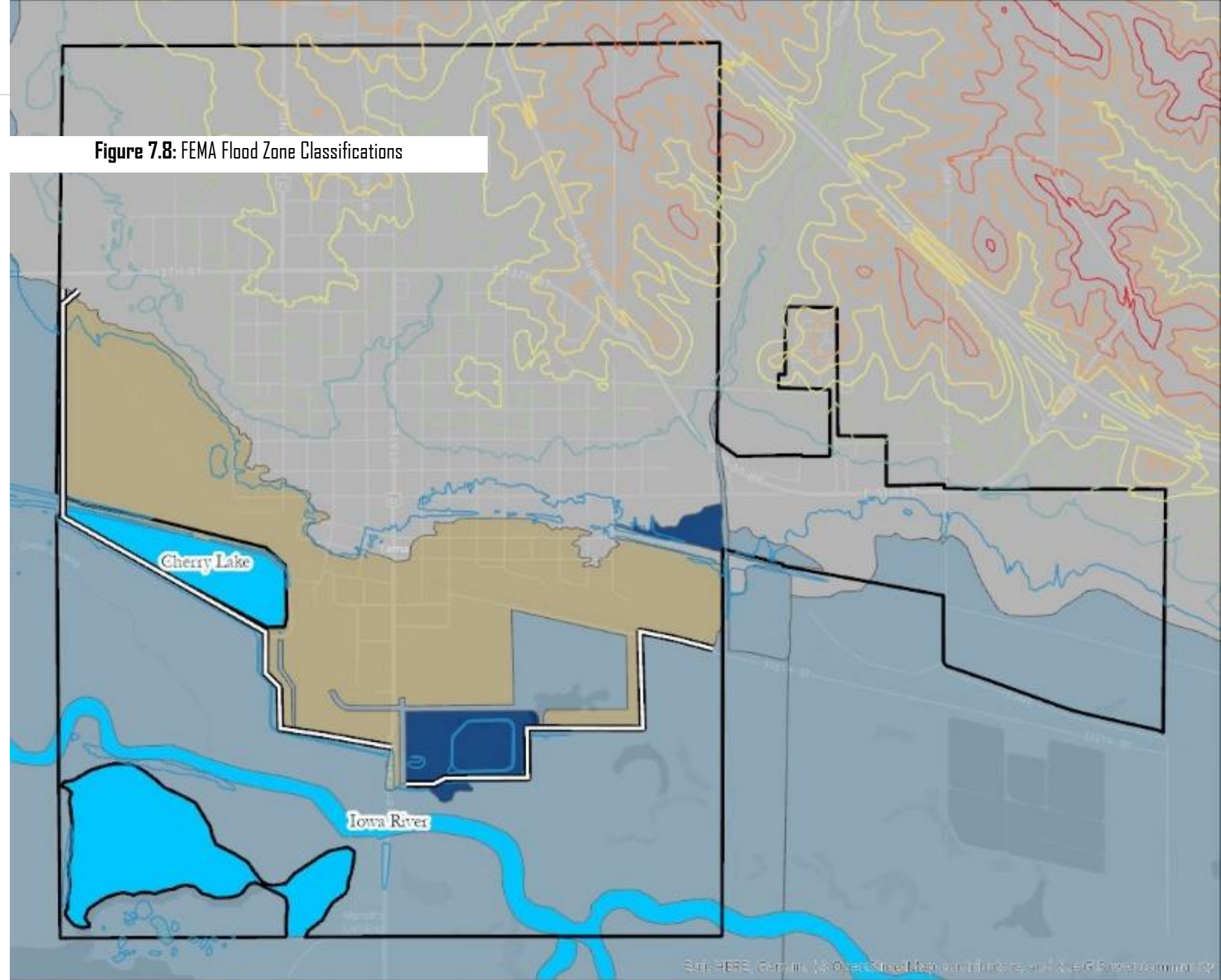
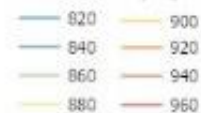
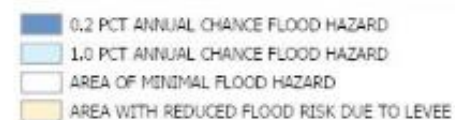


Figure 7.8: FEMA Flood Zone Classifications

Elevation (ft.)



FEMA Flood Zones



Levee

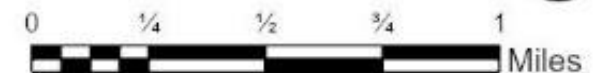


Figure 7.9: Water retention gardens. Tama should identify and incentivize green infrastructure that is suitable to the community



Source: EPA

Water Quality & Quantity

Green infrastructure reduces stormwater discharge that would runoff in traditional infrastructure contaminating water sources. The green infrastructure reduces runoff by retaining water from small storms. Reduced runoff prevents water from quickly draining into rivers and lakes hence preventing flood risk.

Air Quality

Vegetation planted as part of the green infrastructure can improve air quality issues that are usually worst in the summer. Particulate pollution through exposure of tiny particles of dust, chemicals, and metals suspended in the air can be reduced by trees and other green infrastructure by absorbing and filtering particulate matter. The EPA also provides grants relating to air quality, transportation, and climate change. These topics and resources are provided at the end of this chapter.

Climate Resilience

Many communities in the US, including those in Iowa, are now feeling the impacts of climate change. Green infrastructure helps communities to be more resilient to the effects of climate change as it threatens critical infrastructure, water quality, and human health.

Habitat and Wildlife

Green infrastructure like vegetation provides habitat for animals and insects while reduced erosion and sedimentation along rivers like Iowa River and Deer Creek improves and provides habitat connectivity to facilitate movement and connection of wildlife between habitats.



Quality of Life

Green infrastructure can provide green jobs in the construction and maintenance sectors, reduce costs related to infrastructure in Tama, and promote economic growth. More green space also brings health benefits by encouraging outdoor physical activities, and hence reduces risks of chronic lifestyle diseases like obesity, heart diseases, stroke that are often attributed to inactive lifestyle. Green infrastructure also provides more recreational space and increases property values in general.

Waste Management

Waste is currently managed by K & M Sanitation. There is also a sanitary refuse used by the city and the Tama County Landfill for other types of waste disposal as shown in Figure 7.10.

The City should be able to provide, maintain, and improve a cost-effective, sustainable solid waste collection and disposal infrastructure that would protect the environment. Proper disposal of hazardous waste is important to the environment and the whole community. This would reduce the risk of poisonings, fires, and chemicals in homes and environment.

Organic matter is currently disposed of in the landfill but can be composted. Small communities like Tama should create programs that encourage composting. According to the Tama County Landfill resources, organic material like food and yard waste can be composted and used as manure reducing the amount of

waste to be collected by 15-20 percent. This is a cost effective and sustainable way of organic waste disposal.

Although there is recycling and other resources provided by Tama, the city should expand its recycling program. Recycling helps prevent the negative impacts of wastes on the environment. The City can provide more information to residents on the type of items that can be recycled and the importance of recycling while also providing services like curbside pickup for recycled material that is not currently available in Tama to encourage recycling in the community. This can be done as a local government or through collaboration with the City of Toledo, Tama County, and the School District through training of children and parents and creating awareness of importance of sustainable waste disposal.

Proper waste disposal will conserve the environment and protect the public health and safety for residents of Tama as discussed in Chapter 9: Public Health and Safety. Furthermore, there are financial benefits associated with sustainable waste management. Proper waste management can save the city and residents a lot of money as well as the land that would be used for expansion of landfills.

Environmental Sustainability and Development

Sustainable development is developing in a way that resources are utilized now efficiently in a manner that it enough remains for future generations. Even though many cities aim for sustainable development,

Figure 7.10: Tama County waste management system. Residents can use the Tama County Landfill. The City and the School can collaborate in providing resources for waste management to students and parents like importance of recycling and what materials can be recycled and composted



Source: Matthew Beatty





Figure 7.11: Iowa is a leader in wind energy production and consumption.

Source: Iowa Farm Bureau

communities often struggle to balance their needs and the need for sustainable growth. Planning sustainably allows communities to make smart decisions to balance development needs with environmental protection. The use of renewable forms of energy and green buildings are some of the sustainable development strategies that Tama can use.

Sustainable energy

With severe impacts of climate change, many local, and state governments are adopting policies that require use of sustainable energy in the communities. Tama energy is served by the Alliant Energy utility company. Alliant Energy supplies electric from various sources and natural gas but has recently been focusing on renewable energy production from sources like wind and solar. Tama and other stakeholders that work with the utility company should incentivize the use of renewable energy that are more sustainable to the environment. There are resources available like the “Local Government Solar Toolkit” manual that guides local governments on the planning, zoning, and permitting of solar energy both by utility companies and individual consumers. More information is provided in Appendix 7.1 and 7.2. Environmentally sustainable behaviors like recycling, use of renewable energy both for local governments and the private businesses, and the continued use of low carbon emission vehicles also helps conserve the environment.

Green Buildings

Chapter 6: Infrastructure & Capital Improvements defines green infrastructure and buildings. The city should ensure that there is a regular review of the building and zoning regulations to accommodate and incentivize green buildings in the community. Green buildings reduce wastage of energy, pollution, use of unethical materials, uses recycled materials, and encourage of sustainable material in construction.



Funding & Resources

The following are some of funding resources related to flood mitigation, and pollution prevention/monitoring and mitigation.

FEMA

[Flood Mitigation Assistance \(FMA\)](#)

Funding: Variable

Overview: The Flood Mitigation Assistance (FMA) Program makes funds available for states, tribes, territories, and local communities to reduce and eliminate the risk of repetitive floods damage to buildings and structures insured under the National Flood Insurance Program (NFIP).

EPA

[Air Quality Monitoring Grants](#)

Funding: Variable

Overview: EPA's Office of Air and Radiation (OAR) announces competitive funding announcements for projects and programs relating to air quality, transportation, climate change, indoor air and other related topics. Organizations that can apply (eligible entities) are typically based on the funding announcements' authorizing statute and catalog of federal domestic assistance (CFDA) listing. Tama is eligible to apply for these grants.

[Pollution Prevention](#)

Funding: Variable

Overview: Pollution Prevention Grants provide technical assistance to businesses to help them develop and adopt source reduction practices also known as "pollution prevention." This means reducing or eliminating pollutants from entering any waste stream or otherwise released into the environment prior to recycling, treatment, or disposal. The industries in Tama might take advantage of these funds.

Tama Soil and Water Conservation District

[Tama Soil and Water Conservation District](#)

Funding: Variable

Overview: The Tama Soil and Water Conservation District's mission is to improve soil health and water quality throughout Tama County. They work with individual landowners and entities to complete conservation projects that advance their mission. Funding for projects may be available through them on a continuous basis.



Goal: Community aspiration to increase quality of life in both the short- and long-term.

Objective: The purpose and desired outcome of stated goal.

Policy & Action Recommendations: Actions, projects, services, or policies that the community will undertake to achieve the Comprehensive’s goals and objectives.

Partners & Resources: Identified stakeholders best suited to collaborate with or provide support through resources, funding, or expertise to assist City staff and City Council implement policy and action recommendations.

Indicator: Identifiable and/or quantifiable ways for staff, stakeholders, and residents to assess progress made on policies, actions, and overall goals.

Priority: Using public feedback, identifies the significance using range of ★ (1 star) to ★★★★★ (4 stars, most significant).

Time: The recommended timeframe for each policy and action to be developed and adopted in. These are measured in years and broken into four categories: 0-5, 6-10, 11-20, and ongoing.

Goals, Objectives, and Recommendations

Goal 7.1: Preserve and protect flood zones, wetlands, lakes, parks, and other environmentally sensitive areas.

Objective: Continue to protect environmentally sensitive areas.

Policy & Action Recommendations	Partners & Resources	Indicators	Priority	Time
Review city zoning and building codes when necessary to continue protecting undeveloped lands.	PNZ DPW	Updated codes	★★★★	0 – 5
Provide more resources, education, and awareness to the community on the importance of conservation and protection of the environment.	IDNR R	Resources are in the City website, social media, and public spaces	★★	Ongoing
Lead by example by adopting more sustainable practices while providing city services.	DPW	Increased sustainable practices (e.g. recycling, decrease water and electric usage in city operation)	★★★	Ongoing

DPW – Department of Public Works
 R – Residents
 IDNR – Iowa Department of Natural Resources
 PNZ – Planning and Zoning Commission

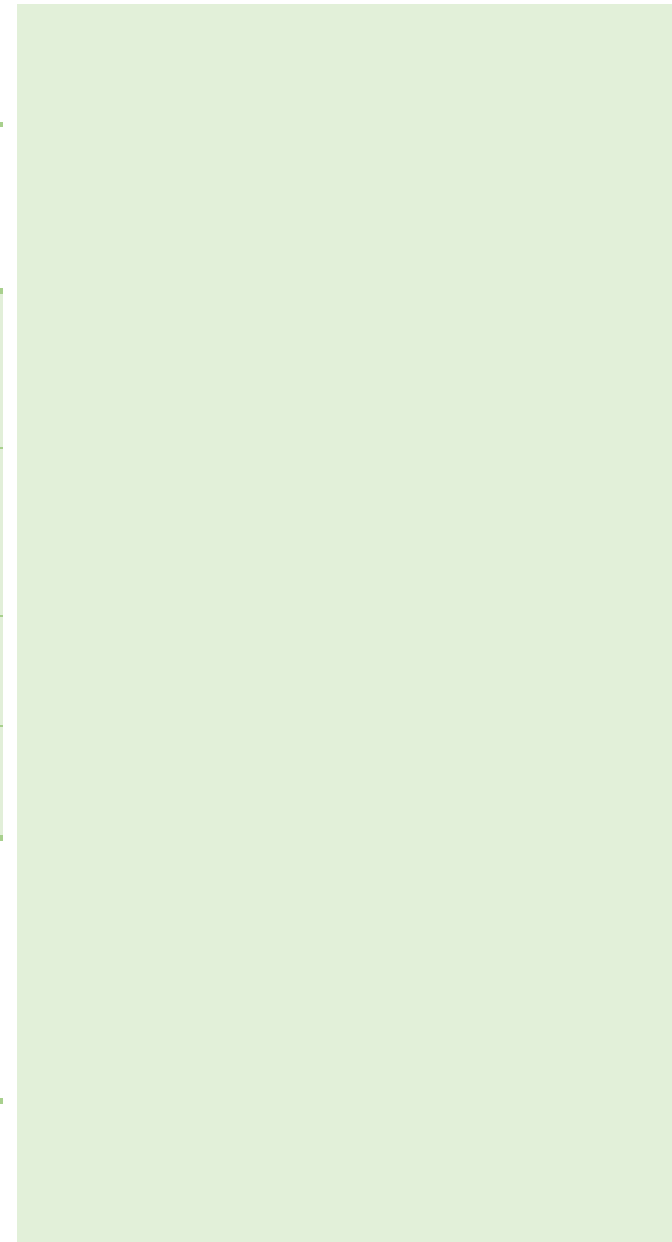


Goal 7.2 Provide resources and infrastructure for smart growth and development.

Objective: Increase green infrastructure that ensures more sustainable ways of environmental conservation.

Policy & Action Recommendations	Partners & Resources	Indicators	Priority	Time
<p>Develop green infrastructure to conserve the environment. <i>*Similar policies found in Chapter 6</i></p>	<p>IDNR EPA SWCD DPW</p>	<p>Green infrastructure is built</p>	<p>★★★★</p>	<p>6 – 10</p>
<p>Protect the community from hazards, especially floods.</p>	<p>FEMA IDNR EPA TC</p>	<p>Hazard mitigation plan implemented</p>	<p>★★</p>	<p>6 – 10</p>
<p>Promote and recognize green buildings in the city by changing codes that encourage green practices.</p>	<p>EPA DPW RPA 6</p>	<p>Buildings follow green practices (e.g. LEED)</p>	<p>★★</p>	<p>11 – 20</p>
<p>Ensure zoning codes continuously encourage the use of sustainable energy forms at homes, commercial areas, and industrial area.</p>	<p>PNZ RPA 6</p>	<p>Amended Zoning, building, and subdivision codes</p>	<p>★★★★</p>	<p>0 – 5</p>

DPW – Department of Public Works
 IDNR – Iowa Department of Natural Resources
 SWCD – Soil and Water Conservation District
 UC – Utility Companies
 FEMA – Federal Emergency Management Agency
 EPA – Environmental Protection Agency
 TC – Tama County
 PNZ – Planning and Zoning Commission



Goal 7.3 Manage waste in a sustainable and efficient way.

Objective: Continue to provide resources and education for proper waste management for efficiency and cost reduction.

Policy & Action Recommendations	Partners & Resources	Indicators	Priority	Time
Encourage recycling through education.	LC DPW DB TC	Educational resources created and distributed to public	★★★	Ongoing
Provide curb-side recycling.	LC	Curb-side recycling provided	★★	6 – 10
Encourage composting of organic waste through education.	TC	Educational resources created and distributed to public	★★	Ongoing
Provide city-wide composting program.	DPW	Composting programs available	★	11 – 20

DB – Downtown Businesses
 DPW – Department of Public Works
 LC - Local Contractors
 TC – Tama County





8

**CULTURE &
QUALITY OF LIFE**

Culture

Often referred to as the ‘way of life’ in a community. It is influenced by attitudes, values, goals, and customs.



Quality of Life

The general well-being and satisfaction of residents. It is influenced by physical health, education, employment, wealth, environment, recreation, arts, and other opportunities.

Factors like geography, history, architecture, art, and economic activity all contribute to a community’s identity and culture. The combination of these elements tie into its traditions, quality of life, growth, ambitions, and adaptability. Every city’s identity is different as it is built of a unique combination of features.

The City of Tama’s identity is a mixture of its roots in being a rail town and the continuous significance of manufacturing as a major employer as well as its recent increase in population diversity and evolving relationships within the region.

Community identity, including its culture and quality of life, should not be underestimated. These make a geographic location feel like home and can also attract visitors. This chapter explores the major components that make up Tama’s culture and influence the quality of life within the community.

Role of History

History plays a significant role in Tama’s culture. As noted in Chapter 1: Introduction of this plan, the City has a rich and diverse history.

One element of this history that has had a strong influence has been the establishment and presence of the railroad. The railroad line that runs through the community was built in 1862 (owned by the Cedar Rapids & Missouri River Railroad). This line was built following the Pacific Railroad Act of 1862, which was signed by President Lincoln. This promoted the construction of a “transcontinental railroad” across the

United States, more specifically a line between Omaha and Sacramento. This put Iowa in a prime position as a place for the construction of connecting railroad lines between Chicago, IL and Omaha, NE.

As for many communities in Iowa, the presence of a railroad line created economic opportunities and the development of permanent communities. In the past, the railroad was a clear community identifier. It also created a distinction between the communities in Tama and Toledo; Tama has the railroad and Toledo has the courthouse. Nowadays the current line is operated by Union Pacific. Tama is still a “railroad town.” However, with the increase of highways the railroad is less pertinent as it once was in terms of economic and cultural significance.

Among the most historic places in Tama is the Lincoln Highway Bridge, located on E. 5th Street. The bridge was built in 1914 and was officially included in the National Register of Historic Places beginning in 1978. This historic landmark adds to the character of Tama and provides a nationally recognized monument to draw in those interested in this section of the Historic Lincoln Highway.

Keeping history and traditions alive is promoted through annual events such as the Lincoln Bridge Festival and the Tama-Toledo Car Show & Cruise. Events such as these bring people together to celebrate the community. The historic monuments and places in Tama play a significant role when it comes to history and heritage tourism. Current City Council members have also voiced



the desire to continue growing this role, which will benefit the culture and identity of Tama.

In March of 2020, the King Tower Café on E. 5th Street was designated as a part of a historic district and placed on the National Register of Historic Places. More about historic designation is covered in Chapter 4: Land Use & Zoning. Recent investments to restoring the Café’s neon sign contributed to the designation. This shows that preserving historic buildings can add beauty to Tama and bring in additional revenue through history and heritage tourism.

History and heritage tourism activities or events are popular among travelers in the US today. According to the US Travel Association, 81% of adults in the US who took at least one trip of 50 miles or more, one way, in the past year included at least one cultural, arts, historic, or heritage activity or event while traveling. The economic benefits are also explored in Chapter 2: Economic Development. With this in mind Tama, should continue to invest in preserving historic sites and landmarks. Moving forward, Tama’s history can be further leveraged to increase economic develop with tourism, establish a cohesive identity to build a unified culture, and foster cooperation.

Growing Diversity

As noted in earlier sections of this plan, the City of Tama is composed of an increasingly diverse population. Figure 8.2 shows how the City compares to Tama County and the State of Iowa over the past two decades. Tama’s population has consistently been composed of a

more diverse population in comparison to these two geographies. Most of the non-white population within the County is Native American, which is largely due to the proximity to the Meskwaki Settlement.

As of 2017, the Hispanic population composed 26.5% of Tama’s total population. Its culture diversity is due to the growing Hispanic population, which is correlated with the community’s meatpacking plant.

Tama’s population composition is a unique strength for a community of its size. It sets Tama apart from others in the region and the state as well as provides advantages for future growth and economic development. For example, this growth has made an impact on the businesses available within the community. The downtown is now home to a Mexican restaurant and a Hispanic grocery store. The increase in community growth and diversification opens the community for more cultural and economic development opportunities.

Residents of Tama recognize and support this change in community identify. Throughout the various public engagement activities (including discussions at the homecoming game and the survey) conducted for the comprehensive plan, residents viewed Tama’s burgeoning diversity as a positive community characteristic.

Community Challenges

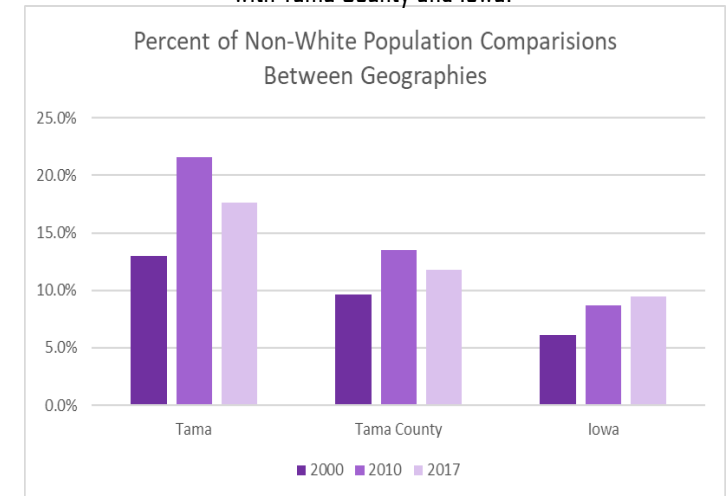
The challenges facing Tama regarding its culture and quality of life can be broken down into three major categories:

Figure 8.1: Historic Lincoln Highway Bridge



Source: Matthew Beatty

Figure 8.2: Chart displaying racial diversity of Tama compared with Tama County and Iowa.



Source: U.S. Census Bureau



- Teen and young adult amenities and programs
- Local entrepreneurship
- Civic engagement

As is the case with many smaller communities, there are difficulties in retaining the youth population. Several factors contribute to this. In Tama, there are restricted economic opportunities which reduce the number of jobs available to teenagers and young adults, notably for those who have acquired a post-secondary education. There are also a small number of amenities and attractions targeted for youth and young adults. This includes limited opportunities for art, music, and sports outside of the school system. Children and adults currently have access to the Tama-Toledo Family Aquatic Center and the skate park. However, these both are seasonal activities.

Figure 8.3: Open Space in Downtown Tama



Source: Authors

During the first public engagement activity at the Homecoming football game, teens identified the lack of amenities as well as minimal current and future job opportunities among their top concerns for Tama. Numerous organizations recognize the importance of amenities, programs, and general opportunities for youth, including the National Academies Press (NAP) and youth.gov. Initiatives that focus on supporting youth—such as afterschool programs, volunteer programs, youth development & entrepreneurship programs, mentoring activities, community youth centers, recreation activities and clubs—help provide young residents with opportunities for physical,

cognitive, personal, and social support and growth (youth.gov and NAP).

The next challenge, local entrepreneurship, ties into topics discussed in Chapter 2: Economic Development. Tama could do more to encourage and support local businesses. Limited job opportunities in terms of types of jobs restricts the prospects of Tama's youth being able to live and work in the City if their careers do not fit the current job market. Finally, challenges around civic engagement have been identified. Civic engagement refers to the participation of an individual or group of citizens working to protect the community or address problems facing the public in either political or non-political processes. This can take several forms but usually involves residents striving to make a difference in their community.

Tama's current processes encounter limited civic engagement from its residents, especially for non-native English speakers. In order to reach the highest level of quality of life in the community, residents must be a part of a continuous conversation so that challenges and their solutions are a community effort. An ongoing dialogue should be engaging and take several shapes to increase the number of people reached. This can include using a social media platform, a user-friendly website, online and in-person surveys, and pop-up events. The latter is an event that takes the conversation to the people rather than asks them to attend. This can



piggyback on another event or simply be in a frequented public space.

These challenges are also filled with opportunities. Identification of current conditions and assets as well as steps to solutions for these challenges are discussed in the next sections of this chapter.

Parks & Recreation

Parks Today

Figure 8.4 shows all public parks within the City of Tama with buffer zones set at a quarter mile radius from the center of each park. The quarter mile radius is the most used distance for a feasible walking distance for the average person. This buffer indicates a walkable distance to and from public parks within the city. As can be seen from the map, much of the city is within the public park's serviceable zone. However, there are some areas outside of this zone, including the cluster of housing on the far west side of town. This area is made up of relatively lower valued housing units compared to the rest of the city, also discussed in Chapter 3: Housing. This makes it challenging for those living outside the serviceable zone to participate in social gatherings and other community events that are held at these parks. However, with the recreation trail being directly adjacent to the development to the west it provides increased mobility throughout the city.

An electronic survey was distributed to get feedback on how Tama could improve as a community. It included several questions related to parks and recreation. One

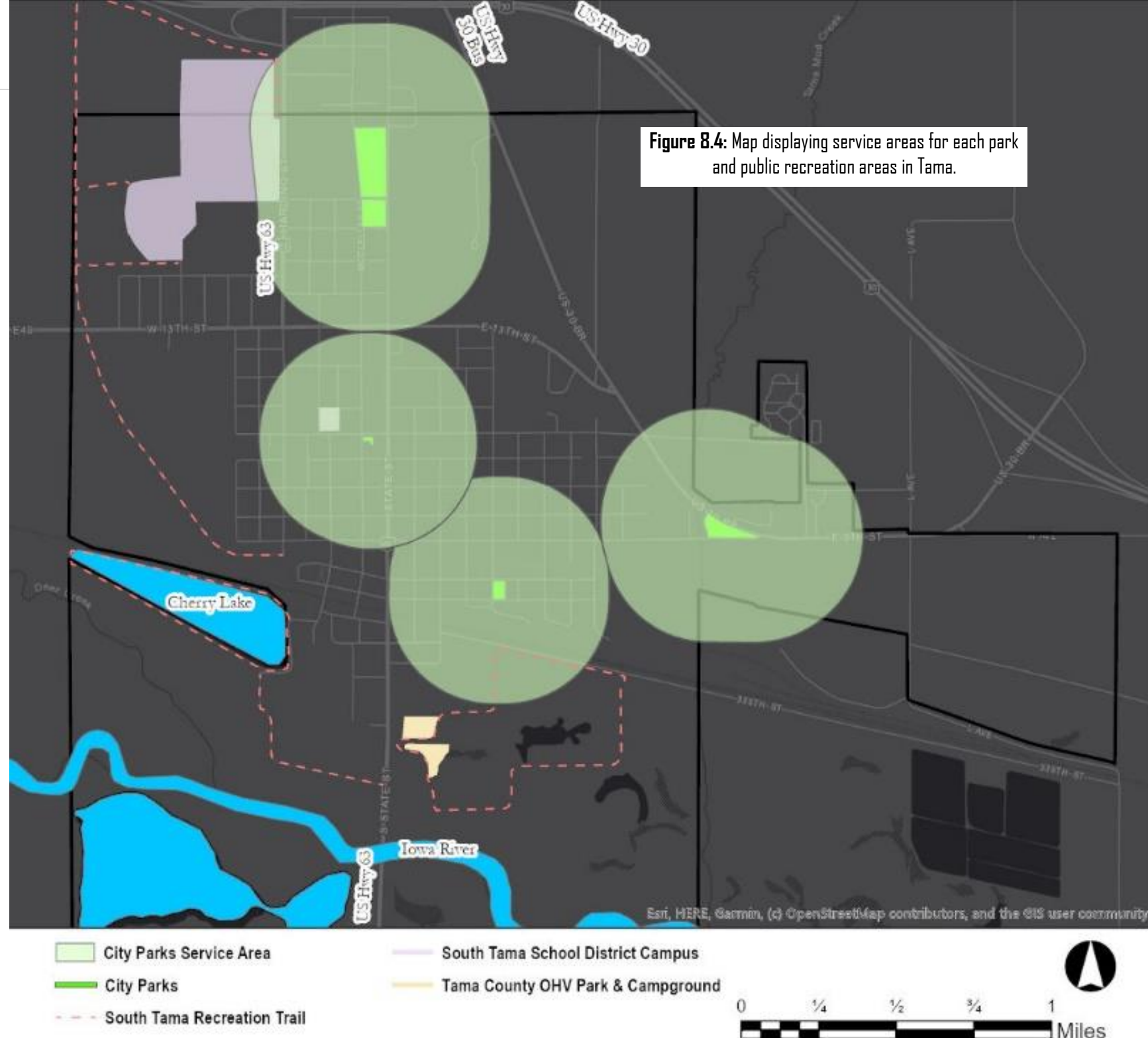


Figure 8.5: Open space in Roadside Park

Source: Matthew Beatty

specific question asked was what the respondent would need to see in city parks to be more likely to use them. The consensus was that people would use the public parks more if there were a greater variety and number of recreational courts/equipment for all ages. There was also a significant portion of respondents (15%) who indicated that improved lighting in the existing parks would make for safer spaces for families, and the most reoccurring response was that an increase in the number of public events at Tama's parks and recreation sites would encourage more use.

Cherry Lake & County Campgrounds, south of the Union Pacific railroad tracks, is easily accessible off US Highway 63. Cherry Lake was at one time a highly desired swimming destination, but now is only fished on occasion and is no longer manually stocked. Residents of Tama have grown fond of public events, such as the annual 'Haunted Hayrack Ride' every Halloween that follows the South Tama Recreational Trail around the lake.

Most of Tama's parks are away from the downtown area, except for a small green space that is situated right at the center of downtown just steps away from City Hall. An area like this is often referred to as a 'pocket park' and is used to give the area a sense of place to make the commercially dominated area a more inviting atmosphere. The current condition of this small stretch of grass is relatively well kept but only supports a single bench. This area should be a focal point of the downtown district and has potential to be a placemaking gem. Placemaking is when a community capitalizes on

its assets, inspiration, and potential with the intent to create public spaces that increase public health and wellness. This can be seen in many cities in the form of public art, which can add great value to a community and will be covered later in this chapter.

Education

A quality education is a major draw for many residents of Tama and is a critical part of quality of life for any community. The South Tama County School District (STC) encompasses most of the southern half of Tama County and serves five different cities: Tama, Toledo, Montour, Chelsea, and Vining. There are currently four operating schools in the district, and all are located within the Tama-Toledo municipal area.

The cities of Tama and Toledo once had their own separate high schools that contributed to a strong rivalry between the two towns. The merger of the two high schools into one has generated a more unified identity for the entire South Tama High School district. Tama should take the initiative to work closer with the school by introducing students to community operations via city-offered internships, and establishing investment within the community through collaborated projects, such as public art as explained later in this chapter.

STC School District is a staple in the community that continues to draw families in for a high-quality education. Tama and STC, along with Toledo, should work together on developing plans and inclusive programs for retaining youth in the community.



The enrollment numbers that follow are from the 2019-2020 school year and was reported by the Iowa Department of Education. The total enrollment for the district came to a sum of 1,457 students, 1557 including pre-K enrollment. The entire school district makes it a focal point to provide bilingual announcements and student handbooks so to fully support the growing Hispanic population in the Tama-Toledo area. Over the last 20 years enrollment numbers for STC have remained consistently around 1,500 students. The demographic make-up of school district follows the same trend of a steady increase in minority populations, as is seen the city demographics reported in Chapter 1: Introduction. The following percentages are the demographic makeups of the STC School District in the 2019-20 school year:

White	47.8%
Hispanic	36.0%
Native American	9.8%
Multi-Race	5.1%
Other	1.2%

STC High School

The high school for the district (Figure 8.6) is located centrally on the city limit between Tama and Toledo and offers a public education for 9th through 12th grade. To better reflect its community and student body demographic the school offers a bilingual student manual and presents the daily announcements in both English and Spanish. The total enrollment in the 2019-20 school year came to 455 students.

STC Middle School

The middle school is located, away from the rest of the other county schools, near the center of Toledo. There were 464 students enrolled during the 2019-20 school year as this historic school continues to be fully utilized for 5th through 8th grade. During the public engagement events, most notably the high school homecoming football game, the Planning Team was notified multiple times that there is a community wide push for a new middle school for the district due to the aging facility and the general want for a centralized school district campus.

STC Elementary

The district’s elementary school is within short walking distance from the high school and resides fully within Tama’s city limits. South Tama County Elementary School provides schooling for preschool through 4th grade and the current facility was opened in the Fall of 2006. There was a total of 538 students enrolled in K–4th, and another 100 enrolled in pre-K schooling during the 2019-20 school year.

Partnership Center (Alternative Education)

The Partnership Center is located near the center of Tama and is one of the older buildings in town. The Partnership Center is a high school that offers an alternative opportunity for students to complete their high school education and earn a diploma.

Figure 8.6: Tama County High School



Source: Authors



Figure 8.7 (top): Historic 1915 Lincoln Highway Bridge



Source: Historic Bridges

8.8 (bottom left) Tallest Golf Tee in Casey, IL

Figure 8.9 (bottom right) Sculptures in Casey, IL



Source: Guinness World Records

Public Art

As Tama looks for ways to convey its evolving identity to tourists, developers, and potential new residents, public art presents a unique approach for the community. It is a way for Tama to highlight its history, diversity, and community spirit in a way that also adds value to the community aesthetics and encourages economic development. Public art offers a way to involve and represent community members of all ages, economic backgrounds, and life experiences.

In the past, Tama has had more public art including a few murals in the downtown. Today, there are not many examples of public art in the community. One example is the Lincoln Highway Bridge, as seen in Figure 8.7. This is a great example of how public art can be functional as well as tie directly into Tama’s history.

Why Public Art?

Public art is recognized by this plan as a visual display through any medium located within the public domain that is usually accessible outdoors without restrictions. Types of public art include sculptures, murals, landscape/earthwork, interactive art, fountains and light features. It can also be incorporated into functional pieces such

as street furniture, bike racks, or wayfinding signage. This broad range of art mediums allows communities of different sizes to showcase community character in the most suitable ways. Examples of more types of public art and their descriptions can be seen in Appendix 8.1.

Some communities use public art to attract tourists. Figures 8.8 and 8.9 provide two examples in Casey, Illinois. This town of approximately 2,500 has become known for “Big Things in a Small Town” with its Guinness World Record holding sculptures. Figure 8.8 shows the world’s largest golf tee at Casey’s Country Club, and Figure 8.9 shows the world’s largest rocking chair and largest wind chime near Casey’s City Hall. Each sculpture was built and paid for by a Casey resident and his local business, Bolin Enterprises, Inc.

Public art serves several purposes. Among the most recognized is the aesthetic value added to a space. Beyond adding beauty to a space, public art has proven to provide economic, public health, and social benefits to communities. A state-level study by the National Endowment for the Arts (NEA) showed that Iowa alone saw \$3.8 billion value added to the state’s economy and employed 41,337 people through the arts in 2015 (NEA). More specific to public art, is the increase in downtown vibrancy and attractiveness to shoppers, businesses, and developers. In terms of public health, several studies have found that investments in public art can help decrease stress levels and anxiety (Hand et.al 2018).



Public art also creates openings for expression and identifying community character. It has been found to positively affect residents' sense of attachment to a community. It can be used to reflect upon a town's past or look to its future. Figures 8.10 and 8.11 showcase examples of community character and history in colorful murals. With this in mind, Tama can use public art as a way hold onto its tradition as it grows into and embraces its future. It can also be used to help citizens engage one other and generate conversations around the city's history, diversity within the community, or awareness around any topic.

By creating spaces where people want to gather and spend time, public art has the potential to generate tourism opportunities and economic stimulus. As Tama builds on its recognition for the historic Lincoln Highway Bridge, pieces of public art can assist in drawing more people to visit the community.

Public art has been implemented for a wide array of reasons throughout communities of all sizes across the United States, including Iowa. Some communities have even created public art plans and programs to ensure the maintenance of existing art and the continuation of adding new art. Examples include Clive, Dubuque, Mason City, Marion, and West Des Moines. These communities demonstrate the diverse ways public art can be implemented in a community.

Community Involvement in Public Art

Public engagement is a critical component to pursuing public art initiatives. As the public art reflects community identify, residents should be consulted about prioritizations for which art mediums to use and where installments should be placed. This engagement can take several forms, including a survey, social media, workshops, or an open house.

Another way to involve community members is to work with local artists in creating or designing the art itself. One common option is to issue a call to artists, where any resident can submit a design. Professionals are not required to make great public art. This can help ensure community identify in projects as well as provide support for an arts culture and civic engagement within the City. To engage a larger number of people, coordinate a plan that allows community members to help with the creation or installment of the art piece. A great example of an art type to do this successfully is murals. After the artist(s) outline the mural, sections can be assigned colors so that citizens can fill out sections or what they perceive as single shapes with the assigned color. This allows people of all ages, abilities, and background to come together to create something in their community. It also gives residents a sense of ownership and pride for that particular piece of artwork and hopefully public art throughout the city.

Figure 8.10: Greetings from Knoxville, TN Mural



Source: *Hobbies on a Budget*

Figure 8.11: Colorful Train Mural in Live Oak, CA



Source: *Appeal-Democrat*



Figure 8.12: Public Art Development Step-by-Step



Long-Term Support for Public Art

To create a long-term approach for supporting public art in Tama, a public art advisory commission should be formed. This group would advise on, if not oversee, a public arts program in Tama. It would consist of five (minimum) to nine (maximum) volunteer residents who are appointed by and approved by the mayor and City Council.

This group’s main task would be to advise the City Council on selecting and installing public art throughout Tama. It would also serve to promote the importance of arts and bring public awareness to art and artists in the community. Once established, it could work to develop programs and a master public arts plan. The latter would establish a vision for public art in the community at present and in the future. Figure 8.12 provides a possible step-by-step list of how this could look.

Establishing a recognizable group such as a public arts commission, or even an arts and culture commission, would provide Tama with a resource that strives to reflect the community’s values, history, and uniqueness in the form of art for all residents and visitors to see and appreciate.

Civic Engagement

Civic engagement has been identified as one of the challenges Tama is currently facing. But this can also serve as one of Tama’s biggest opportunities for advancement. Throughout public outreach events for the comprehensive plan residents, have identified a

declining amount of engagement by individuals and groups within the community.

Civic engagement and public interest in community matters, both political and non-political, cannot be solved entirely by local government. Involvement from residents and local organizations is important. However, there are steps the City can take to encourage and support civic engagement throughout the community, which is discussed next.

Digital Strategies

One example is restructuring the City’s digital strategies for communication. Currently, the City uses the social media platform Facebook as its primary outlet for communication and providing updates for residents. It also maintains a website that provides information on city staff, city council, and news as well as provides a feedback form for residents. In the future, the City should consider branching out to be active on more platforms (e.g. Twitter, Instagram, etc.) to keep up with the times. However, this step should be pursued when there is adequate staff time and content to support active engagement.

Having a presence online is critical for local governments to provide clear and accurate information about services and community happenings. Recently the City updated its website to be more user friendly, which includes a new look, as seen in Figure 8.13. Steps like this are important. Tama should continue to maintain



and update its website as needed to best serve the needs of residents.

To continue strengthening its web presence, the City should work to make its digital content accessible by citizens with visual, auditory, and other physical limitations and disabilities. It should also work to make content, such as announcements and key information, available in Spanish on both the City website and Facebook page for a more inclusive approach in how it communicates with residents.

Branding

Beyond social media, the City has a need for branding. Tama does not have a current logo. A good logo is recognizable and a consistent identifier for residents and visitors. It should be used on publications, media platforms, and the City's website. City staff should consult residents early on to ensure buy-in and support for designs. At the end of the day, an effective seal or log provides a face for Tama's identity, its culture, and its quality of life.

Youth Engagement & Retention

Tama's youth provide an untapped resource for the City's venture to increase community spirit and civic engagement. In many ways, the current teens and young adults are Tama's future. Therefore, it is critical to seek their involvement and input.

As previously mentioned in this chapter as well as Chapter 2: Economic Development, Tama is among the many small cities and towns throughout the Midwest

Figure 8.13: Updated Home Page on City of Tama Website



Source: City of Tama



struggling with the challenge of retaining youth past high school. Throughout public engagement events, Tama residents noted this challenge. High schoolers were vocal in their acknowledged of lack of “teen spaces” and activities as well as concerns about employment opportunities for themselves presently and in the future.

Among the top strategies’ researchers have identified for retaining youth include investing in youth priorities and actively engaging and consulting youth in community development and planning processes (Schallhorn, 2015). Communities comparable to Tama have used similar strategies. For example, Clayton County, Iowa outlined steps to retain and attract young residents by creating programs for new entrepreneurs as well as working with the local community college and Iowa Work Force Development to ensure training and education opportunities (UERPC, 2018). These steps strive to provide hands-on work and learning opportunities locally for youth, providing them with opportunities to pursue within the community.

The City should also find ways to provide such opportunities. Among the solutions the City should consider is developing an internship program at City Hall. An internship program is an opportunity for students to gain hands-on experience in a professional environment in Tama.

An internship program has the potential to offer benefits for the City, Tama’s youth, and the overall community. Internship programs provide an avenue of support for City staff in completing specific projects as

well as present opportunities for students to bring new ideas and technologies to projects. For students, it would allow them to be directly involved and voice their opinions in community projects. It would also give them the chance to develop skills outside of the classroom and gain “real world” experience.

Beyond these benefits, this would help the larger community in the short-term and long-term as it would support services and programs. It also reinforces the City’s ongoing efforts to increase public engagement and expand the community’s passion for civic engagement.

To develop a successful internship program, the City should first consider the questions listed in Table 8.1. While establishing a program, it will be beneficial to start small and expand the program as more projects and departments are deemed needing support. To be most effective and ensure an internship program is meeting the needs of the City and of interns, the program should be evaluated on an ongoing basis and use feedback from interns.

An internship program will give the City a direct way to provide its youth with an opportunity for professional development and will bolster the City’s workforce with diversity and new talent.

Funding & Resources

The amount of funding and resources needed for public art projects can widely range on the type of art. On the less expensive end of this scale is murals. An example of

Table 8.1 Internship Program Questions

Who will oversee the internship program?

What are internal needs or projects an intern could contribute to?

What resources should be allocated?

Should the internship position(s) be paid or voluntary?

Will the workload support one or multiple interns?

Should the position be part-time or full-time?



what a mural would look like in downtown Tama is provided in a rendering in Figure 8.14. Downtowns are often a prime place for public art in communities as they are the center for culture and economic activity.

There are several revenue streams options available to fund individual public art projects as well as public arts programs. These include grants, a community public art fund, private fundraising, allocation from capital improvements budget or city's general budget, public-private partnerships (P3s), and voluntary or required percent-for-art programs with private developers. Complete definitions for these options are available in Appendix 8.2.

Though these are all options for Tama in the long-term, grants may prove the most feasible for the community in the short-term. Grants provide opportunities for communities to invest in new or advance current efforts using funds from outside of the community. Local, state, and federal grants are available for varying public art projects and initiatives. However, if Tama pursues an art program in the future, grants should not be the sole revenue source as they are not a guaranteed source of funding. While the following grants are far from an exhaustive list of all grants available, they have been identified as starting options for Tama to consider and pursue.

Iowa Department of Cultural Affairs: [Arts Build Communities Grant](#)

Funding: \$10,000

Overview: Supports art projects that seek to address a community challenge such as a civic challenge. Beyond funding, grant recipient will receive technical assistance for project from either Iowa State University, University of Iowa, or University of Northern Iowa.

National Endowment for the Arts: [Our Town Grant](#)

Funding: Matching grants that range from \$25,000-\$200,000 (includes minimum cost share/match equal to the grant amount)

Overview: This creative placemaking grants program seeks to support projects that increase creative activity, improve quality of life, and advance local economic, physical, or social outcomes.

[The Citizens' Institute on Rural Design \(CIRD\)](#)

Resources: Multiday Workshop with Professionals to Tackle Critical Design Issues and Webinars

Overview: CIRD works specifically with communities with populations less than 50,000. It seeks to help rural and tribal communities improve community aesthetics, quality of life, and economic viability.

Figure 8.14: Public Art Rendering with Rafael Blanco's Mural



Sources: Authors (rendering) and Rafael Blanco (mural artist)



Goal: Community aspiration to increase quality of life in both the short- and long-term.

Objective: The purpose and desired outcome of stated goal.

Policy & Action Recommendations: Actions, projects, services, or policies that the community will undertake to achieve the Comprehensive’s goals and objectives.

Partners & Resources: Identified stakeholders best suited to collaborate with or provide support through resources, funding, or expertise to assist City staff and City Council implement policy and action recommendations.

Indicator: Identifiable and/or quantifiable ways for staff, stakeholders, and residents to assess progress made on policies, actions, and overall goals.

Priority: Using public feedback, identifies the significance using range of ★ (1 star) to ★★★★★ (4 stars, most significant).

Time: The recommended timeframe for each policy and action to be developed and adopted in. These are measured in years and broken into four categories: 0-5, 6-10, 11-20, and ongoing.

Goals, Objectives, and Recommendations

Goal 8.1: Expand amenities and opportunities for teens and young adults.

Objective: Create spaces and activities geared towards teens and young adults to encourage youth community engagement and retaining Tama’s youth as future residents.

Policy & Action Recommendations	Partners & Resources	Indicators	Priority	Time
<p>Organize community activities that are geared towards teens and young adults. <i>*This can be pursued jointly with City of Toledo.</i></p>	<p>CC CTo STC</p>	<p>Number of activities for and involving teens and young adults increases</p>	<p>★★★</p>	<p>Ongoing</p>
<p>Consider teens and young adults when making economic development decisions. <i>*Similar Policies found in Chapter 2.</i></p>	<p>TCEDC CC STC</p>	<p>1. Teens’ and young adults’ opinions are collected through public engagement 2. Increased job opportunities for teens and young adults</p>	<p>★★★</p>	<p>Ongoing</p>
<p>Create an internship program. <i>*Similar Policies found in Chapter 2.</i></p>	<p>STC CC</p>	<p>1. Internship program is created 2. Funds are allocated for internship program</p>	<p>★★★</p>	<p>6 – 10</p>

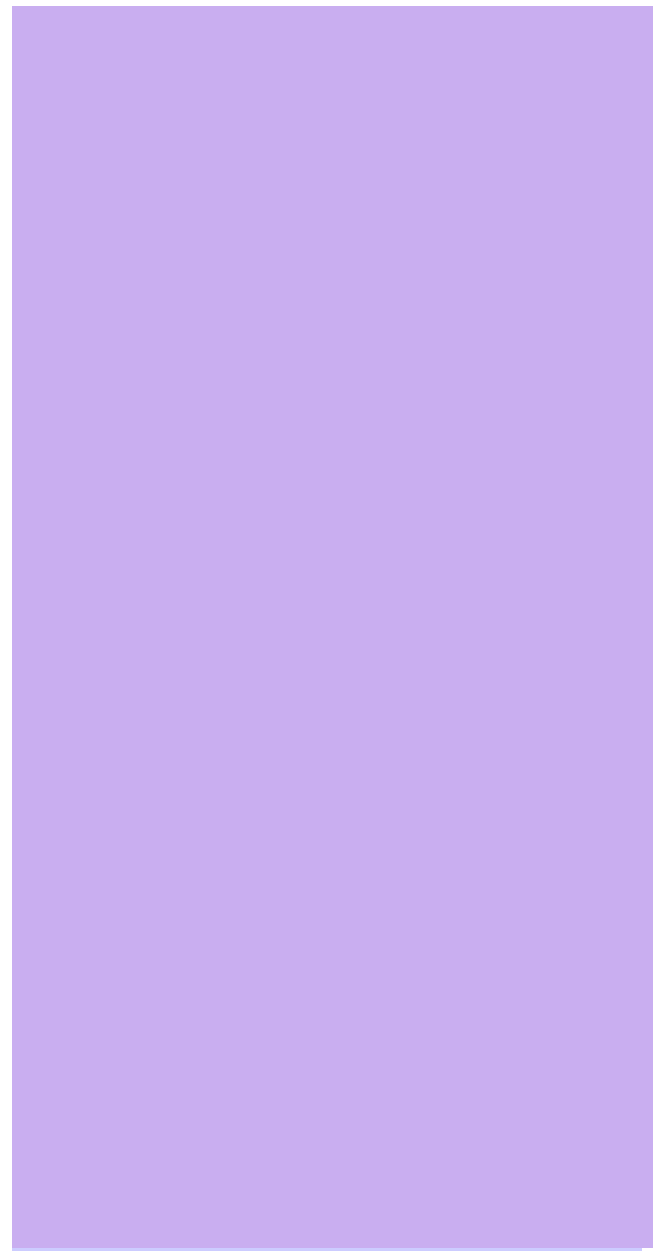
CC – Tama-Toledo Area Chamber of Commerce
 CTo – City of Toledo
 STC – South Tama County School District
 TCEDC – Tama County Economic Development Commission



Goal 8.2: Expand park opportunities and safety within parks for all residents.

Objective: Provide safe spaces for recreation that are not limited to age, ability, or time of day.

Policy & Action Recommendations	Partners & Resources	Indicators	Priority	Time
<p>Increase lighting within parks and along trails. <i>*This can be pursued jointly with City of Toledo.</i> <i>*Similar policies found in Chapter 6</i></p>	<p>CTo DPW</p>	<p>Increased residents' use of parks</p>	<p>★★★★</p>	<p>0 – 5</p>
<p>Improve and expand variety of recreational equipment.</p>	<p>IEDA</p>	<p>Amount of park fitness equipment increases</p>	<p>★★</p>	<p>Ongoing</p>
<p>Increase number of community activities in parks. <i>*This can be pursued jointly with City of Toledo.</i></p>	<p>CC CTo STC DB</p>	<p>Number of community activities and attendance in parks increases</p>	<p>★★★</p>	<p>Ongoing</p>



CC – Tama-Toledo Area Chamber of Commerce
 CTo – City of Toledo
 DB – Downtown Businesses
 DPW – Department of Public Works
 IEDA – Iowa Economic Development Authority
 STC – South Tama County School District



Goal 8.3: Expand opportunities for cultural recognition and inclusion at community events.

Objective: Create and encourage an inclusive and welcoming environment for all residents and visitors to the community.

Policy & Action Recommendations	Partners & Resources	Indicators	Priority	Time
Increase representation of community’s diverse groups at community-wide activities like Lincoln Highway Bridge Days.	NLG CC	Number of culturally diverse groups represented & participating	★★★★	Ongoing
Invest in translation services (e.g. website and online communications available in Spanish).	V	One or more forms of translation services are invested in	★★★	0 – 5
Web and social media content are available in present languages in Tama.	V	1. Social media content is provided in English & Spanish 2. Translation options offered on City website	★★★	0 – 5

CC – Tama-Toledo Area Chamber of Commerce
 NLG – Neighboring Local Governments
 V- Volunteers

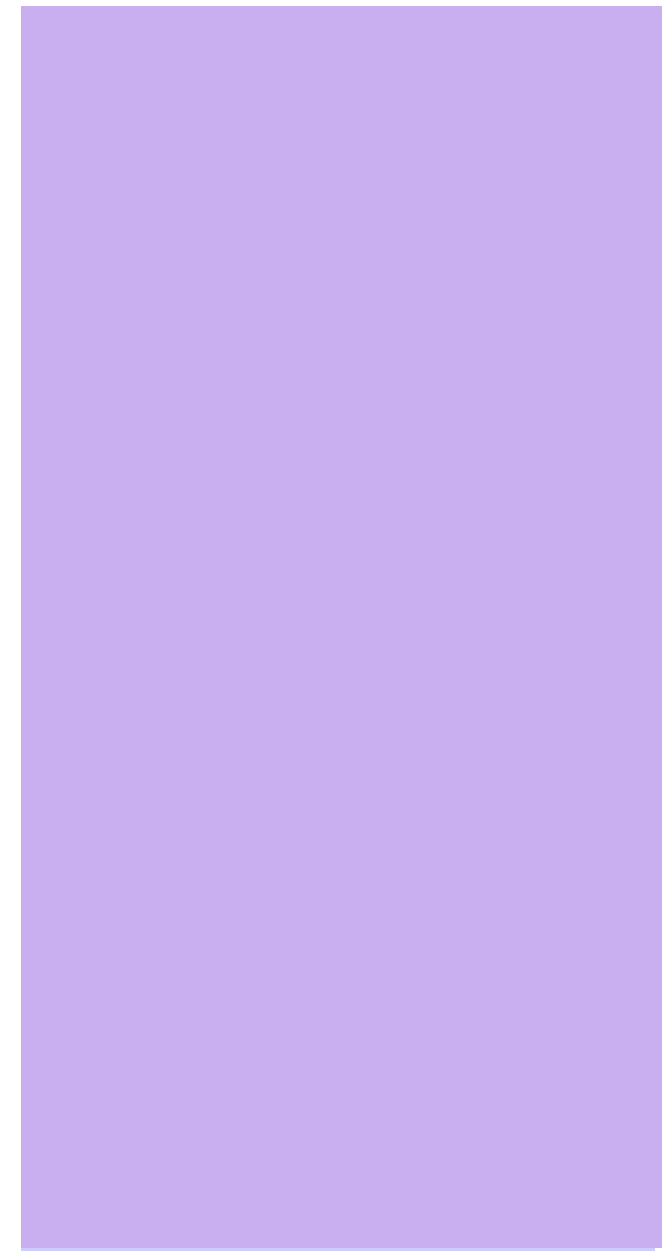


Goal 8.4: Promote public art through multiple avenues and encourage it to be distributed throughout the community.

Objective: Support community identity, celebrate diversity, encourage economic development, and improve overall aesthetics.

Policy & Action Recommendations	Partners & Resources	Indicators	Priority	Time
<p>Create and adopt new logo for City of Tama. <i>*This can be pursued jointly with STC.</i></p>	<p>STC R</p>	<p>1. Logo is created and presented to residents 2. Logo is adopted</p>	<p>★★★★</p>	<p>0 – 5</p>
<p>Support and invest in public art projects</p>	<p>CC DB STC R</p>	<p>1. Increased public art projects in community 2. Public arts program has been formed</p>	<p>★★</p>	<p>6 – 10</p>
<p>Create public art commission.</p>	<p>CC DB STC R</p>	<p>3. Commission has been formed 4. Funding has been identified for community public arts program</p>	<p>★★</p>	<p>6 – 10</p>

CC – Tama-Toledo Area Chamber of Commerce
 DB – Downtown Businesses
 R – Residents
 STC – South Tama County School District



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9 PUBLIC HEALTH AND SAFETY

Figure 9.1: 2020 Iowa Health Outcomes Ranked by County

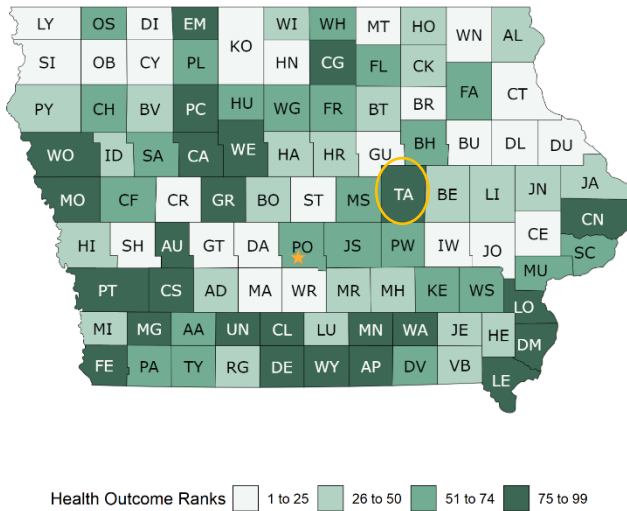
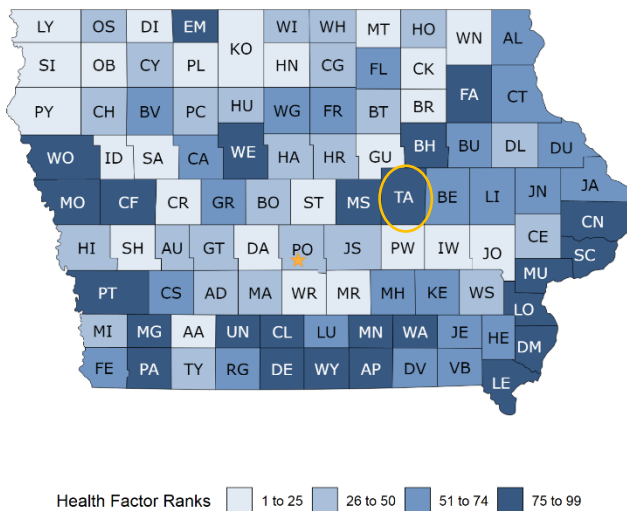


Figure 9.2: 2020 Iowa Health Factors Ranked by County



Source: The County Health Rankings and Roadmaps (2020)

The health and safety of a community are influenced by a range of factors that impact the physical, psychological, and social well-being of residents. Such factors are not limited to this section as elements like housing, transportation, and economic opportunities all influence health and safety outcomes. This chapter uses a comprehensive approach in its analysis and recommendations for best practices in creating a healthy and safe community. Specifically, it examines access to health, social, and emergency services as well as how these contribute to Tama’s ability to support healthy lifestyles and choices for all residents.

The first part of this chapter examines Tama’s public health. This plan recognizes a holistic definition of public health as community members’ physical, mental, and social wellbeing. Good public health not only entails the absence of disease; it also considers factors that impact or limit individuals’ security and contentment. The second part explores Tama’s public safety. This plan defines public safety as the protection of the general public’s welfare and prevention of dangers, such as crime. The final portion of this chapter looks to Tama County’s role in supporting the City of Tama’s public health and safety.

Physical Health

Across the United States, adults and children are not meeting suggested physical activity goals. Physical inactivity has been found to be connected to higher risks of diseases and health problems, such as obesity, heart disease, diabetes, and others (U.S. DOT, 2015). Within

Tama County, adult obesity is at a rate of 32.5 percent as of 2018. This falls slightly below Iowa’s average-county adult obesity rate of 33.14 percent. Approximately 75 percent of residents in the county are reported to have access to exercise opportunities (Data USA). Residents of Tama have access to a handful of parks, a recreation trail, county campground, and the shared Tama-Toledo Aquatic Center. However, there is a lack of pedestrian and bike infrastructure to promote walking and biking as common modes of transportation.

According to County Health Rankings, Tama County is ranked #94 in “health outcomes” and #84 in “health factors” out of Iowa’s 99 counties (where #1 is the highest rank) (CHR, 2020). Iowa’s county rankings by health outcomes and health factors can be seen in Figures 9.1-9.2. Health outcomes are measured by how long people live and how healthy people feel while alive. Health factors are based on four types of measures: health behaviors, clinical care, social & economic, and physical environment factors. These rankings provide an estimate of how Tama County compares to other counties within the state.

The life expectancy (number of years the average person is expected to live) for the Tama County population is 82.0 years for females and 77.2 years for males, which aligns with life expectancy estimates for the general Iowa population (81.9 years for Iowa females and 77.5 years for Iowa males) (IHME, 2014). The top five causes of death in the county as of 2017 are: malignant neoplasms



(cancer), diseases of the heart, accidents (unintentional injuries), chronic lower respiratory diseases, and cerebrovascular diseases (IDHP, 2017). Health outcomes and overall quality of physical health are impacted by several factors beyond disease and injuries though. These include, but are not limited to, income, access to health care, environment, and diet (IHME, 2014). Diet is directly impacted by one's access to healthy foods.

Access to Healthy Food

Nutritious food is essential to residents' well-being and the health of our community. According to the World Health Organization (WHO), a healthy diet includes:

MORE:

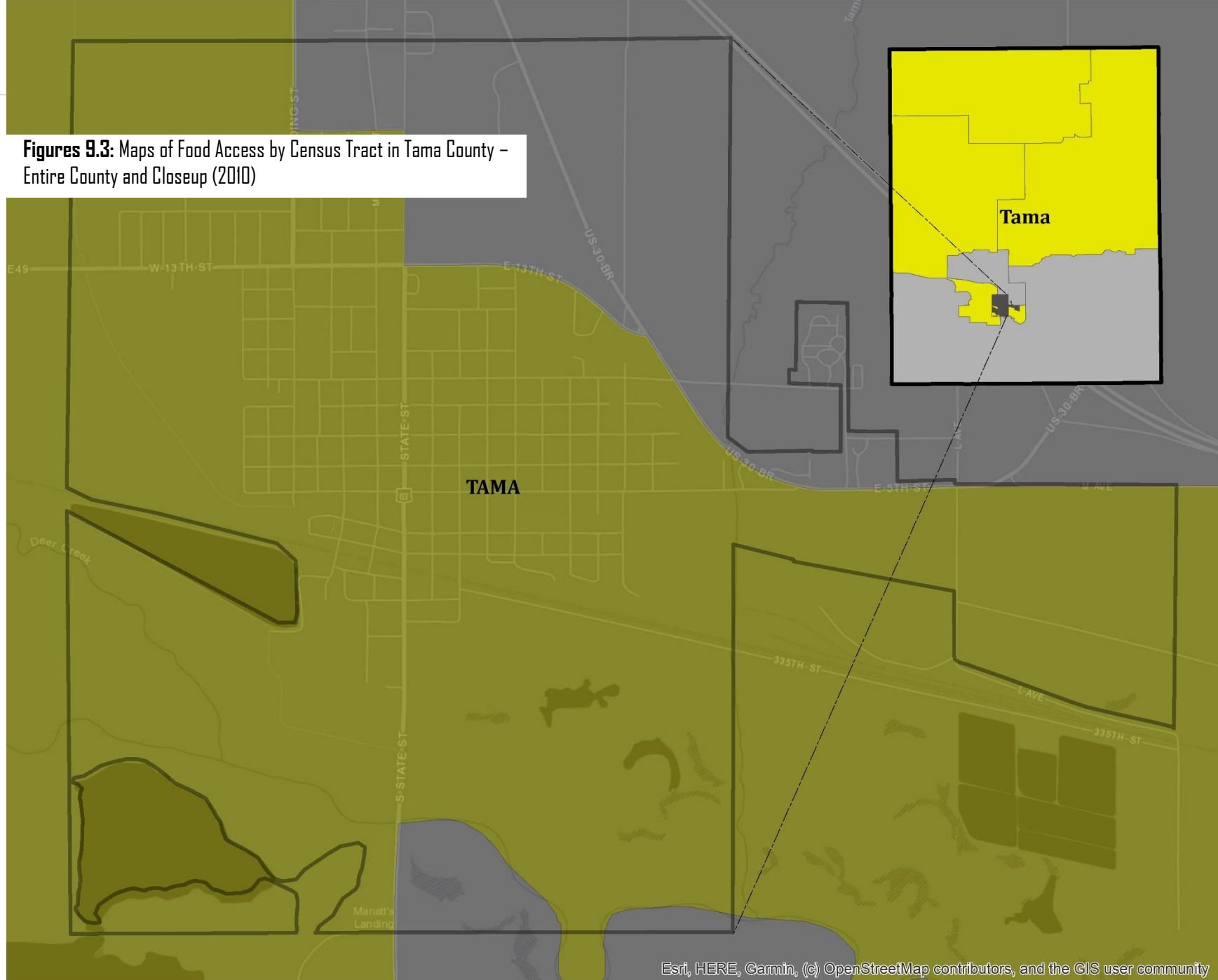
Fresh (or frozen) fruits and vegetables; nuts and whole grains; lean protein; potassium;

LESS:

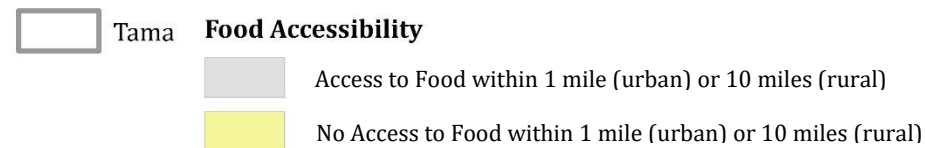
Sugar, sodium, saturated fats, and processed foods.

Food Insecurity

Access to healthy food is not as straightforward as it may seem. It includes residents' ability to obtain food financially and geographically as well as having knowledge about healthy food preparation and storage. When one of these components is not present, residents experience food insecurity. Food insecurity is described by the United States Department of Agriculture (USDA,



Figures 9.3: Maps of Food Access by Census Tract in Tama County - Entire County and Closeup (2010)



Esri, HERE, Garmin, (c) OpenStreetMap contributors, and the GIS user community



2017) as “household-level economic and social condition of limited or uncertain access to adequate food” (USDA, 2017).

In 2017, 9.8 percent of Tama County residents experienced food insecurity, which is lower than the 10.9 percent of residents in the state of Iowa (Feeding America). The Iowa Department of Education found that 58.6 percent of students in South Tama County (K-12 enrollment) were eligible for free or reduced-price lunches (Iowa ED, 2019). This is higher than the state total where 40.5 percent of K-12 students are eligible for free or reduced-price lunches.

Another way to measure food security is by looking at the locations of food deserts. A food desert is an area where it is challenging to purchase food that is affordable and/or that is fresh and nutritious. The USDA sets different standards for identifying food deserts in urban communities and rural communities. An urban food desert is recognized when residents do not have access to nutritious food within one mile; a rural food desert is recognized when residents do not have access to nutritious food within ten miles (USDA, 2017).

The USDA identified both rural and urban food deserts within Tama’s primary census tract (USDA, 2017). Census tracts are small geographic areas that are used by the U.S. Census Bureau in its data distribution processes. Figure 9.3 shows the census tracts that make up Tama County. One census tract (Census Tract

#19171290500) covers most of the City boundary as well as a portion of the Meskwaki Settlement. Figure 9.3 shows a closer look at how this census tract and the City of Tama’s borders overlap. This census tract, highlighted as yellow, has been identified by the USDA as a food desert.

Tama’s census tract was identified as a food desert for two main reasons. The first being, there are families in Tama who are not able to access healthy foods because of their location and/or financial circumstances. This is referred to as a “low access” area. The second reason is that the area met “low income” measurements. The most recent report identified 2,577 people living within Tama’s primary census tract as meeting the criteria of being beyond one mile (in an urban area) or 10 miles (in a rural area) from a supermarket (USDA, 2017). This is likely due to the lack of grocery stores or supermarkets in Tama. There are two grocery stores located north of Tama in Toledo.

Promoting Food Security

While the City cannot completely control where grocery stores and supermarkets choose to locate, they can provide incentives to support healthy food production and residents’ access to food in general.

As discussed in Chapter 2: Economic Development, the City can encourage commercial development in mixed-use zoning. Encouraging mixed-use development would allow housing and commercial to intermix. This would provide an opportunity for future restaurants, grocery

Figure 9.4: Community Garden Example



Source: eiberhood



stores, and convenient stores to be within walking distance for a portion of the population.

The City could also encourage growing fresh fruits and vegetables through community gardens. A community garden (a type of urban garden) is a piece of land used collectively by residents to produce fruit, vegetables, and/or flowers. An example of a community garden is shown in Figure 9.4. Community gardens are set up differently in every community; they can be found in neighborhoods, schools, or in connection with institutions such as hospitals. They serve a range of purposes. Some benefits include creating a sense of community, increasing access to health foods, providing a form of exercise, and increasing community’s sustainability.

In order to create spaces for and encourage community gardens, the City’s Zoning Code would need to be changed to allow and/or create permitting processes for urban agriculture and community gardens in residential, mixed-use: commercial/residential, and public land uses. From there, the City could establish its own community garden or partner with the local schools or non-profits. Chapter 4: Land Use & Zoning discusses land use types and zoning changes further.

Access to Recreation & Active Lifestyle

A key component to health, both short-term and long-term, is an active lifestyle. The American Planning Association (APA) identified “active living” as one of

the top 10 most cited public health topics in its study of comprehensive plans and sustainability plans (APA, 2013). Active living incorporates healthy habits like recreation and being physically active in everyday life. The other top health topics are outlined in Table 9.1.

The World Health Organization (WHO) has identified physical inactivity as one of the leading risk factors for global mortality. More and more people throughout the United States do not meet recommended physical activity guidelines. In fact, the Center for Disease Control and Prevention (CDC)’s National Center for Health Statistics (NCHS) found that 22.9% of U.S. adults (aged 18-64) met the national guidelines for physical activities in their 2018 report.

Health challenges also impact financial burdens on residents. The U.S. Department of Health and Human Services talk about this burden in its Physical Activity Guidelines for Americans (2nd Edition), which found that there is approximately \$117 billion in annual health care costs linked to this lack of physical activity throughout the country.

Recreational activities and amenities through the community support residents’ health outcomes, economic stability, and overall quality of life. It is a critical component to a community’s safety and wellbeing.

Recreation

Information about the City of Tama’s parks and recreational opportunities are outlined in Chapter 8:

Table 9.1 APA’s *Healthy Plan Making* Summary of Top Health Topics

1. Active Living	<ul style="list-style-type: none"> • Active Transportation • Recreation • Injury
2. Emergency Preparedness	<ul style="list-style-type: none"> • Climate Change • Natural & Human-Caused Disasters • Infectious Disease
3. Environmental Health	<ul style="list-style-type: none"> • Air Quality • Water Quality • Brownfields
4. Food & Nutrition	<ul style="list-style-type: none"> • Access to Food & Healthy Food Options • Water • Land Use
5. Health & Human Services	<ul style="list-style-type: none"> • Accessibility to Health & Human Services • Aging
6. Social Cohesion & Mental Health	<ul style="list-style-type: none"> • Housing Quality • Green & Open Space • Noise • Public Safety/Security

Source: American Planning Association (APA)



Culture & Quality of Life. These include three local parks, a skatepark, a county park & campground, and a trail that connects Tama with the City of Toledo (Figure 9.5). Overall, these amenities support the community’s public health. As noted in Chapter 8’s “City of Tama Public Recreation and Park Service Areas” map, Tama’s parks service areas (0.25 miles) reach most residential areas and schools. Tama should keep in mind how these amenities serve the needs of its diverse population, including accounting for age and ability.

The American Heart Association recommends that adults should have 150 minutes of moderate-intensity aerobic activity per week or 75 minutes of vigorous aerobic activity per week. Children ages 6-17 years old should get at least 60 minutes of moderate- to vigorous-intensity physical activities per day. The examples the American Heart Association provides for each of these are as follows:

Moderate-Intensity Activities:

Brisk walking, water aerobics, dancing, gardening, tennis, and biking

Vigorous-Intensity Activities:

Hiking, running, swimming laps, heavy yardwork, tennis, cycling (10 miles per hour or faster), and jumping rope

Finding ways to incorporate more physical activity into daily life decreases diseases and health problems associated with obesity, hearth disease, diabetes, and

others. In the long run, this also helps reduce health care costs. Tama should encourage people to be active through educational resources as well as improving and expanding the variety of recreational resources.

Active Transportation

Active transportation is defined by the CDC as any “any self-propelled, human-powered mode of transportation.” This includes walking, biking and wheelchair rolling. Active transportation provides a way for residents to increase their daily physical activity while also supporting a healthier environment and air quality.

The City can encourage residents to choose active transportation modes over personal vehicles through several avenues. This includes implementing a Complete Streets policy and investing in placemaking, both of which are discussed in more depth in Chapter 5: Transportation.

Access to Clean Air & Water

Air Quality

Concerns about air quality and water quality are more commonly discussed in more densely populated communities where visible signs of pollution, such as smog caused by vehicle emissions, are more pertinent. However, this does not signify that smaller communities in the Midwest do not have their own concerns with unhealthy environmental conditions, such as air pollution. Sources of air pollutants range from “mobile sources” (e.g. cars and trucks), “stationary sources” (e.g. factories and powerplants), and “indoor sources” (e.g.

Figure 9.5: Tama-Toledo Recreation Trail



Source: Matthew Beatty



building materials and activities like cleaning) (EPA). Air pollution can increase rates of heart disease, lung cancer, stroke, and asthma (WHO).

The State of Iowa is not the most populous or urban state but still has its own challenges with air quality. Iowa has seen both positive and negative trends in its air quality within the last decade. The Center for Public Integrity found that, as of 2016, Iowa was among the top 20 states for most annual toxic air emissions (Des Moines Register, 2016). According to the U.S. Environmental Protection Agency’s (EPA)’s Toxics Release Inventory (TRI), Iowa is ranked 19th for toxic chemical air releases (pounds) per square miles (EPA, 2018). However, from 2010 to 2014, the state’s overall air quality improved (Des Moines Register).

Air quality is assessed using data from various types of air quality monitors and sensors that measure levels and types of air pollutants. Data is collected by national, state, local, and tribal agencies and organizations. Due to advancements in these tools, citizens can now also join in collecting air pollution data by using portable air-quality sensors.

Currently, no air monitoring devices are located within the City of Tama or Tama County. Consequently, there is no specific data available for the community or this plan to use to evaluate Tama’s current air quality nor potential health impacts for residents. However, data from nearby counties, such as Black Hawk County (to the northeast), can help us begin to understand the region’s current air quality by using the EPA’s Air Quality Index (AQI).

AQI is an index for keeping track of and reporting daily air quality. This provides communities with information about how clean or polluted the air is as well as the correlated health effects. The AQI is calculated using five major air pollutants (which are regulated by the Clean Air Act): ground-level ozone, particle pollution (aka particulate matter), carbon monoxide, sulfur dioxide, and nitrogen dioxide (IDNR). These calculation totals are grouped into categories describing the air quality conditions as: good, moderate, unhealthy for sensitive groups, unhealthy, very unhealthy, and hazardous.

During 2018, the State of Iowa had zero days with unhealthy, very unhealthy, or hazardous air quality. But Black Hawk County experienced a substantial number of days that were below the “good” standard. Appendix 9.1 and 9.2 provide the AQI breakdown of air qualities for all available Iowa counties with air monitoring systems as well as a table describing the health implications for each air pollution level.

Air quality is among the most valuable resources of a community. Tama is located along two state highways and has a strong industrial presence. For these reasons, this plan recommends taking a proactive approach to support long-term health benefits for residents. In order to understand the community’s current air quality standing and supervise any changes, the City will need to gain access to monitors.

There is a wide range in price for the variety of types of air monitors. Figures 9.6 – 9.8 show just a few types. Stationary monitors can cost up to tens of thousands of



Figure 9.6: Air Quality Monitor in Waterloo, IA | Source: SHL



Figure 9.7: Inexpensive Air Sensor Example | Source: PurpleAir



Figure 9.8: Air Quality Monitor in Emmetsburg, IA | Source: SHL



Figure 9.9 a: Percentage of Tama Population using Water from different sources with ground water having the largest share

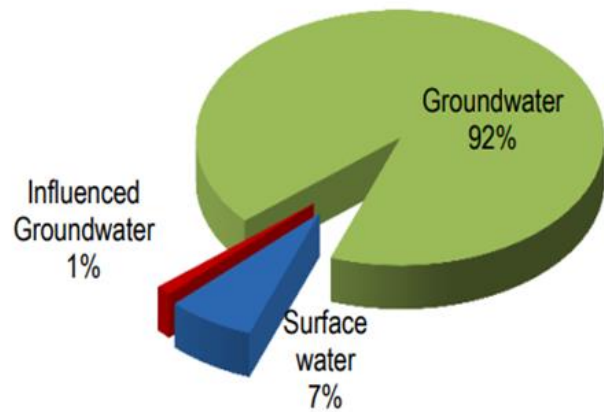
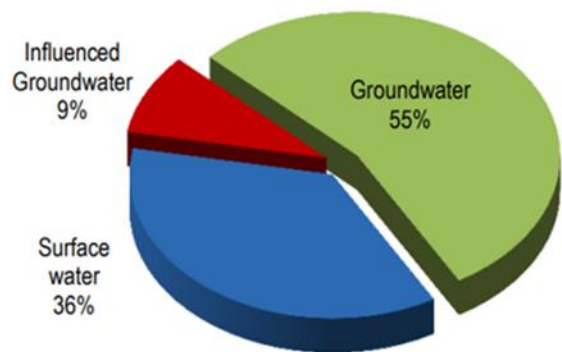


Figure 9.9 b: Water Source by type in Iowa. Tama gets its water from groundwater



Source: IDNR, 2016

dollars while smaller portable monitors are available for as little as \$250 (CityLab, 2018). Figure 9.7 shows an example of this inexpensive option. The City should work with Tama County and its neighboring local governments to create a plan and budget to invest in low-cost sensors to place in community spaces, including parks and schools. It will be important to coordinate with Iowa Department of Natural Resources (IDNR), who have Air Quality staff and resources.

Drinking Water Quality

According to the 2018 Tama Water Quality Report, Tama gets its water from the sand and gravel Alluvial aquifer. According to the 2018 Tama water quality report by IDNR, “The Alluvial aquifer was determined to be highly susceptible to contamination because the characteristics of the aquifer and overlying materials provide little protection from contamination at the land surface. The Alluvial wells will be highly susceptible to surface contaminants such as leaking underground storage tanks, contaminant spills, and excess fertilizer application.”

Nevertheless, Tama has safe drinking water that meets the required standards set by the EPA, which measures the quality of domestically used water. The EPA uses some indicators like chemicals, pH, metals, and bacteria in determining how safe the water is for domestic consumption. Traditionally, the river has been protected by the Native Americans of the Sac and Fox Tribe who depended on the river for daily uses like getting fish and game meat that inhabit the riverine areas. The efforts of the City alongside the upstream protection of the river

water by the Meskwaki Nation has helped protect Tama’s water source and the environment that comes with it.

Preventing waste and chemical contamination through soil infiltration is essential to avoid water poisoning. The water sources can also be contaminated by sand and other surface minerals that are not safe for human consumption as noted in the report. Figures 9.9 a and b shows that 92% of Iowa water sources for communities like Tama are from groundwater serving 55% of the population while surface and influenced surface water (“groundwater that is under the direct influence of surface water as determined through testing by the presence of insects, bacteria, algae, pathogens, and/or significant and relatively rapid shifts in physical and chemical water characteristics”) contributes 8% and serving 45% of the residents.

All public water systems in Iowa are required to test periodically for coliform bacteria, nitrate, and nitrite. Tama’s water is free from these, but the City should ensure that minimum external water quality standards set by relevant authorities to protect the community from water contaminated illnesses since the alluvial aquifer is susceptible to contamination. Chapter 6: Infrastructure & Capital Improvements provides more details on water infrastructure in Tama.

Mental Health & Social Wellbeing

Notice: This section of the chapter contains language about sensitive topics.



Mental health is a state of wellbeing where a person recognizes his or her own abilities, copes with normal stresses of life, works productively, and contributes to his or her community (WHO). It includes emotional, psychological, and social wellbeing (MentalHealth.gov). Social wellbeing is a person's sense of belonging, support, and overall social inclusion.

There has often been a stigma around talking about mental health. But as it continues to impact individuals physically, socially, and financially, there is an ongoing need for communities to include mental health in discussions around public health (NAMI, 2020) In, fact mental health is recognized as an “integral and essential component of health” by both the CDC and WHO.

Support for mental health is available in several forms. Often it is considered at the individual level, especially when serious problems are present. Though individual therapy and treatment are often be expensive and even inaccessible. There are several counselors and mental health service workers in Tama presently. One of the primary organizations offering services is the Mental Health Clinic of Tama County, which is a non-profit located in Toledo. There are also services available through Tama County's Social services Case Management for those who meet eligibility requirements.

Poor mental health can lead to a range of challenges and, if untreated, distress and even dangers for individuals. One major concern for communities of all sizes is suicide. The CDC found a consistent increase in

suicide rates from 1999 through 2018 across the United States (CDC). In Iowa, suicide was the ninth leading cause of death for the state (CDC). Suicide rates often are correlated with isolation, deprivation, loneliness, and/or fewer opportunities for social interaction (Steelesmith, 2019).

Discussions about supporting mental health are already occurring in Tama. In early December 2019, the City of Tama's Police Department helped with an event “#LetsStartTalking”, which focused on mental health and suicide prevention. This event included speakers from Alive and Running Iowa, an organization that works to raise awareness on suicide presentation. More details about the event can be seen in Figure 9.10.

Residents pushed for this event following multiple suicides and attempts by Tama youth. Following the death of a volunteer with the Tama Fire Department, the Police Chief and Police Department worked with Ambulance Service staff to create a Tama County peer support group for first responders in Tama County. The Tama Peer Support Zone provides one-on-one conversations, workshops, and fun activities.

In a Facebook post promoting the event, the Police Department said, “We want to encourage our community to be vigilant with each other; you can make a difference...As police, we partner with others in the mental health field to seek aid for those in crisis. We are here to serve you.”

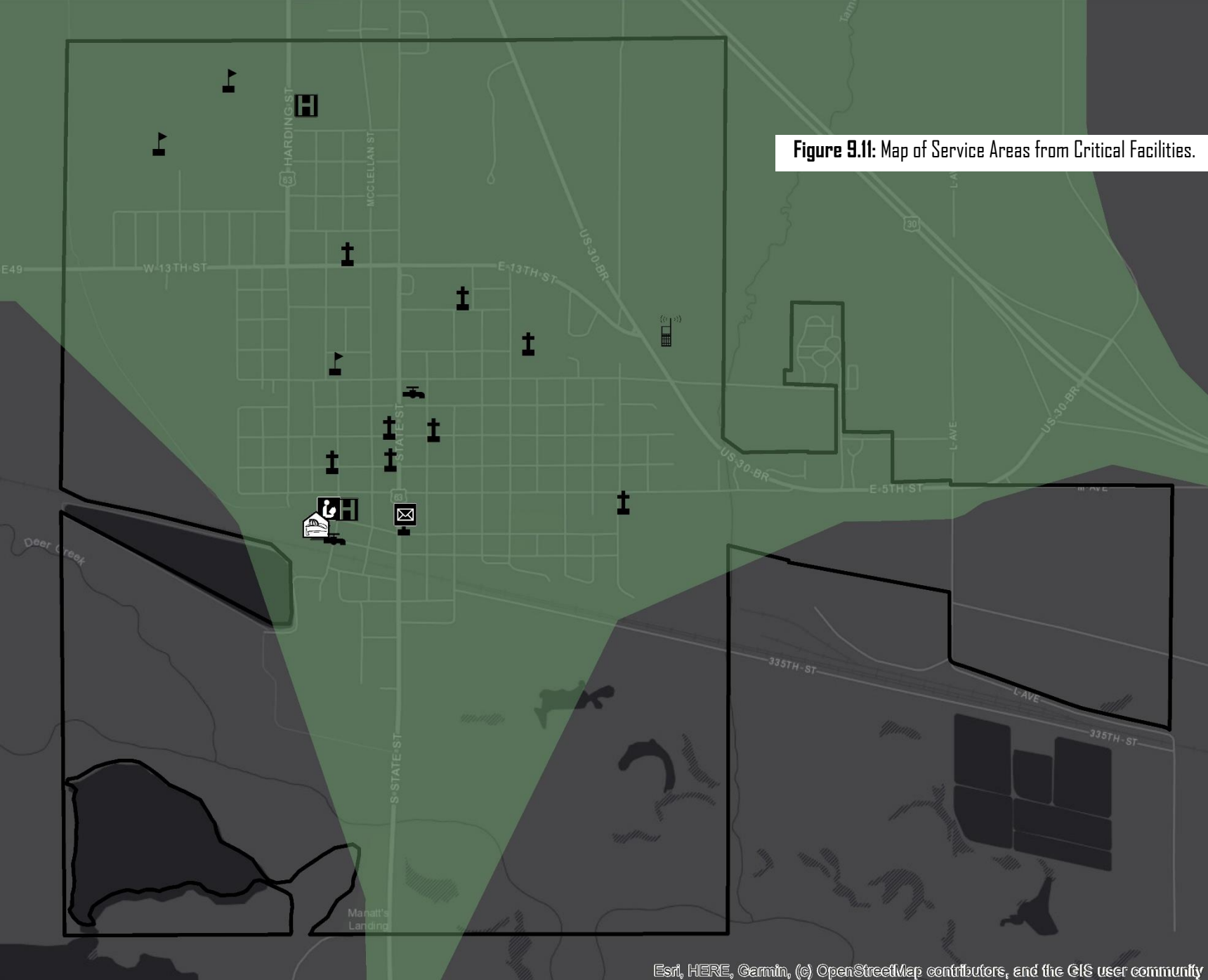
Figure 9.10: Social Media Post by Tama Police Department for Mental Health and Suicide Prevention Event



Source: City of Tama Police Department Facebook Page

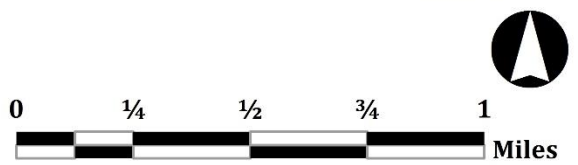


Figure 9.11: Map of Service Areas from Critical Facilities.



Esri, HERE, Garmin, (c) OpenStreetMap contributors, and the GIS user community

- Critical Facilities**
-  USPS
 -  Water Facility
 -  Health Care
 -  School
 -  Police Department
 -  Public Library
 -  City Government
 -  Church
 -  Cell Phone Tower
 -  Fire Department
 -  Service Area Buffer



There are ways to help support residents outside of direct resources. On the community level, local governments can help support mental health through community activities and the built environment. Actions the City can consider include increasing access to greenspace; increasing recreation access and connectivity; and prioritizing place making (Paxton, 2018). Tama has great parks through its community. Efforts to increase the walkability in the community as well as placemaking efforts (such as public art) are further discussed in Chapter 5: Transportation and Chapter 8: Culture & Quality of Life.

Community Facilities

State, county, and municipal governments provide services to the members of their community. Some of the facilities are provided to ensure safety and well-being of the residents of Tama. They include law enforcement and fire protection services designed to meet the needs of the community. Tama has its own police and fire departments. Figure 9.11 shows Tama’s community facilities that are essential for the public health and safety of the residents. Tama police collaborate with Toledo police department and Tama County Sheriff for safety and crime prevention. The city government building hosts the legislative and executive bodies and provide other services and amenities to the community. It is important to provide adequate facilities and technology to the staff and elected officials for improved service delivery. The South Tama County Elementary and High Schools are both in Tama and are

an important resource to the children and the community’s health providing both educational and recreational resources. Also, churches are identified because of their potential to shelter people during emergencies such as floods and tornadoes.

Public Safety

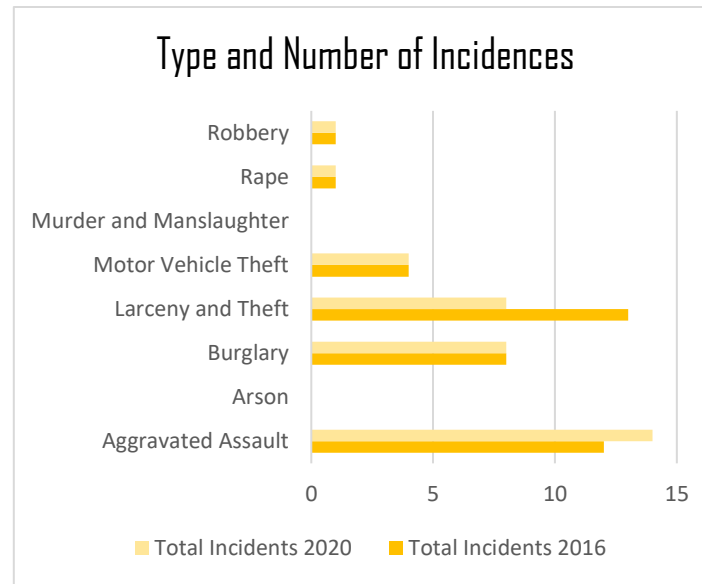
Public safety is a strength of the city of Tama and the surrounding communities. According to the public input, the cities of Tama and Toledo police and fire departments work together in ensuring the safety of the two communities. Tama has a fully equipped police and fire department.

Police Department

Tama has 6 full time police officers including the chief, 2 reserves, and 2 part time officers. There are 4 vehicles used for patrol and response services providing 24 hours of service daily to the residents, property owners, and visitors. The officers are trained as first responders to major crimes, attend to general calls for services and emergencies in the community.

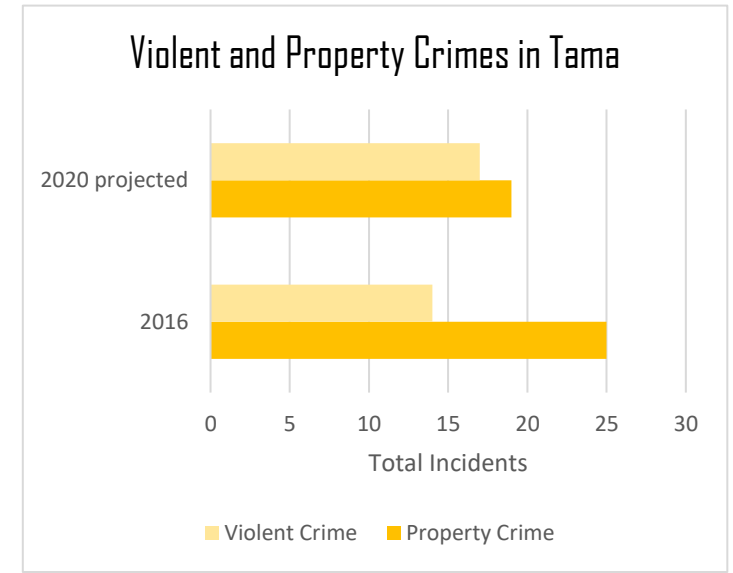
Apart from reactive services, the officers participate also in proactive policing through the police and the community working together that ensures public safety, awareness, and enforcement. Relevant and regular police training are important for officers in a community like Tama where the demographics are changing and therefore there is need for outreach to the public to maintaining trust.

Figure 9.12 Type and number of crime incidences in Tama



Source: CityData

Figure 9.13: Violent and Property crimes in 2016 and 2020



Source: CityData



Figure 9.14: One of Tama Police Department’s Cruisers
Source: Tama Police Department



Figure 9.15: Hanging electric lines might be a safety concern especially during a tornado or a storm.



Source: Authors

Tama statistics (Figures 9.12 and 9.13) shows an overall downward trend in crime with aggravated assault as the only crime most likely to increase while property crime decreasing. There is therefore need for enhanced safety. Neighborhood watch and community policing are some of the ways to ensure that the community is working with public safety to reduce crime incidences. Even though there is need for violent crime reduction in the city, generally, most residents are satisfied with the police service in Tama.

Fire Department

The City of Tama Fire Department is the main fire emergency response provider for Tama. The fire department is in the city hall. As of 2020, Tama has an all-volunteer fire department of 31 firefighters, 10 vehicles, and a boat. The equipment is a mix of City owned, Bureau of Indian Affairs (BIA), and Forestry. According to the Chief of the Fire Department, Tama’s department has enough equipment and staff to respond to emergencies adequately for the residents. With Tama

and Toledo’s fire departments often collaborating, the residents are confident about fire protection in the city. The data on Table 9.2 gives a summary of Tama and Toledo’s fire departments’ resources.

Other Safety Concerns

Other than the police and fire, there are other safety matters that the community should also consider. Storms and tornadoes sometimes lead to broken or grounded electric lines that are suspended like in Figure 9.15. Contact with an energized line can kill or seriously injure. Continuous monitoring of the safety of powerlines is important. In the future it is recommended to have buried utilities like electric and cable lines.

Access to Medical Services

The City of Tama shares access to medical clinics, retirement homes, physical therapists, and dentists with its neighbor Toledo. The communities also share access to Tama County Emergency Management, which is located within Toledo. The Tama County Emergency Management assist in preparedness, training, rapid response and recovery in all emergency situations. The nearest hospitals include Marshalltown Hospital in the City of Marshalltown (approx. 22 miles away), Grinnell Regional Medical Center (approx. 23 miles) Mercy One Waterloo Medical Center in the City of Waterloo (approx. 48 miles away), and St. Luke’s Hospital and Mercy Medical Center Cedar Rapids in the City of Cedar Rapids (approx. 55 miles away) (Google Maps). Many communities in rural Iowa including Tama face challenges in accessing quality health care due to

Table 9.2 Firefighter Data for Tama and Toledo Fire Departments

Fire Department Name	Department Type	Number of Stations	Active Firefighters: Career	Active Firefighters: Volunteer	Active Firefighters: Paid per Call	Civilian Employees	Non-firefighting Volunteers
Tama Fire Department	Volunteer	1	0	31	7	0	0
Toledo Fire Department	Mostly volunteer	1	1	29	0	0	15

Source: Iowa Fire Department Census (2020)



distance and location of health facilities. It is therefore important to ensure that everyone in the city has access to quality health care through programs

County Support for Public Safety

The Tama County Emergency Management agency oversees emergency preparedness, training, rapid response, and recovery in all emergency situations in Tama County and all cities and villages within its jurisdiction. A new emergency notification system has been instituted that distributes emergency messages by landline, cell phone, text message, and email to the residents. People can automatically receive tornado, flash floods, and blizzard warnings through these channels after registering. Locals who would like to receive additional notifications on other emergencies such as heavy snow, excessive heat, flood warning, severe thunderstorm, winter storm, ice storm, and shelter in place can add any of the items on their list of emergencies.

Although the cities of Tama and Toledo collaborate in both training and response of police and fire fighters, there is need for creating a joint emergency liaison committee (JELC) between Tama, Toledo, and the County for better integration of public safety service in a regional scale. JELC responsibility will be to manage emergencies in the region especially emergencies that are often cross-jurisdictional like floods. The committee will provide a link between the two cities and the county in emergency management.

Special Note – Coronavirus Crisis

During the development of the City of Tama’s Comprehensive Plan 2040, the Coronavirus (COVID-19) Crisis unfolded across the world, which included confirmed cases of the disease in Tama. This pandemic impacted the way people think about health, safety, and planning. In response to the crisis, City staff stopped working in City Hall and the City followed the Iowa Governor’s orders regarding social distancing (e.g. working remotely and avoiding physical contact and public spaces). South Tama County (STC) School District closed classrooms and moved to virtual education. It also impacted the community’s economy and job security as one of the major employers, Iowa Premium Beef (a meat packing plant), was forced to briefly close.

The City should continue to coordinate with the County, the State of Iowa, and the Centers for Disease Control and Prevention (CDC). It is critical that Tama and its residents use the lessons of this crisis to plan and be better prepared to protect the health, safety, and welfare of the public, including residents and employees. To keep community members engaged and updated, digital engagement processes in Chapter 8: Culture & Quality of Life are recommended.



Goal: Community aspiration to increase quality of life in both the short- and long-term.

Objective: The purpose and desired outcome of stated goal.

Policy & Action Recommendations: Actions, projects, services, or policies that the community will undertake to achieve the Comprehensive’s goals and objectives.

Partners & Resources: Identified stakeholders best suited to collaborate with or provide support through resources, funding, or expertise to assist City staff and City Council implement policy and action recommendations.

Indicator: Identifiable and/or quantifiable ways for staff, stakeholders, and residents to assess progress made on policies, actions, and overall goals.

Priority: Using public feedback, identifies the significance using range of ★ (1 star) to ★★★★★ (4 stars, most significant).

Time: The recommended timeframe for each policy and action to be developed and adopted in. These are measured in years and broken into four categories: 0-5, 6-10, 11-20, and ongoing.

Goals, Objectives, and Recommendations

Goal 9.1: Promote and support physical and healthy lifestyles for all residents.

Objective: Improve quality of life and health outcomes in community as well as decrease healthcare burdens.

Policy & Action Recommendations	Partners & Resources	Indicators	Priority	Time
Create comprehensive definition of “health” to include physical and mental health.	TCC	Amend Public Health & Safety chapter in City Code to include definition	★★★	0 – 5
Provide educational resources about health and healthy lifestyles	TCPHHC	Educational resources distributed to public	★★	0 – 5
Promote active lifestyle through adoption of complete streets policy. <i>*Similar policies found in Chapters 2 and 5</i>	DPW IDOT PNZ	City streets accommodating to active transportation	★★★★	Ongoing
Continue to provide medical resources to ensure access to medical facilities (e.g. telemedicine).	TC TCPHHC	Resources provided to public	★★	Ongoing

DPW – Department of Public Works
 IDOT – Iowa Department of Transportation
 PNZ – Planning and Zoning Commission
 TC – Tama County
 TCC – Tama City Council
 TCPHHC – Tama County Public Health & Home Care

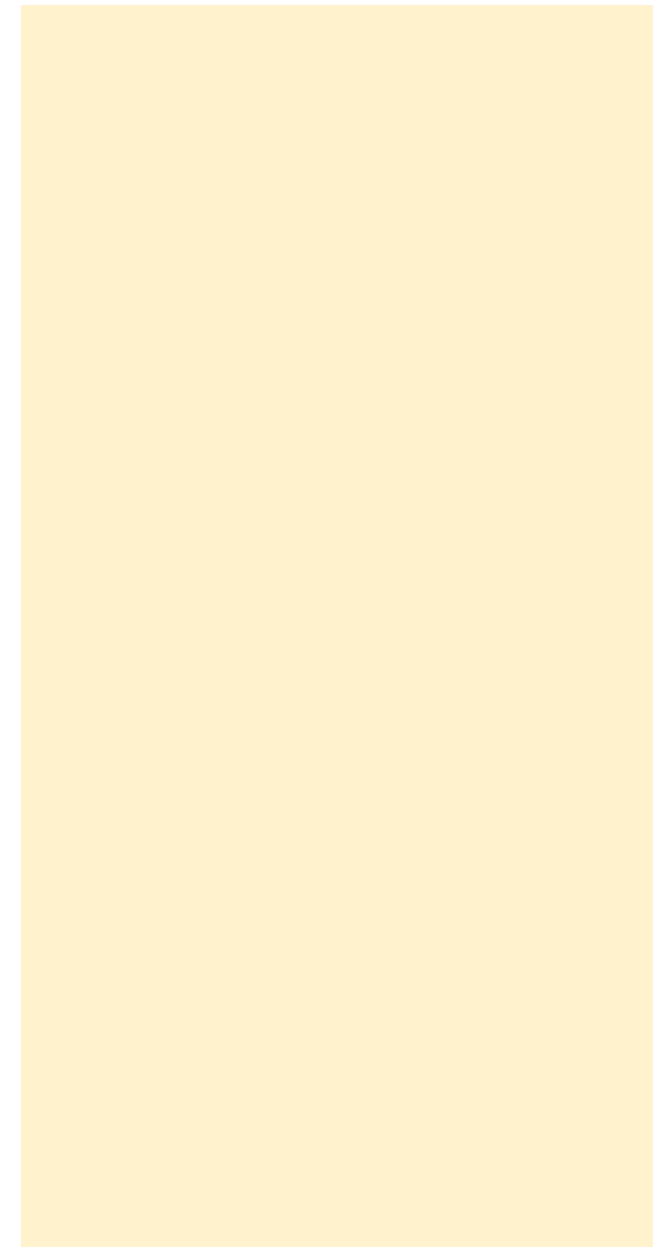


Goal 9.2: Support sustainable, healthy food systems within the community.

Objective: Increase residents’ access to healthy foods and decrease food insecurity.

Policy & Action Recommendations	Partners & Resources	Indicators	Priority	Time
Consult residents about barriers to food security to enhance the City’s understanding of need for better access.	STC TC FP NGO/RO	Barriers are identified	★★	6 – 10
Amend Zoning Code to allow community gardens.	BNZ	Zoning Code has been amended	★★	0 – 5
Provide educational resources on how to plan and prepare healthy meals on a budget.	STC TCPHHC	Resources are created and available online and in City Hall	★	Ongoing

BNZ – Building and Zoning Commission
 STC – South Tama County School District
 FP – South Tama County Food Pantry
 NGO/RO – Non-Government / Religious Organizations
 TCPHHC – Tama County Public Health & Home Care



Goal 9.3: Maintain high quality and access to clean air and clean drinking water. Objective: All residents have access to clean and safe air and drinking water.

Policy & Action Recommendations	Partners & Resources	Indicators	Priority	Time
Work with county to invest in air quality sensors.	TC NLG IDNR	1. A plan for purchasing air quality sensors is made (including identifying funding) 2. Air quality sensors are present in the City and/or County	★	11 – 20
Ensure that sewage, drinking water, and electrical lines comply with safety standards.	DPW	Known issues are dealt with promptly	★★★	Ongoing

IDNR – Iowa Department of Natural Resources
 DPW – Department of Public Works
 EPA – Environmental Protection Agency
 NLG – Neighboring Local Governments
 TC – Tama County

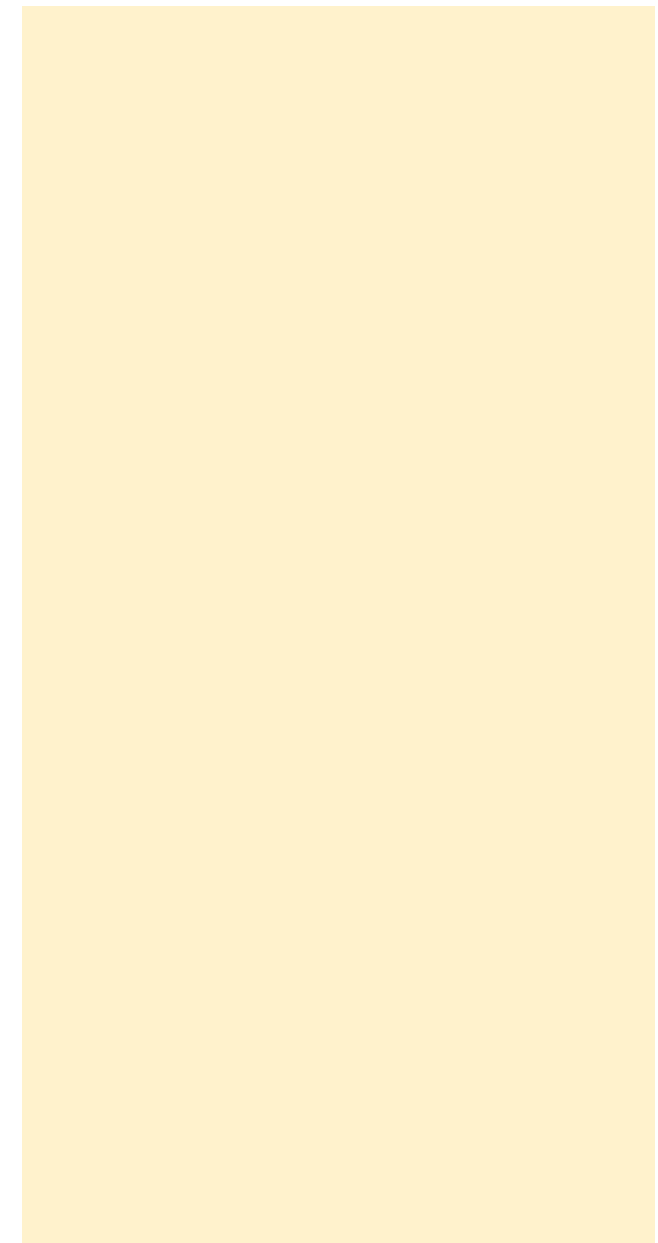


Goal 9.4: Engage the community through education, awareness building, and other community-based programs on the importance of a safe community.

Objective: Establish lines of communication and trust between the community and public safety officials.

Policy & Action Recommendations	Partners & Resources	Indicators	Priority	Time
Expand and evaluate programs for residents, police, and fire to collaborate efforts to reduce crime.	PD FD	1. Number of residents participating in the programs increases 2. Number of crimes goes down	★★★	Ongoing
Expand education to the public on personal and community safety hazards.	FD	Create and distribute educational resources	★★	Ongoing

PD – City of Tama Police Department
FD – City of Tama Fire Department



Goal 9.5: Prepare to respond for adverse situations affecting public health such as pandemic outbreaks.

Objective: Respond to pandemic outbreaks and other health emergencies with set protocols and procedures.

Policy & Action Recommendations	Partners & Resources	Indicators	Priority	Time
Encourage continued collaboration in emergency management between governments and other stakeholders.	CTo STC TC	Program has been created.	★★★	Ongoing
Include pandemic outbreak in future Hazard Mitigation Plan (HMP).	CTo TC	Pandemic outbreak section has been added to most recent HMP	★★★	Ongoing
Utilize state and federal economic recovery efforts.	DB TC IA US	Relief provided	★★★	Ongoing

CTo – City of Toledo
 DDB – Downtown Businesses
 DPW – Public Works
 IA – State of Iowa
 STC – South Tama County School
 TC – Tama County
 TCEDC – Tama County Economic Development Commission
 TCEM – Tama County Emergency Management
 US – Federal Government of United States





10

**INTERGOVERNMENTAL
COLLABORATION**

Figure 10.1: The Tama County Courthouse provides essential services to our community.



Source: Authors

The City of Tama interfaces with many governments. Some of the many governments that Tama interacts with include Tama County and the City of Toledo. The American Planning Association identifies working with regional partners as crucial to delivering shared success. Positive relationships the Tama County, Regional Planning Area 6, the City of Toledo, the Meskwaki Nation, and state and federal agencies will enable mutually beneficial and positive outcomes for all. Cooperation with other governments will ensure that the needs of the region are met without unneeded competition for similar amenities. This chapter outlines different partners and how to form effective partnerships.

Tama County

The City of Tama is within Tama County (Courthouse shown in Figure 10.1), which provides a wide range of services that are essential for the community. The City relies on the County for assistance in many areas, primarily in accessing information such as property data. Tama County provides essential services including criminal justice, the environment, and human services. Some of the entities within county government that can benefit Tama are listed below:

- Tama County Soil and Conservation District
- Tama County Economic Development
- Tama County Conservation Board
- Tama County Engineer
- Tama County Public Health and Home Care

Regional Planning Affiliation 6

The State of Iowa allows for Metropolitan Planning Organizations (MPOs) and Regional Planning Affiliations (RPAs) to help coordination across regions within the state. Tama is served by Regional Planning Affiliation 6 (RPA 6). RPA 6 can provide essential funding, grant writing assistance, and technical expertise in the following areas:

- Downtown revitalization
- Neighborhood revitalization
- Affordable housing assistance
- Transportation enhancements and services
- Zoning updates and practices
- Infrastructure improvement
- Recreational enhancement

City of Toledo

The City of Toledo formed shortly after Tama in 1853. It sits directly north of Tama. The county seat was placed in Toledo, while the railroads were placed in Tama. Historically, this split the difference between political and economic power. The two cities used to have separate high schools, which had an intense rivalry. As noted in Chapter 8: Culture & Quality of Life, the two high schools were replaced by South Tama County High School, which serves the southern portion of Tama County. Over time, the two cities have become more cooperative. The Tama and Toledo police and fire



departments train and respond to events together. In a recent development the cities combined management of their elections and their water services, a change that was made to reduce costs and increase capacity. Tama and Toledo even jointly manage an aquatic park which provides revenue and employment for both communities.

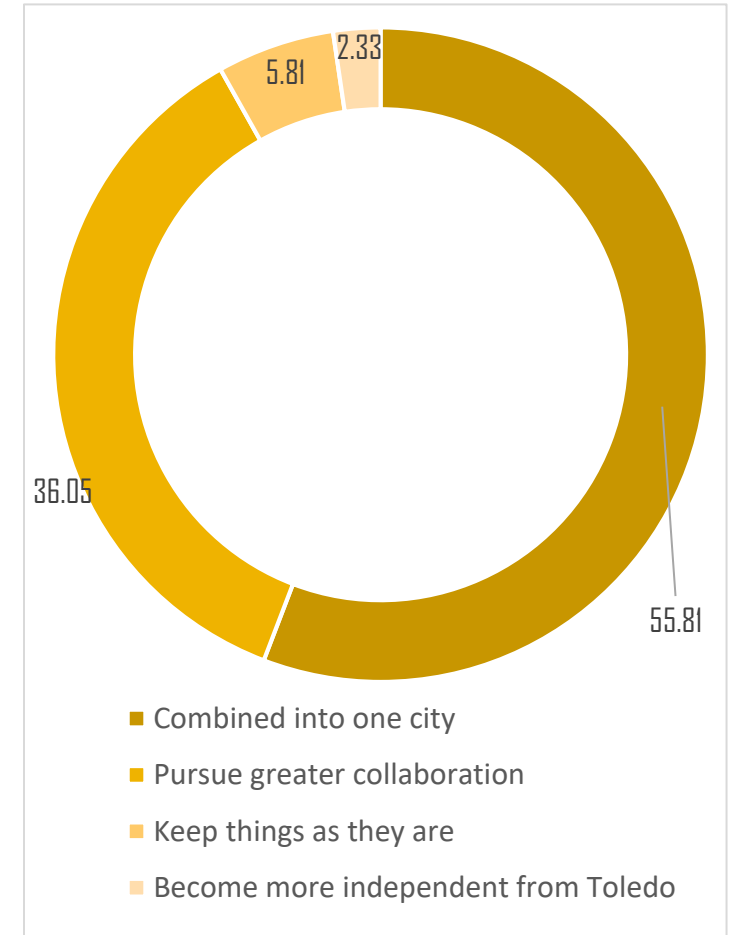
Toledo and Tama have a shared history, and an already strong partnership. Strengthening this partnership will further the success of both communities going forward. For example, working together can reduce redundancies and costs of providing city services. Now more than ever, younger generations view Tama and Toledo as one community. This was revealed in interactions with the public during the September 27, 2019 Public Engagement effort at the Homecoming Game. Additionally, the survey shows approximately 56% of all respondents were in favor of combining with Toledo, with the next 35% in favor of closer relationships (Figure 10.2). This sentiment in the community is highlighted by the sign on Highway 30 that introduces our communities as “Tama-Toledo, Growing Together.”

According to the Pew Research Center, municipal consolidations are relatively rare. Since 1900, there have been only 42 consolidations across 3069 counties in the United States, eight of which occurred in Alaska. It is becoming more common for towns to share and coordinate their police and emergency response services. A recent example that sparked interest was the consolidation of Princeton Borough and Princeton Township in New Jersey.

Interest in consolidation arose out of the desire to increase the cost-efficiency of government. Before the consolidation, the Borough of Princeton (Borough) was an enclave of the Princeton Township (Township). They had similar populations to each other; however, the Borough housed most of Princeton University, whereas the Township housed the community outside of the University. Residents from both municipalities voted on consolidation on November 9, 2011. The motion had overwhelming public support, passing without much contention. A transition team was formed, and the merger officially took effect on New Year’s Day 2013, although minor details had to continue to be worked out afterward.

The State of New Jersey provided technical and financial assistance to aid in the consolidation. However, the assistance was only applicable to direct expenses. Steps were taken to prevent layoffs; however, when an employee had to be laid off, he or she was still entitled to pay for unused vacation time and severance payments. In Princeton’s case, these costs were lower than expected because many senior-level employees decided to retire. However, expenses would have been higher if a lot of higher-level employees had to be laid off.

Figure 10.2: Community attitudes of relationship with City of Toledo (Not Tama Restricted)



Source: Authors



Figure 10.3: Tama and Toledo Police and Fire Departments train and respond to events together to the mutual benefit of both.



Sources: Toledo Police Department and Tama Police Department

Although there are some administrative costs associated with executing the merger, such as the cost of having an election and managing personnel, there is a possibility to save money. In Princeton’s case, the merger has saved millions of dollars and achieved a return on investment.

The consolidation was aided since both entities had similar populations and already shared many services, advantages that consolidation between Tama and Toledo would also enjoy. Civic identity is an important consideration. If the municipalities have a strong civic identity and sense of pride, merging could involve the loss of that identity.

Shared Services

Entering into partnerships and agreements to share city services falls under Chapter 28E of the Iowa Code, Joint Exercise of Governmental Powers. The purpose of Chapter 28E is to “permit state and local governments in Iowa to make efficient use of their powers by enabling them to provide joint services and facilities with other agencies and to cooperate in other ways of mutual advantage.” When exploring shared services Tama will need to review 28E subchapters: I General Provisions, IV Community Clusters – Revenue Sharing, and V Regional Metropolitan Service Area.

The benefits of pursuing shared services most visibly seen from the economic perspective, increased budget savings and new revenue streams. A study from Cornell University reveals this practice is common where fiscal savings are a concern. Other benefits that help spur the

entire community to a higher quality of life include stimulating innovation, improved decision- making, building on complementary strengths, transferring knowledge and skills, and increased levels of quality of service. Some services are already done collaboratively (Figure 10.3).

Sharing services lends itself to a shared economy and can bring about risks and liabilities. Prior to entering a shared service agreement with another municipality Tama’s City Council must establish how a service is financed, how it is delivered and managed on a day-to-day basis, and how service delivery would change by merging, or redesigning the service.

To help identify which services should be shared, Tama should follow the five (5) steps provided by the IBM Center for The Business of Government in their series on collaborating across boundaries of local government. The information is summarized in Table 10.1.



Potential Shared Services for the Cities of Tama and Toledo

- Geographic Information Systems (GIS)
- Planning and Zoning Administration
- Recycling/Waste Management
- Social Services
- Transportation – Public Transit
- Water Treatment and Delivery
- Youth Services
- Website Design and Maintenance



Table 10.1: Developing Shared Services Process.

Step	Action
<p>1. Create a shared services assessment team</p> 	<ul style="list-style-type: none"> • If the participating municipalities are skeptical about shared services, identify a neutral facilitator to help start the discussion. • Identify goals related to service delivery that potential partners might share with Tama and use this as common ground to discuss models for shared service delivery. • Involve city leaders and service-level staff from all potential partnering governments. • Concluding that a shared service idea will not work is acceptable, but failure to reach agreement in one area should not inhibit discussions about sharing other services.
<p>2. Identify and seek the strengths in each participating government city</p> 	<ul style="list-style-type: none"> • Identify City of Tama departments with extra service capacity or staff time. Using extra capacity to sell a service to other governments will help a city generate revenue, enrich employee work, and prevent layoffs. • Before hiring new employees to fill niche needs or investing in specialized equipment that will receive limited use, if other local governments in the region have excess capacity that they could sell or share. • Consider selling or sharing the administrative oversight of services when staff turnover occurs. • When local governments have strengths in different areas, cities might swap or exchange service, rather than developing a fee for service contract.
<p>3. Consider pilot projects</p> 	<ul style="list-style-type: none"> • Conduct an inventory of current cooperation with other local governments to identify areas where the city can pursue new shared service efforts. • Provide service to other governments on a temporary basis, testing the waters and determine if a long-term shared service model is desirable.

<p>4. Discuss and document responsibilities with all partners</p> 	<ul style="list-style-type: none"> • Once a pilot project is underway, regular communication about the service itself and about the cooperative relationship can help build opportunities to expand cooperation. • Include specific expectations about how services will be delivered and how performance will be measured in the contract, memorandum of understanding, or interlocal agreements. • Develop a plan to discuss the shared service relationship on a regular basis. This may involve weekly or daily communication by service-level staff and monthly or yearly check-ins by top administrators and policymakers. • For any informal shared service agreements Tama is engaged in administration should develop guiding principles and service expectations for the shared service relationship, so that each can have predictable expectations for the relationship.
<p>5. Make appropriate changes as needed</p> 	<ul style="list-style-type: none"> • Recognize that budget conditions, public expectations, and other conditions change over time. Discuss these changes with partners regularly to minimize negative impacts to the cooperative relationship. • Revisit the service goals and performance expectations that provided the foundation for the shared service. If these goals or expectations change, discuss concerns openly and honestly with partners to assess whether relationship is still mutually beneficial. • If participating governments agree, gauge the interest of other local governments in joining a shared service agreement that already exists. • Include in the agreement details how a termination of the shared service would be implemented, including the distribution of assets.

Source: IBM Center for Business



Table 10.2: Municipal Consolidation Process and Best Practices

Topic	Recommendation
<i>Setting up the Transition Team</i>	<ul style="list-style-type: none"> • Create a Transition Team with willing members with at least one governing member and one administrative member from both Tama and Toledo. • Ensure that the Transition Team has a clearly defined mandate to carry out the consolidation. Clearly define the Transition Team’s authority and emphasize not getting swayed by special interests on issues of secondary importance • Clearly define jurisdictional boundaries.
<i>Communication</i>	<ul style="list-style-type: none"> • Consider whether open or closed meetings are most appropriate. The Planning Team would recommend having open meetings, too, so the process enjoys a higher degree of transparency. Regardless of the decision, communicate progress to the public across a variety of media. • Avoid the spread of misinformation by clearly communicating with the public and quickly correcting misunderstandings or falsehoods. Even if meetings are closed, engage with the public to offer everyone an equal opportunity to be part of the process.
<i>Management</i>	<ul style="list-style-type: none"> • The public may perceive increased efficiency and cost-savings as reductions in municipal services. Ensure the deliverance of cost-savings while maintaining services, especially in high-priority areas such as law enforcement and fire services. • Avoid over-consolidation of the power of the group and within the group. Take actions so that the interests of all residents are represented. • Transition costs may be higher than initially predicted if there is many senior-level personnel who require larger severance packages and benefit compensation.

Source: Princeton University

Consolidation – What to Consider

The City of Tama and The City of Toledo are already on a trend for consolidation. Police, fire, elections, and other services are already jointly or effectively jointly administered. There has also been feedback from Tama city officials and residents that consolidating the City of Tama with the City of Toledo is a potential way forward for both communities. The two communities sit immediately beside one another, have similar populations, and attend the same schools. According to our survey, approximately 56% of the public in the broader region and Tama specifically favored consolidation. This means that there is a meaningful and potentially beneficial conversation to be had about combining the two towns into one.

However, if this was a significant concern, it is unlikely for the consolidation to move forward. When considering civic identity, it is crucial to determine if the two communities already have an intertwined identity. Many people in Tama, especially in younger generations, indicate that they feel there is a singular civic identity.

A final report stated Princeton’s unique characteristics led to its success. Although Tama and Toledo are in Iowa and have smaller populations, many core elements enabling consolidation are present. The authors offered several recommendations that are summarized in the following table. A sample resolution that was adopted by both cities is presented in the Appendix 10.1.



Meskwaki Settlement

The Meskwaki Nation originated in the modern-day St. Lawrence River Valley. Following the Fox War against the French and their Native American allies, the Meskwaki migrated southward into modern-day Iowa. 24 years after the end of the Black Hawk War of 1832, Iowa allowed the Meskwaki to stay permanently by purchasing their own land.

There have been additional land purchases by the Meskwaki Nation to increase its holdings since its initial purchase in 1857. The Meskwaki Settlement has been tied to Tama since both of their inceptions. Over 170 years since the Meskwaki Settlement was established, there have been moments of great success and challenge. In more modern times, the Meskwaki Nation is continuing to strive to improve the quality of life for its people while protecting its traditions.

During the planning process, the City of Tama reached out to the Meskwaki Nation to discuss how to further their relationship going forward. The City of Tama sent a memorandum (Appendix 10.2) to the Meskwaki Nation. Following this, the COVID-19 crisis unfolded, forcing these conversations to be delayed. This chapter details information about similar instances and how to continue the dialogue once the crisis has passed.

Working with the Meskwaki

The history of Native Americans in the United States is long and complicated. Prior to the second half of the 20th Century, the United States did not recognize the sovereignty of Native Americans, creating a legal environment where it was difficult for them to fully govern their own affairs. Throughout the second half of the twentieth century, the Supreme Court has ruled in favored of recognizing the sovereignty of Native American tribes. The legacy of colonization and the sovereignty of Native American nations must always be respected.

Local jurisdictions and tribes are finding many benefits to working together. According to the International City/County Management Association (ICMA), Native American tribes are generally better suited at leveraging resources from the federal government, whereas local municipalities such as Tama are generally better suited at leveraging resources from state governments. Collaboration may allow for utilizing connections across all levels of government. The White Earth Nation and Mahnomens City in Northwest Minnesota were able to form a joint committee that was able to address public safety concerns at a regional scale. The Batchewana and the Garden River have entered into agreements with Sault Ste. Marie in Ontario, Canada that has provided mutual benefit for all. The following table is adapted from ICMA and summarizes components to a successful partnership between municipal and tribal governments.

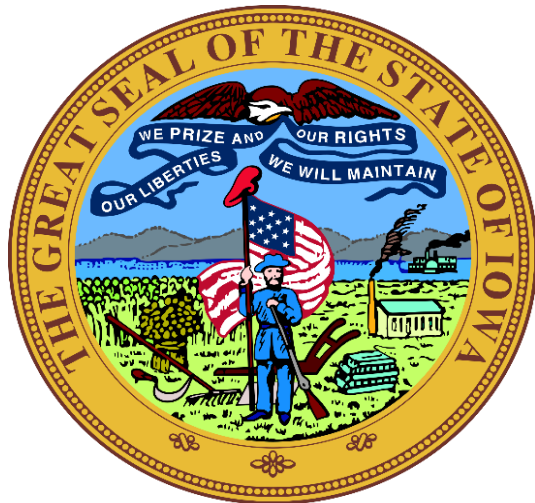
Table 10.3: Principles to work effectively with the Meskwaki Nation

Guiding Principals	Description
Identify Common Issues	Determine what have mutually shared challenges and if there are opportunities to address them by leveraging resources from both the City of Tama and the Meskwaki Nation.
Leadership	Stakeholders from both the City of Tama and the Meskwaki Nation must both have a vested interest in creating an environment more conducive to collaboration.
Resources	Identify different resources that can be shared across both the City of Tama and the Meskwaki Nation. Not all resources involve cash. Sometimes the relationship between the two entities themselves is a resource in of itself.
Community Backing	Since representative governments are responsive to the desires of their constituents, it is vital to establish a shared sense of connection. Building and maintaining trust between the people represented by the City of Tama and the Meskwaki may pose a challenge due to historical precedent, however it is not impossible.
Build Trust and Learn	Given that the history between the City of Tama and the Meskwaki Nation is complex, it is essential that initial dialogues between the two are aimed at building trust, increasing understanding, and learning about each other. Trust and respect are essential to establish if an improved relationship is to be formed and maintained.
Give it Time	Healing from past tension and historic oppression is not going to happen overnight. Initial agreements can address shared areas of concern, establish foundational trust, and demonstrate a mutual desire to work together. However, incrementally increasing collaboration is realistic as trust grows over time. Mahnomens County and the White Earth Nation sought help from the State of Minnesota to facilitate the process due to their complicated history.

Source: ICMA



Figure 10.4: Tama has many resources available to it from the state and federal governments.



Sources: United States Senate and the State of Iowa

State of Iowa and Federal Government

The State of Iowa and Federal government have a variety of resources that benefit Tama (Figure 10.4). These resources are primarily financial, often coming in the forms of grants, that can be used to fund community initiatives to improve the quality of life for all residents. These grants are referenced throughout this plan to achieve the goals recommendations accomplish. Additionally, the State of Iowa and the Federal government has personnel and expertise that can help guide the implementation of programs and initiatives to most effectively realize this plan’s goals. A non-exhaustive list of potential resources and partners is provided below:

State of Iowa

- Iowa Department of Natural Resources
- Iowa Department of Transportation
- Iowa Economic Development Authority
- Iowa Department of Public Health
- Regional Planning Area 6

Federal Government

- Environmental Protection Agency
- Federal Emergency Management Agency
- Army Corps of Engineers Housing
- Housing and Urban Development

The Principles of Equal Partnership

The state of Tama’s numerous partnerships with other governments may be hard to conceptualize. A tool was developed to assist in assessing the conditions needed for effective partnerships between Tama and its neighbors. The desired state of a working relationship between two governments is described as an equal partnership, wherein the successes and challenges of the region are intertwined. Each tier requires the elements of the tier below it as inputs. For example, in order to be at in order to have an equal partnership, all the traits of the previous tiers are needed. Tier 2’s elements are self-reinforcing. The levels and characteristics of this hierarchy are as follows:

Tier 1

- Basic Acknowledgement – The two communities acknowledge each other’s existence and are not openly hostile to one another.

Tier 2

- Foundational Trust and Respect – The two communities have a shared understanding of goodwill.
- Collaboration and Cooperation – The two communities can work effectively together collaborating in essential and cultural activities to the mutual benefit of all.
- Mutual understanding – Two communities can understand their mutual needs and desires as well as their distinctions.



Tier 3

- Equal Partners – The two communities view each other as having a shared destiny. Communities view each other’s successes and shortcomings as their own. Each community contributes equally to its stake in the overall success of the area.

The graphical representation of these concepts is shown in Figure 10.5. This tool provides a framework for understanding Tama’s relationships with other governmental units. It will also provide our community with an understanding of what must be achieved in order to form even more beneficial relation

Summary

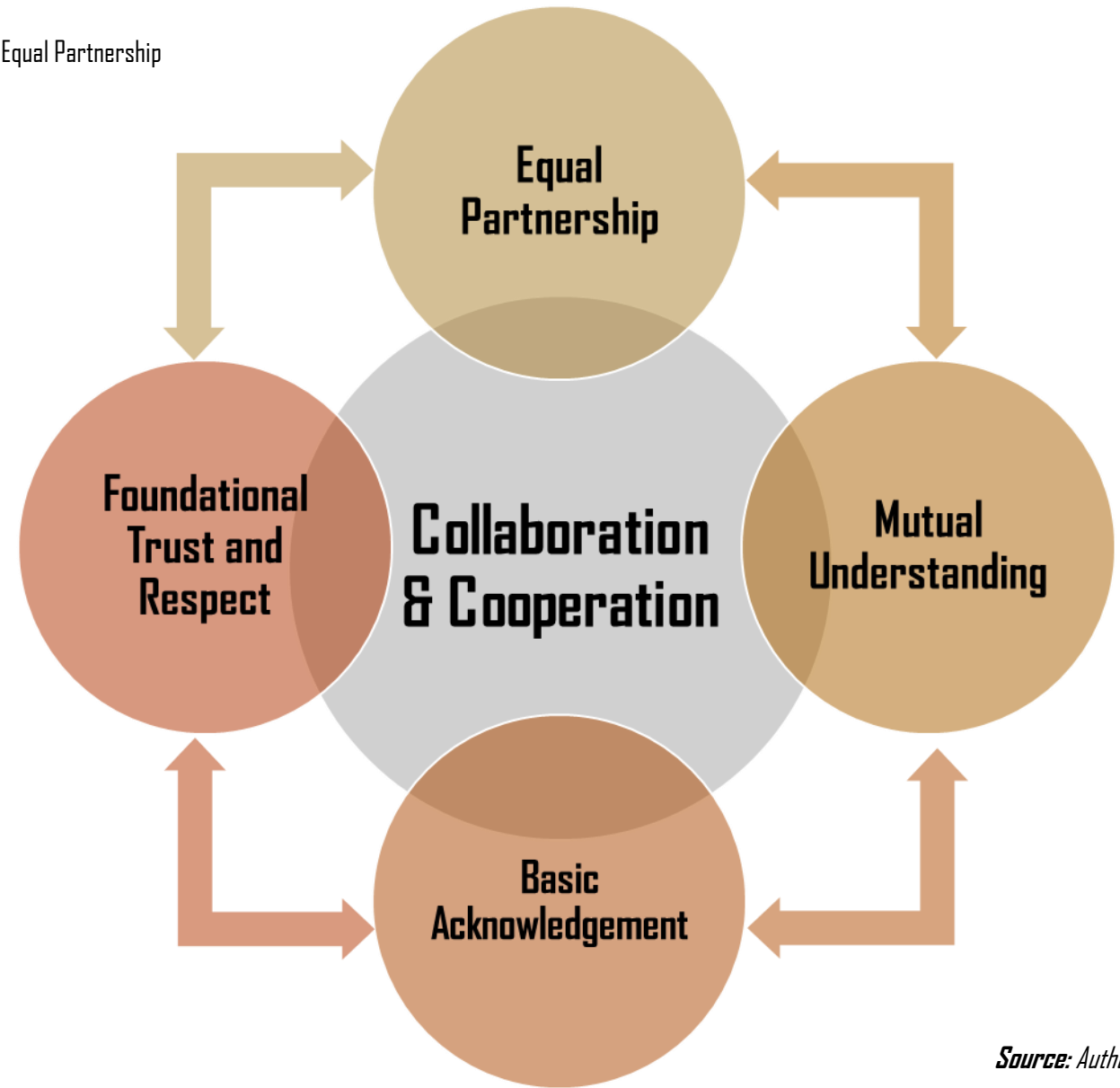
While the City of Tama has tremendous agency to direct its own future, working effectively with other units of government will be paramount to achieve many of its goals and objectives. The City of Toledo will be an essential partner in delivering more services to the community in a cost-effective manner. The Meskwaki Nation is also an important regional entity, and the City of Tama is committed to collaborating with it in a positive way going forward. Working cooperatively will also prevent unneeded competition within the region. County, state, and federal agencies will provide the expertise and funding required to implement many of the projects The City of Tama needs to complete to enhance the quality of life for its residents.

Figure 10.5: Principles of Equal Partnership

Tier 1

Tier 2

Tier 3



Source: Authors



Goal: Community aspiration to increase quality of life in both the short- and long-term.

Objective: The purpose and desired outcome of stated goal.

Policy & Action Recommendations: Actions, projects, services, or policies that the community will undertake to achieve the Comprehensive’s goals and objectives.

Partners & Resources: Identified stakeholders best suited to collaborate with or provide support through resources, funding, or expertise to assist City staff and City Council implement policy and action recommendations.

Indicators: Identifiable and/or quantifiable ways for staff, stakeholders, and residents to assess progress made on policies, actions, and overall goals.

Priority: Using public feedback, identifies the significance using range of ★ (1 star) to ★★★★★ (4 stars, most significant).

Time: The recommended timeframe for each policy and action to be developed and adopted in. These are measured in years and broken into four categories: 0-5, 6-10, 11-20, and ongoing.

Goals, Objectives, and Recommendations

Goal 10.1: Have meaningful, mutually beneficial relationships with other governments.

Objective: Achieve benefits for residents in the broader community.

Policy & Action Recommendations	Partners & Resources	Indicators	Priority	Time
Delegate a liaison from City Council to coordinate communications and regular meetings with neighboring governments about joint endeavors.	TCC	1. Tama has a liaison to other governments 2. The liaison provides information helpful to coordination	★★★★	0-5
Encourage neighbors to coordinate future planning endeavors they undertake with regional goals and priorities.	RPA 6 TC CTo MN	Planning efforts throughout the region involve studying other plans and coordination	★★★	Ongoing
Coordinate economic development activity with regional partners.	CTo MN TCEDC	Development throughout the region is synergistic	★★★★	Ongoing

TCC – Tama City Council
 CTo – City of Toledo
 TC – Tama County
 MN – Meskwaki Nation
 RPA 6 – Regional Planning Association 6
 TCEDC – Tama County Economic Development Commission

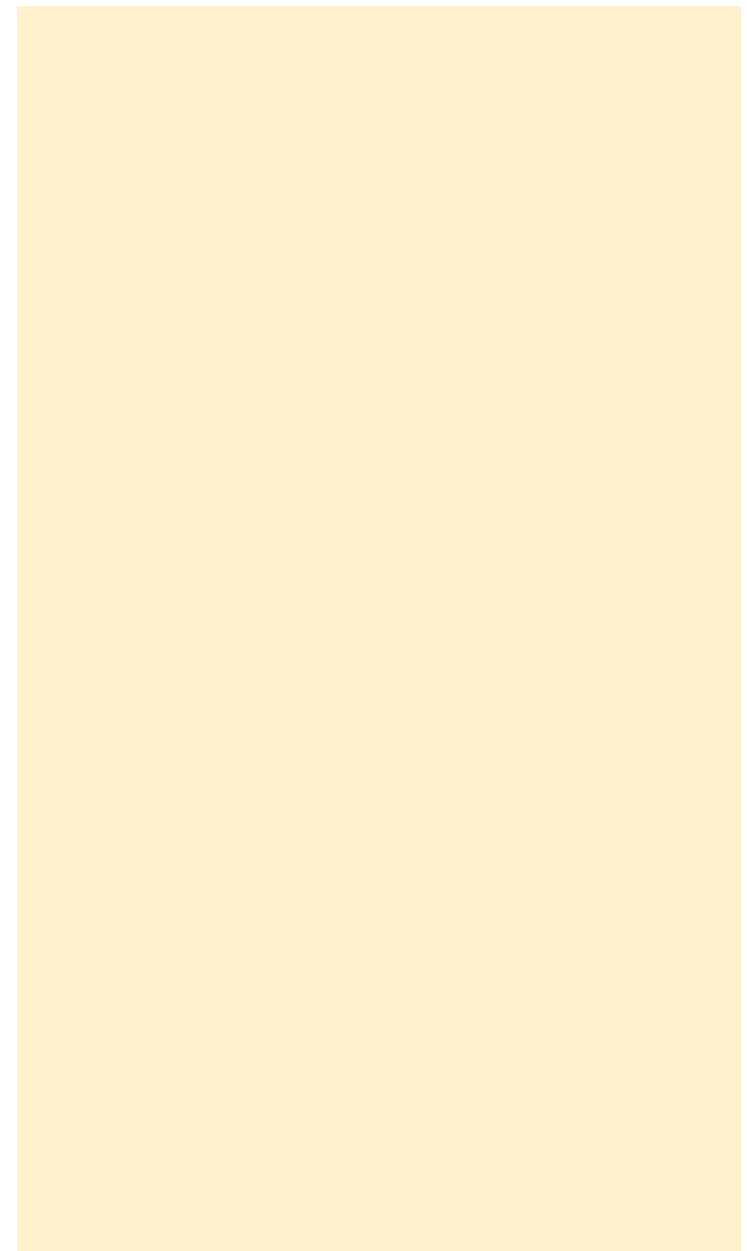


Goal 10.2: Prepare for a greater degree of shared services with The City of Toledo.

Objective: Improve the fiscal health of government agencies in Tama and Toledo. Increase the efficiency of services provided by local government. Increase the scope of services provided by local government. Prepare Tama and Toledo for possible municipal consolidation in the future.

Policy & Action Recommendations	Partners & Resources	Indicators	Priority	Time
Work with The City of Toledo to conduct a complete study of whether combining into a single city would be beneficial.	CTo RPA 6	1. A study on this topic has been conducted 2. Conclusions are helpful	★★★	6-10
Continue working effectively across police, fire, water, and election services.	CTo	Fire and police departments continue working well together	★★★★	Ongoing
Use Section 28-E agreements with the City of Toledo to combine administration of public agencies and reduce costs over the long term.	CTo IA	Section 28-E agreements reduce municipal costs	★★★	0-5

CTo – City of Toledo
 TC – Tama County
 MN – Meskwaki Nation
 RPA 6 – Regional Planning Affiliation 6



Goal 10.3: Foster a sense of regional community by involving the Meskwaki Nation in community events and efforts, emphasizing a mutually beneficial relationship.

Objective: Find areas of common ground. Find opportunities to cooperate to foster community and improve quality of life for both the Meskwaki Nation and the City of Tama.

Policy & Action Recommendations	Partners & Resources	Indicators	Priority	Time
Continue ongoing conversations with the Meskwaki using a designated liaison.	MN RPA 6	1. Conversations with the Meskwaki Nation proceeding in a positive manner 2. Programs, partnerships, and mutual benefits achieved 3. Traits in Tier 2 of Principles of Equal Partnership begin to emerge	★★★★	Ongoing

MN – Meskwaki Nation
 RPA 6 – Regional Planning Affiliation 6

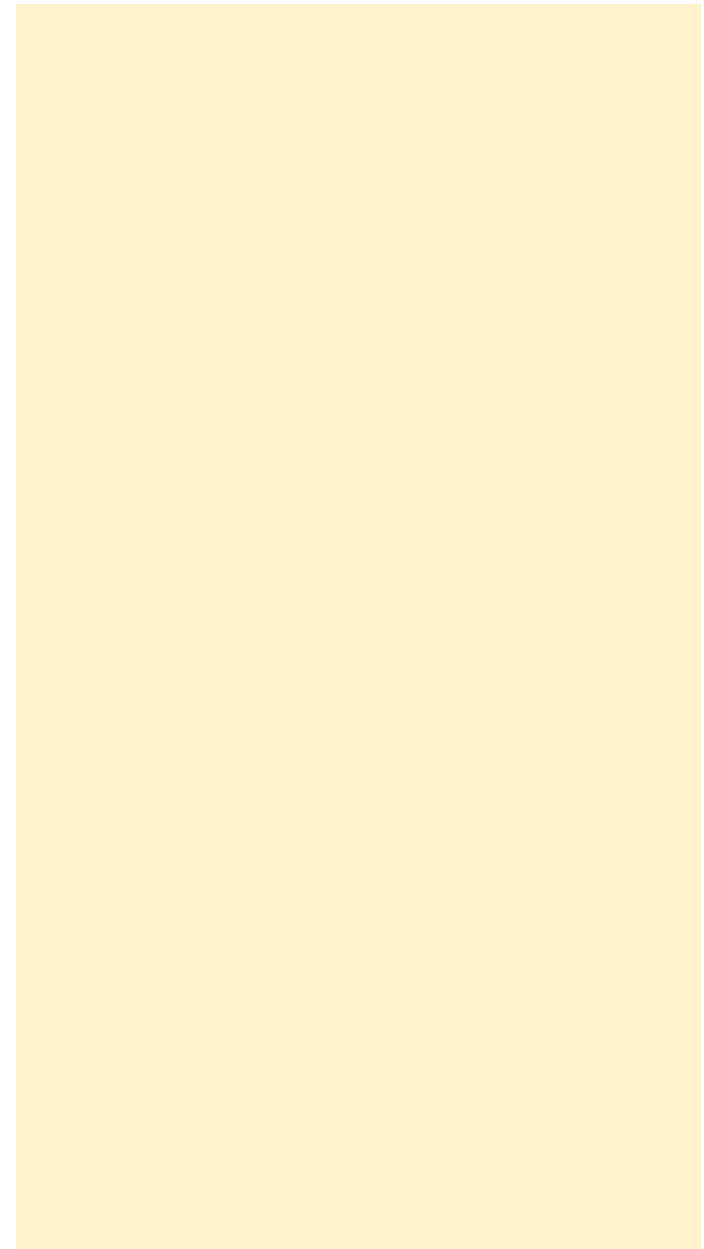


Goal 10.4 Work effectively with the county, state, and federal governments as well as the Regional Planning Area 6 to acquire technical assistance and funding for projects and municipal endeavors.

Objective: Ensure that all fiscal resources are fully utilized to achieve the goals of respective agencies through the implementation of this plan.

Policy & Action Recommendations	Partners & Resources	Indicators	Priority	Time
Apply for grants and enroll in programs as outlined in the Implementation Plan.	TC IA US RPA6	1. Connections with granting agencies are maintained 2. Grant programs from are fully used	★★★★	Ongoing
Consult with experts from government agencies to work through project specifics.	TC IA US RPA 6	1. Connections with technical experts are maintained 2. Various experts are fully utilized	★★★★	Ongoing

CTo – City of Toledo
 TC – Tama County (Various Agencies)
 MN – Meskwaki Nation
 IA – State of Iowa (Various Agencies)
 US – United States Federal Government (Various Agencies)
 RPA 6 – Regional Planning Affiliation 6



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11

IMPLEMENTATION & EVALUATION



Who

Persons and groups that are responsible for monitoring, reviewing, and evaluating the progress and success of the plan’s goals, objectives, and action items.



When

Determining the appropriate and necessary times for evaluating and updating the comprehensive plan.



How

Providing measures for the evaluation of goals, objectives, action items, and overall success.

This chapter provides a guide for the City of Tama to implement the 2040 Comprehensive Plan’s goals and objectives. It also outlines an ongoing evaluation process to make the plan a living document that serves and is utilized by City staff, representatives, and residents.

This chapter is among the most critical components of the plan as it ensures its success both in the short- and long-term. Without a framework to implement the plan, its vision and contents are much more difficult to put into action and sustain. Similarly, without an evaluation framework, the means to account for changes that occur after the adoption of this plan will be more challenging.

This chapter will provide:

- Tools for implementation
- Tools for plan evaluation & maintenance
- Timeframes for implementation & evaluation

Implementation Guide

Adopt the Plan

The first step to achieving the vision of this plan is to officially adopt it. Iowa’s State Code gives local governments the power to adopt comprehensive plans as they relate to approving land use regulations and protecting the health, safety, and welfare of residents. Information about the steps needed adopt and amend the plan is presented in the Appendix 11.1: Adopting the Plan. Once adopted, the plan should be made available to the public. This includes providing an electronic copy

on the City’s website and a physical copy at public spaces, such as City Hall and the public library.

Identifying Who, When, & How

Each chapter of the plan identifies key actions and policies to help the City attain the goals and aspirations of the plan. It is critical for the implementation and evaluation processes to be transparent and accountable. For that reason, this chapter will identify the **who**, **when**, and **how** of each goals’ recommendations.

The **“who”** recognizes the important role City staff, representatives, stakeholders, and residents play in the implementation process. Acknowledging who will take the lead on specific programs and policies as well as who provides critical support and resources helps establish clear expectations for those involved and the community in general.

The **“when”** outlines an approximate timeframe of each action and policy. This estimated timeline was determined by the Planning Team through consideration of each component’s priority level as well as needed funding and expertise for completion.

The **“how”** recognizes the steps that help achieve short- and long-term goals and objectives, whether they are specific to a topic or are multidisciplinary. Evaluation measurements, referred to here as indicators, quantify the how in order to assess progress made on specific policies and actions or the plan’s overall goals and objectives.



Implementation Tools

The goals and recommendations encourage ambitious steps by the City and community leaders. There are a range of tools available to support successful implementation. These include zoning regulations, subdivision regulations, specialized plans (e.g. Hazard Mitigation Plan, Capital Improvement Plan, etc.), and public engagement.

Public engagement can be a resourceful tool, especially for cities with limited staff time and funding. Prioritizing this tool can help increase citizen support of the plan, which in turn can increase local business support and citizen initiatives.

Throughout the planning process, City staff, representatives, and residents have expressed the aspiration to increase residents’ civic engagement and sense of community. Giving precedence to this tool by encouraging community participation in the implementation of the plan would provide an opportunity for residents to come together to build a stronger Tama.

Public engagement can take many forms but providing educational resources and opportunities will be a key component to begin. Information can be provided on the City’s website and social media platforms. Finding opportunities to promote the adoption of the plan and encouraging public participation in the process will be a good first step to raise awareness about the plan and its content. Not every goal and recommendation require public participation. However, those that do should be

highlighted to benefit from community participation, support, and ownership.

Implementation Goal Tables

Each of the plan’s chapters provides goals, along with policy and action recommendations to achieve them. A summary of these goals and recommendations have been placed in Implementation Goal Tables in the next section of this chapter. These tables are a version of a logic model. A logic model is a visual depiction or road map of a program’s, or in this case a goal’s, shared relationships as well as resources, outputs, and intended impacts (CDC). As in the “Who, When, & How” section, these tables outline the necessary inputs, contributors, and measurements to implement and evaluate each recommendation.

The tables include eight components: goals; objectives; policy & action recommendations; partners & resources; priority; time; evaluation indicators; and status. These components are defined on the next page in Table 11.2.

Each table begins with a goal and its objective. This is followed by the related recommended actions and policies. Then the appropriate partners and resources that will provide expertise, resources, and support for the relevant action or policy are listed. Table 11.1 shows a full list of entities identified as playing a partner or resource role for carrying out the recommendations. Every group/entity does not appear in every chapter.

Table 11.1: Partner & Resources Abbreviations & Acronyms for Goal Tables

Planning & Zoning Commission	PNZ
Chamber of Commerce	CC
City of Tama Fire Department	FD
City of Tama Police Department	PD
City of Toledo	CTo
Consultant	C
County Assessor	CA
Downtown Businesses	DB
Department of Public Works	DPW
Environmental Protection Agency	EPA
Federal Emergency Management Agency	FEMA
State of Iowa (various agencies)	IA
Iowa Department of Natural Resources	IDNR
Iowa Department of Transportation	IDOT
Local Contractors	LC
Meskwaki Nation	MN
Neighboring Local Governments	NLG
Non-Governmental Orgs/Religious Orgs	NGO/RO
Regional Planning Association 6	RPA 6
Residents	R
South Tama County School District	STC
Tama County (various agencies)	TC
Tama City Council	TCC
Tama County Economic Development Commission	TCEDC
Tama County Emergency Management	TCEM
Tama County Public Health & Home Care	TCPHHC
Tama County Soil & Water Conservation District	SWCD
Utility Companies	UC
United States Federal Government	US
Volunteers	V



Table 11.2: Implementation Goal Table

	<p>Goal</p> <p>Community aspiration to increase quality of life in both the short- and long-term.</p>	<p>Priority</p> <p>Using public feedback, identifies the significance using range of: ★ (1 star) to ★★★★★ (4 stars, most significant).</p>	
	<p>Objective</p> <p>The purpose and desired outcome of stated goal.</p>	<p>Time</p> <p>The recommended timeframe for each policy and action to be developed and adopted in. These are measured in years and broken into four categories: 0-5 years, 6-10 years, 11-20 years, and ongoing.</p>	
	<p>Policy & Action Recommendations</p> <p>Actions, projects, services, or policies that the community will undertake to achieve the Comprehensive's goals and objectives.</p>	<p>Evaluation Indicators</p> <p>Identifiable and quantifiable ways for staff, stakeholders, and residents to assess progress made on policies, actions, and overall goals.</p>	
	<p>Partners & Resources</p> <p>Identified stakeholders best suited to collaborate with or provide support through resources, funding, or expertise to assist City staff and City Council implement policy and action recommendations.</p>	<p>Status</p> <p>For City staff use during annual evaluations of plan. After reviewing, each should be marked as complete, in-progress, or incomplete.</p>	

This is followed by a prioritization status. The Planning Team established a ranking system of ★ (1 star) to ★★★★★ (4 stars, most significant) based on public feedback, identified community challenges, expertise, and the prevalence of the topic across chapters in the plan.

The time allotments are broken into short-term (0 – 5 years), mid-term (6 – 10 years), long-term (11 – 20 years), and ongoing. Ongoing refers to strategies that, whether existing or new, will continue without an official end. These timeframes are estimates and may shift as time and the plan progress.

Each recommendation includes an evaluation indicator that will help City staff, stakeholders, and residents track actions' and policies' progress.

The “status” boxes are left blank for City staff use. When completing the Annual Status Update (discussed later in this chapter), City staff will oversee each goal's development by updating items as “completed,” “in-progress,” or “incomplete” in the status column. Staff could also add “funded” or “not funded” if relevant.

The following Implementation Goal Tables are sorted by chapter topic and combine the plan's individual chapter goal tables with the status check.



Economic Development

Goal	Objective	Policy & Action Recommendations	Partners & Resources	Priority	Time	Evaluation Indicators	Status
Goal 2.1 Revitalize Downtown	Downtown – Build a robust downtown to serve the residents, employees, and visitors as a local commercial, business, and cultural center	Create a Downtown Coalition to promote growth and retention of business in downtown. <i>*See page 21</i>	CC DB TCEDC	★★★★	0 – 5	1. Increase in number of stores and services for daily needs open in downtown. 2. Increase in sales tax revenue.	
		Continue supporting a variety of institutional uses, i.e., public library, visitors center in downtown, employees, and residents.	CC TCEDC	★★	Ongoing	High rate of user satisfaction of facilities based on surveys	
		Support small businesses to continue operations in existing downtown buildings by attracting the consumers.	CC DB CHA	★★★	0 – 5	1. Increase in locally owned downtown businesses 2. Increase in participation at downtown events	
		Enhance pedestrian infrastructure by following NACTO complete street policies to create a more comfortable space for shopping. <i>*Similar Policies found in Chapter 5 and Chapter 9</i>	IDOT CC DB DPW PNZ	★★★★	Ongoing	Measurable increase in foot-traffic.	
		Enhance downtown signage and wayfinding from US 30 and Highway 63 to improve awareness of downtown. <i>*Similar Policies found in Chapter 5 and Chapter 8</i>	IDOT DPW IEDA	★★	0 – 5	1. Presence of visually attractive signs. 2. Increase in traffic flow in streets leading to downtown.	



Economic Development *(continued)*

Goal	Objective	Policy & Action Recommendations	Partners & Resources	Priority	Time	Evaluation Indicators	Status
Goal 2.2 Foster resilient and diverse economy.	1. Guide the local economy resistant to drastic changes. 2. Support a balanced occupational mix with diverse workforce to make the economy more sustainable.	Guide commercial development along Hwy 30 through amendments to zoning code.	PNZ	★★★	0 – 5	Mixed-use development (with business) constructed along Hwy 30	
		Expand office and retail space within the community.	DB	★	6 – 10	How many office spaces are there in the business district?	
		Retain the youth in the community by enhancing quality of life. amenities for young people.	TCEDC IEDA	★★★★	0 – 5	Proportion of population between 19 – 32	
		Aligning training and education with the emerging occupational needs of the community.	MCC	★★	6 – 10	Training has been provided in collaboration with community college	
		Create a business incubation space in a dedicated space, such as a room in the public library.	IEDA RPA 6	★★	6 – 10	A dedicated space has been created	
		Increase property values by developing and enhancing amenities discussed in other chapters.	RPA 6	★★★	11 – 20	Increased property values by providing amenities	
Goal 2.3 Encourage community-based economic development	Develop a local economy that supports its businesses.	Create attractions that would entice visitors, appeal to tourists, and offer educational opportunities.	CC CHA DPW TCEDC	★★	11 – 20	Measure changes in average daily traffic in downtown surrounding areas on weekends, holidays, and during the summer	
		Promote business incubation through microloans, technical assistance, and public-private partnerships.	TCEDC	★★★	6 – 10	Increase in number of business start-ups in Tama	
		Provide technical assistance to local business.	CC TCEDC	★★	Ongoing	3. Increase in effective coordination 4. Number of businesses that are seeking out technical assistances	



Economic Development (continued)

Goal	Objective	Policy & Action Recommendations	Partners & Resources	Priority	Time	Evaluation Indicators	Status
Goal 2.3 <i>(continued)</i> Encourage community-based economic development	Develop a local economy that supports its businesses.	Provide social media assistance for local businesses.	CC DB	★★	Ongoing	Local business report increased engagement on social media	
		Educate business owners about Revolving Loan Fund for gap financing.	RPA 6 IEDA	★	0 – 5	Increase in number of business owners applying for the loan.	
Goal 2.4 Use historic preservation as a tool to enhance the economy.	Retain the historic and cultural characteristics of the city.	Explore the creation of a historic preservation ordinance.	CHA	★★★★	Ongoing	Presence of a historic preservation ordinance.	
		Use city website, social media, and brochures to promote the historic district.	TCEDC CC DB	★★★★	0 – 5	Increase business in the historic district.	
		Educate property owners about existing historic preservation incentives.	DB CC	★★	6 – 10	Increase in number of property owners applying for various incentives.	
Goal 2.5 Promote an economy that is environmentally sustainable.	Achieve an environmentally sustainable economy that is resilient to changes.	Evaluate the possibility of creating a green business program.	RPA 6 CC, DB TCEDC	★★	11 – 20	Businesses adopt environmentally friendly practices	
		Develop economic policies that would ease disaster recovery.	CC TCEDC	★★★★	0 – 5	Policies have been developed	
Goal 2.6 Support socially responsible economy.	Promote corporate social responsibility to engage business and employers with the community.	Work with businesses and local organizations to encourage and recognize volunteerism.	CC TCEDC	★★★★	0 – 5	1. Connection have been established. 2. Recognition program is created.	
		Provide opportunities such as internships to the youth to engage within the community. <i>*Similar Policies found in Chapter 8</i>	CC STC	★★★	6 – 10	1. An internship program has been created. 2. People have taken the internship opportunity.	



Housing

Goal	Objective	Policy & Action Recommendations	Partners & Resources	Priority	Time	Evaluation Indicators	Status
Goal 3.1 Provide Tama with attractive housing stock	Increase the supply of desirable housing stock throughout the city	Prepare a housing inventory that measures the present condition of vacant units and compare the cost of renovation to new development.	CA DPW	★★★★	0 – 5	Property inventory exists	
		Address deteriorated properties enforcing the City Ordinance.	DPW	★★	11 – 20	Deteriorated housing units have improved Increased property values	
		Provide property tax abatement to promote renovation and replacement of older rental housing building and apartment complexes if needed.	DPW	★★★	0 – 5	1. Housing inventory is used. 2. Renovated or replaced rental properties are in better condition.	
		Explore incentives for developers for future development in Tama based on Highway 30 expansion. <i>*Similar Policies found in Chapter 2</i>	TC DPW	★★★	11 – 20	Developers have started building in the city	
Goal 3.2 Provide Tama with a diverse and affordable housing stock	Enable Tama residents to be able to afford and access quality housing in terms of unit sizes, housing types, levels of affordability, and locations	Adopt the zoning changes outlined in the Zoning chapter and incentivize infill development. <i>*Similar Policies found in Chapter 4</i>	PNZ	★★★★	0 – 5	Zoning changes has been adopted.	
		Connect economically disadvantaged households with available resources through the city website and social media.	TCEDC	★★★★	Ongoing	1. The resource is available 2. Used federal statistics to track the increase in number of grant recipients	
		Promote development of multi-family housing options such as duplexes, townhouses, and apartments, through items such as density bonuses <i>*Similar Policies found in Chapter 4</i>	PNZ D	★★★	Ongoing	1. Used County Assessor data to track changes in number of multi-family housing units 2. Increase in use of city provided incentives	



Land Use & Zoning

Goal	Objective	Policy & Action Recommendations	Partners & Resources	Priority	Time	Evaluation Indicators	Status
Goal 4.1: Ensure that there are more sustainable land use practices that protect the environment while creating more economic opportunities	Accommodate more sustainable land use practices that conserve the sensitive areas in the environment	Work with other levels of governments in making decisions for zoning and land uses for regional growth <i>*Similar Policies found in Chapters 10.</i>	TC CTo	★★★	Ongoing	1. Collaboration with other stakeholders 2. Compatible regional land use	
		Identify areas with vacant and underutilized buildings in the city and incentivize redevelopment. <i>*Similar Policies found in Chapters 2 and 3</i>	DPW PNZ	★★★	Ongoing	An inventory of vacant and underutilized buildings has been established and redevelopment is taking place	
		Continuously review and update future land use framework to be compatible with the community's needs.	PNZ DPW	★★	Ongoing	Future Land Use Framework reviewed every year	
		Follow recommended and other best practices guidelines for future annexation.	TC PNZ	★★★	Ongoing	Follow guidelines for future annexation.	
Goal 4.2 Ensure flexibility in zoning and land use practices	Consider changes in the zoning, subdivision, and lot size codes to accommodate more sustainable development	Amend subdivision and lot size requirements to support other types of zoning like hybrid, form based, and modified conventional zoning that are compatible with the current zoning code.	RPA 6 PNZ DPW	★★★	0 – 5	Development that meets the needs of the community and goals of this plan	
		Update the City's zoning ordinance to align with the goals of this plan.	PNZ DPW	★★★★	0 – 5	Ordinance update is complete	



Land Use & Zoning *(continued)*

Goal	Objective	Policy & Action Recommendations	Partners & Resources	Priority	Time	Evaluation Indicators	Status
Goal 4.3 Promote sustainable urban design in Tama	Participate in providing resources for urban design	Work with stakeholders to establish design standards for development and redevelopment within the community.	C RPA 6 PNZ	★★★	0 – 5	1. Building Design standards established 2. Signs are existing (Urban Signs)	
		Provide aid and expertise to the community to support infill development and redevelopment practices.	C RPA 6 PNZ	★★	Ongoing	Incentive provided to the community	
		Provide incentive for mixed use development that would increase housing options and affordability, such as density bonuses for developers. <i>*Similar policies found in Chapter 3.</i>	CTCEDC RPA 6 D PNZ	★★★	6 – 10	More housing, and Commercial options with affordability	



Transportation

Goal	Objective	Policy & Action Recommendations	Partners & Resources	Priority	Time	Evaluation Indicators	Status
Goal 5.1 Develop System to Prioritize Repairs and Maintenance for City Streets.	Maintain high quality streets throughout Tama.	Utilize IPMP existing street conditions guide to create conditions log and to provide system for allocating resources to areas that require improvements.	DPW IPMP IDOT	★★★★★	Ongoing	1. Update street conditions log every three years 2. Prioritize maintenance based on street condition and annual average daily traffic values (IDOT)	
		Prioritize resident requests separately from general maintenance schedules to ensure they are properly dealt with.	DPW IPMP R	★★	Ongoing	1. Provide easy/efficient way for residents to submit street maintenance requests 2. Separately prioritizing requests and general maintenance	
		Consult RPA 6 transportation plans and recourses to complete street enhancement projects.	DPW RPA 6	★★★	Ongoing	Issues established in RPA 6 transportation plans are addressed (e.g. pedestrian/bike facilities)	
Goal 5.2 Adopt and Implement a Complete Streets Policy.	Invest in environment surrounding roadways to make for a more inclusive transportation network.	Adopt a Complete Streets Policy in City Code.	IDOT RPA 6 PNZ TC	★★★★★	0 – 5	Complete streets policy adopted and followed during future street work	
		Create sidewalk inventory to track quality and connectivity of sidewalks and trails throughout town to eliminate incomplete sidewalk gaps.	DPW	★★★	0 – 5	1. Sidewalk inventory/electronic database created and updated annually 2. Improve all pedestrian routes with sidewalks to be meet ADA requirements	
		Increase signage and wayfinding by following NACTO and the Sign Research Foundation best practices to attract more business to downtown Tama. <i>*Similar Policies found in Chapter 2 and 8.</i>	IDOT DPW TCEDC	★★	0 – 5	Increased traffic flow on streets in downtown	



Transportation *(continued)*

Goal	Objective	Policy & Action Recommendations	Partners & Resources	Priority	Time	Evaluation Indicators	Status
Goal 5.2 <i>(continued)</i> Adopt and Implement a Complete Streets Policy.	Invest in environment surrounding roadways to make for a more inclusive transportation network.	Beautify downtown Tama and foster a walkable urban environment by following IDOT and NACTO standards for complete streets. <i>*Similar Policies found in Chapter 2 and 9.</i>	DPW DB IEDA IDOT TCEDC	★★	Ongoing	Complete streets best practices implemented	
Goal 5.3 Emphasize Alternative Modes of Transportation to Boost Health and Welfare in Tama.	Promote bike and pedestrian transportation options that will improve mobility for all residents.	Ensure public spaces have continuous connections through sidewalks or recreation trails that are in good condition.	DPW	★★★	Ongoing	<ol style="list-style-type: none"> All places have access directly to connected segments of paved sidewalks and/or trails Continuous maintenance of paved sidewalks 	
		Improve pedestrian and bicyclist safety around downtown and near Hwy 63 (State St.) with visible sidewalk crossings and signage.	DPW IDOT RPA 6	★★★	0 – 5	Development of marked pedestrian crossings along State Hwy 63 and around downtown	
		Work with IDOT to reconfigure Hwy 63 (Harding St) to align with NACTO/IDOT complete streets policies to increase safety and better accommodate pedestrians and bicyclists.	CTo IDOT DPW	★★★	11 – 20	<ol style="list-style-type: none"> Decrease traffic accidents and conflicts with pedestrian crossings Increase use of alternative modes of travel 	
		Follow recommendations from RPA 6 and from public input to extend the reach of South Tama Recreational Trail.	CTo IA TC RPA 6	★★	6 – 10	South Tama Recreational Trail is extended	



Infrastructure

Goal	Objective	Policy & Action Recommendations	Partners & Resources	Priority	Time	Evaluation Indicators	Status
Goal 6.1 Adopt a future oriented approach to infrastructure development.	Provide local infrastructure so that existing and future development can be served.	Utilize GIS capabilities to track needed information for capital improvements. <i>*Can be pursued jointly with the City of Toledo.</i>	DPW TC RPA 6	★★★★★	6– 10	1. Access to GIS databases and files 2. Use of GIS aids in capital improvement decisions	
		Ensure future utility lines are properly planned and laid prior to new development by reviewing past development plans and consulting future land use framework.	DPW	★★	Ongoing	Lines laid in appropriate locations congruent with future land use plans	
		Enable easy repairs, replacements, and upgrades to utility lines by educating developers and exploring further policy actions in the future.	DPW PNZ RPA 6 D	★	11 – 20	1. Developers use trenchless technology and PVC sleeves 2. Requirements and zoning changes are explored with RPA 6.	
Goal 6.2 Improve lighting services provided by the City of Tama.	Increase the amount of areas that are lit and replace old light fixtures.	Increase lighting in city parks and on city trails to promote active lifestyles and increase feeling of safety.	DPW IDEA	★★★	0 – 5	1. Increased lighting in city parks and trails 2. Increased use of parks and trails 3. Decreased crime	
		Ensure that all light fixtures have a unified, modern look that will not be dated in 2040.	DPW IEDA	★★★	0 – 5	Light fixtures have unified look.	
		Ensure new light fixtures follow reduce light pollution and impacts on wildlife. Ensure fixtures have low BUG ratings.	DPW	★★	0 – 5	Light fixtures are light pollution friendly	
		Ensure that new light fixtures are energy efficient to reduce energy expenses and associated carbon emissions.	DPW	★★	0 – 5	Light fixtures are energy efficient	



Infrastructure *(continued)*

Goal	Objective	Policy & Action Recommendations	Partners & Resources	Priority	Time	Evaluation Indicators	Status
Goal 6.3 Use hazard mitigation planning and green infrastructure to protect the community against floods.	Protect the community against flooding and use the certified mitigation efforts to become eligible for additional prevention funding.	Work with the City of Toledo as an active participant in the update to the Tama County Hazard Mitigation Plan. <i>*See similar policy in Chapter 7</i>	NLG RPA 6	★★	6 – 10	1. Resources allocated to monitor hazards 2. Resources allocated for mitigation projects.	
		Protect the Civic Center and Library from flooding through the use of natural environmental elements to mitigate flooding, to enhance aesthetics, and to prevent a loss of services in an extreme flood.	SWCD	★★★★	0 – 5	1. Coordination with the Tama Soil and Water Conservation District 2. Installation of green infrastructure projects such as rain gardens, prairie constructions, and stormwater ponds	
Goal 6.4 Maximize service life of Tama’s water and sewer infrastructure through maintenance and education.	Avoid costly replacements of water and sewer infrastructure by executing annual maintenance.	Ensure that water treatment plant continues to monitor water to meet or exceed state and federal safe drinking standards.	DPW	★★★★	Ongoing	Water quality continuing to meet established standards	
		Keep comprehensive inventory of water drainage features include sewers, gutters, culverts, and other water diversion features.	DPW	★★★	Ongoing	Water drainage feature inventory is created and keep up to date	
		Complete needed maintenance work on schedule, as recommended by the ASCE, to maximize the useful life of the wastewater treatment plant.	DPW IEDA	★★★	Ongoing	1. Maintenance schedule kept 2. Use funding sources to cover project costs	
		Educate residents about everyday actions that can protect infrastructure	DPW	★★★	Ongoing	3. Educational materials developed 4. Educational materials distributed online and in print	



Infrastructure *(continued)*

Goal	Objective	Policy & Action Recommendations	Partners & Resources	Priority	Time	Evaluation Indicators	Status
Goal 6.5 Raise the levee to the 1% annual chance flood standard identified by FEMA.	Offer additional protection to the community against flooding and use the certified levee to become eligible for additional funding.	Coordinate with State of Iowa, FEMA, and the Army Corps of Engineers to raise the levee..	CoE FEMA IA TC	★★☆☆	11 – 20	1. Coordination with State of Iowa, FEMA, and Corps of Engineers 2. Completion of project	
		Leverage added flood protection to become eligible for additional funding. (stormwater retention ponds, restorations, etc.). <i>*See similar policy in Chapter 7.</i>	FEMA RPA 6	★★☆☆	Ongoing	Ongoing mitigation efforts after levee improvement	



Environment & Sustainability

Goal	Objective	Policy & Action Recommendations	Partners & Resources	Priority	Time	Evaluation Indicators	Status
Goal 7.1 Preserve and protect flood zones, wetlands, lakes, parks, and other environmentally sensitive areas.	Continue to protect environmentally sensitive areas	Review city zoning and building codes when necessary to continue protecting undeveloped lands.	PNZ DPW	★★★★★	0 – 5	Updated codes	
		Provide more resources, education, and awareness to the community on the importance of conservation and protection of the environment.	IDNR R	★★	Ongoing	Resources are in the City website, social media, and public spaces	
		Lead by example by adopting more sustainable practices while providing city services.	DPW	★★★	Ongoing	Increased sustainable practices (e.g. recycling, decrease water and electric usage)	
Goal 7.2 Provide resources and infrastructure for smart growth and development	Increase green infrastructure that ensure more sustainable ways of environmental conservation	Develop green infrastructure to conserve the environment <i>*Similar policies found in Chapter 6</i>	IDNR EPA SWCD DPW	★★★★★	6 – 10	Green infrastructure is built	
		Protect the community from hazards, especially floods	FEMA IDNR EPA TC	★★	6 – 10	Hazard mitigation plan implemented	
		Promote and recognize green buildings in the city by changing codes that encourage green practices.	EPA DPW RPA 6	★★	11 – 20	Buildings follow green practices (e.g. LEED)	
		Ensure zoning codes do not discourage the use of sustainable energy forms at homes, commercial areas, and industrial areas.	PNZ RPA 6	★★★★★	0 – 5	Amended Zoning, building, and subdivision codes	



Environment & Sustainability *(continued)*

Goal	Objective	Policy & Action Recommendations	Partners & Resources	Priority	Time	Evaluation Indicators	Status
Goal 7.3 Manage waste in a sustainable and efficient way.	Continue to provide resources and education for proper waste management for efficiency and cost reduction	Encourage recycling through education	LC DPW DB TC	★★★	Ongoing	Educational resources created and distributed to public	
		Provide curb-side recycling	LC	★★	6 – 10	Curb-side recycling provided	
		Encourage composting of organic waste through education	TC	★★	Ongoing	Educational resources created and distributed to public	
		Provide city-wide composting program	DPW	★	11 – 20	Composting programs available	



Culture & Quality of Life

Goal	Objective	Policy & Action Recommendations	Partners & Resources	Priority	Time	Evaluation Indicators	Status
Goal 8.1 Expand amenities and opportunities for teens and young adults.	Create spaces and activities geared towards teens and young adults to encourage youth community engagement and retaining Tama's youth as future residents.	Organize community activities that are geared towards teens and young adults. <i>*This can be pursued jointly with City of Toledo.</i>	CC CT _o STC	★★★	Ongoing	Number of activities for and involving teens and young adults increases	
		Consider teens and young adults for economic development decisions. <i>*Similar Policies found in Chapter 2.</i>	CC STC TCEDC	★★★	Ongoing	1. Teens' and young adults' opinions are collected through public engagement 2. Increased job opportunities for teens and young adults	
		Create an internship program. <i>*Similar Policies found in Chapter 2.</i>	STC CC	★★★	6 – 10	1. Internship program is created 2. Funds are allocated for internship program	
Goal 8.2 Expand park opportunities and safety within parks for all residents.	Provide safe spaces for recreation that are not limited to age, ability, or time of day.	Increase lighting within parks and along trails. <i>*This can be pursued jointly with City of Toledo.</i> <i>*Similar Policies found in Chapter 6</i>	CT _o DPW	★★★★	0 – 5	Increased residents' use of parks	
		Improve and expand variety of recreational equipment	IEDA	★★	Ongoing	Amount of park fitness equipment increases	
		Increase number of community activities in parks <i>*This can be pursued jointly with City of Toledo.</i>	CC CT _o STC DB	★★★	Ongoing	Number of community activities and attendance increases	



Culture & Quality of Life *(continued)*

Goal	Objective	Policy & Action Recommendations	Partners & Resources	Priority	Time	Evaluation Indicators	Status
Goal 8.3 Expand opportunities for cultural recognition and inclusion at community events	Create and encourage an inclusive and welcoming environment for all residents and visitors to the community	Increase representation of community’s diverse groups at community-wide activities like Lincoln Highway Bridge Days.	NLG CC	★★★★★	Ongoing	Number of culturally diverse groups represented & participating	
		Invest in translation services (e.g. website and online communications available in Spanish).	V	★★★	0 – 5	One or more forms of translation services are invested in	
		Web and social media content are available in present languages in Tama.	V	★★★	0 – 5	1. Social media content is provided in English & Spanish 2. Translation options offered on City website	
Goal 8.4 Promote public art through multiple avenues and encourage it to be distributed throughout the community	Support community identity, celebrate diversity, encourage economic development, and improve overall aesthetics	Create and adopt new logo for City of Tama <i>*This can be pursued jointly with STC.</i>	STC R	★★★★★	0 – 5	1. Logo is created and presented to residents 2. Logo is adopted	
		Support and invest in public art projects	CC DB STC R	★★	6 – 10	1. Increased public art projects in community 2. Public Arts program has been formed	
		Create public art commission.	CC DB R	★★	6 – 10	1. Commission has been formed 2. Funding has been identified for community public arts program	



Public Health & Safety

Goal	Objective	Policy & Action Recommendations	Partners & Resources	Priority	Time	Evaluation Indicators	Status
Goal 9.1 Promote and support physical and healthy lifestyles for all residents	Improve quality of life and health outcomes in community as well as decrease healthcare burdens	Create comprehensive definition of “health” to include physical and mental health	TCC	★★★	0 – 5	Amend Public Health & Safety chapter in City Code to include definition	
		Provide educational resources about health and healthy lifestyles	TCPHHC	★★	0 – 5	Educational resources distributed to public	
		Promote active lifestyle through adoption of complete streets policy <i>*Similar policies found in Chapters 2 and 5</i>	DPW IDOT PNZ	★★★★	Ongoing	City streets are accommodating to active transportation	
		Continue to provide medical resources to ensure access to medical facilities (e.g. telemedicine)	TC TCPHHC	★★	Ongoing	Resources provided to public	
Goal 9.2 Support sustainable, healthy food system within community	Increase residents’ access to healthy foods and decrease food insecurity	Consult residents about barriers to food security to enhance the City’s understanding of need for better access.	STC TC FP NGO/RO	★★	6 – 10	Barriers are identified	
		Amend Zoning Code to allow community gardens	STC TCPHHC	★★	0 – 5	Zoning Code has been amended	
		Provide educational resources on how to plan and prepare healthy meals on a budget	STC TCPHHC	★	Ongoing	Resources are created and available online and in City Hall	
Goal 9.3 Maintain high quality and access to clean air and clean water	All residents have access to clean and safe air and water	Work with county to invest in air quality sensors.	TC NLG IDNR	★	11 – 20	1. A plan for purchasing air quality sensors is made (including identifying funding) 2. Air quality sensors are present in the City and/or County	



Public Health & Safety *(continued)*

Goal	Objective	Policy & Action Recommendations	Partners & Resources	Priority	Time	Evaluation Indicators	Status
Goal 9.3 <i>(continued)</i> Maintain high quality and access to clean air and clean water	All residents have access to clean and safe air and water	Ensure that sewage, drinking water, and electrical lines comply with safety standards.	DPW	★★★	Ongoing	Known issues are dealt with promptly.	
Goal 9.4 Engage the community through education, awareness building, and other community-based programs on the importance of a safe community	Establish lines of communication and trust between the community and public safety officials.	Expand and evaluate programs for residents, police, and fire to collaborate efforts to reduce crime.	PD FD	★★★	Ongoing	1. Number of residents participating in the programs increases. 2. Number of crimes goes down.	
		Expand education to the public on personal and community safety hazards.	FD	★★	Ongoing	Create and distribute educational resources.	
Goal 9.5 Prepare to respond for adverse situations affecting public health such as pandemic outbreaks	Respond to pandemic outbreaks and other health emergencies with set protocols and procedures	Encourage continued collaboration in emergency management between governments and stakeholders.	CTo STC TC	★★★	Ongoing	Programs have been created.	
		Include pandemic outbreak in Hazard Mitigation Plan (HMP).	CTo TC	★★★	Ongoing	Pandemic outbreak section has been added to most recent HMP.	
		Utilize state and federal economic recovery efforts.	TC IA US	★★★	Ongoing	Relief provided.	



Intergovernmental Collaboration

Goal	Objective	Policy & Action Recommendations	Partners & Resources	Priority	Time	Evaluation Indicators	Status
Goal 10.1 Have meaningful, mutually beneficial relationships with other governments	Achieve benefits for residents in the broader community	Delegate a liaison from City Council to coordinate communications and regular meetings with neighboring governments about joint endeavors.	TCC	★★★★	0 – 5	3. Tama has a liaison to other governments 4. The liaison provides information helpful to coordination	
		Encourage neighbors to coordinate future planning endeavors they undertake with regional goals and priorities.	RPA 6 TC CTo MN	★★★	Ongoing	Planning efforts throughout the region involve studying other plans and coordination	
		Coordinate economic development activity with regional partners.	CTo MN TCEDC	★★★★	Ongoing	Development throughout the region is synergistic	
Goal 10.2 Prepare for a greater degree of shared services with the City of Toledo	1. Improve the fiscal health of government agencies in Tama and Toledo. 2. Increase the efficiency of services provided by local government. 3. Increase the scope of services provided by local government. Prepare Tama and Toledo for possible municipal consolidation in the future	Work with the City of Toledo to conduct a complete study of whether combining into a single city would be beneficial.	CTo RPA 6	★★★	6 – 10	3. A study on this topic has been conducted 4. Conclusions are helpful	
		Continue working effectively across police, fire, water, and election services.	CTo	★★★★	0 – 5	Fire and police departments continue working well together	
		Use Section 28-E agreements with the City of Toledo to combine administration of public agencies and reduce costs over the long term.	CTo IA	★★★	Ongoing	Section 28-E agreements reduce municipal costs	



Intergovernmental Collaboration *(continued)*

Goal	Objective	Policy & Action Recommendations	Partners & Resources	Priority	Time	Evaluation Indicators	Status
Goal 10.3 Foster a sense of regional community by involving the Meskwaki Nation in community events and efforts, emphasizing a mutually beneficial relationship.	<ol style="list-style-type: none"> Find areas of common ground. Find opportunities to cooperate to foster community and improve quality of life for both the Meskwaki Nation and the City of Tama. 	Continue ongoing conversations with the Meskwaki using a designated liaison.	MN RPA 6	★★★★	Ongoing	<ol style="list-style-type: none"> Conversation with the Meskwaki Nation proceeding in a positive manner Programs, partnerships, and mutual benefits achieved Traits in Tier 2 of Principles of Equal Partnership begin to emerge 	
Goal 10.4 Work effectively with the county, state, and federal governments to acquire technical assistance and funding for projects and municipal endeavors.	Ensure that all fiscal resources are fully utilized to achieve the goals of respective agencies through the implementation of this plan.	Apply for grants and enroll in programs as outlined in the end of Chapter 11: Implementation & Evaluation.	TC IA US RPA 6	★★★★	Ongoing	<ol style="list-style-type: none"> Connections with granting agencies are maintained Grant programs from are fully used 	
		Consult with experts from government agencies to work through project specifics	TC IA US RPA 6	★★★★	Ongoing	<ol style="list-style-type: none"> Connections with technical experts are maintained Various experts are fully utilized 	



Evaluation Framework

Monitoring & Maintenance Tools

This plan looks to 2040. Between the adoption of the plan and that time, Tama will see changes that vary from or are not included in this plan. Therefore, this evaluation framework is included. This form of flexibility is what makes a comprehensive plan a living document; it grows and changes with the community. The next two decades will undoubtedly see evolution in technologies, transportation, housing, jobs, and the world in general.

As with the implementation of the goals and recommendations, there are various tools available to the City to use for monitoring and maintaining the plan. It is essential to determine who will be monitoring the plan’s progress, the standards they will use to do so, when it is appropriate to formally monitor, evaluate, amend, and update the plan.

As mentioned in Chapter 1: Introduction and detailed in Appendix 1.1, the Planning Team referred to APA’s “Sustaining Places: Best Practices for Comprehensive Plans” during the development of this plan. Among this report’s best practices include recommended principles, processes, and attributes:

Principles: Livable Built Environment, Harmony with Nature, Resilient Economy, Interwoven Equity, Healthy Community, Responsible Regionalism

Processes: Authentic Participation and Accountable Implementation

Attributes: Consistent Content and Coordinated Characteristics

These principles provide standards for the City to use as time moves forward and the community evolves. These principles are at the heart of creating and maintaining a sustainable comprehensive plan. They will also be important to uphold as decisions and circumstances concerning Tama’s relationships with neighboring local governments, including the City of Toledo, evolve.

Annual Status Update

City Staff should review the goals and recommendation within this chapter on an annual basis in order to update each one’s status, using the previously described indicators of incomplete, in-progress, and complete. This process will help maintain an accurate record of the plan’s progress as well as encourage staff and City Council’s familiarity with the goals and recommendations.

Once the plan has been adopted, staff should plan to complete this process at the end of each fiscal year. Every five years, this process will be combined with the 5-Year Review & Evaluation, described next.

5-Year Review & Evaluation of Plan

Every 5 years, City staff and the City Council should review and evaluate adopted comprehensive plan. This process includes going through the entire plan to review



progress as well as changes in applicability, funding, and community prioritization. A full review and evaluation is not necessary every year nor would it be practical for staff time and resources.

This should follow the schedule of staff's Annual Status Update by occurring at the end of the relevant fiscal year. If adopted in 2020, the first 5-Year Review & Evaluation should take place in 2025.

Unplanned Evaluations, Amendments, & Updates

The Annual Status Update and 5-Year Review & Evaluation will help the City maintain an up-to-date comprehensive plan that evolves with Tama. However, major changes in the community that impact the community's goals and future vision can take place outside of these scheduled processes. Certain topics are more likely to see unpredictable changes. An exhaustive examples list of such occurrences cannot be supplied here. Instead these occurrences should be recognized using the following:

- Major and/or unprecedented change that impacts community or government structure
- Significant land use request or change diverging from the Current Land Use Map or the Future Land Use Framework (FLUF) *Details on both are found in Chapter 4: Land Use & Zoning.*

As outlined in State Code (see Appendix 11.2), the City Council can amend the adopted comprehensive plan at any time. The Planning Team recommends that City Council coordinates with and includes the Planning &

Zoning Commission (PNZ) in this process whether or not it includes a direct land use change.

Using Funding Sources Effectively

Obtaining funding will take the ideas and proposals in this plan and translate them into the actions and policies being carried out. Funding sources and partners have been outlined throughout the plan for specific policies and projects. As the City of Tama implements this plan, it is important that it utilizes the plan and highlights its goals to acquire funding through sources such as grants.

When writing grant proposals, technical assistance can be acquired from Regional Planning Association 6. It is important to cite this comprehensive plan as well as co-benefits in addition to the focus area identified by the funding source. Funding sources, types of projects, and co-benefits are laid out in the Grant Funding Sources table (see next page). It is important to note that the sources listed in the table are not comprehensive, and there are additional funds that can be obtained from governments and not-for-profit organizations.

Grants are often a good place to start for projects. Applying for multiple grants for the same project is advised because it will increase the odds of funding being awarded as funding is not guaranteed for every grant application. Using measures such as bonds or tax increment financing should be considered last resorts if all other efforts were unsuccessful. If a project is unable to get grant funding right away, it is likely that additional work is needed. Doing additional planning, perhaps with

help from Regional Planning Association 6, can ensure that the policy and program is detailed enough to be awarded funding on a subsequent attempt.

Moving Forward

The City of Tama is a unique and special place, and its future will be shaped by the decisions made following the adoption of this plan. The implementation of the plan will capitalize on all the great things about Tama while addressing some of its challenges.

This plan will serve as a guide and reference throughout the City's decision-making processes. Over the next 20 years, it will help Tama achieve its goals and continue to improve residents' quality of life. This plan will rely on the residents of Tama being involved and invested in the community. With good planning and community involvement, the future of Tama is bright.



Grant Funding Sources

Funding Source	Topic(s)	Areas of Benefits
Department of Commerce	Disaster Recovery Economic Development	<ul style="list-style-type: none"> Economic Development Infrastructure and Capital Improvements Culture and Quality of Life
Department of Energy	Clean Energy Electric Vehicles Green Building Streetlights	<ul style="list-style-type: none"> Infrastructure and Capital Improvements Environmental Sustainability
Environmental Protection Agency	Air Quality Historic District Infill development and redevelopment	<ul style="list-style-type: none"> Land Use and Zoning Environmental Sustainability Public Health and Safety
Federal Emergency Management Agency	Disaster Mitigation	<ul style="list-style-type: none"> Economic Development Infrastructure and Capital Improvements Environmental Sustainability Public Health and Safety
Health and Human Services	Nutrition Public Health Education Public Health Programs	<ul style="list-style-type: none"> Public Health and Safety
Housing and Urban Development	Housing Affordability Neighborhood Revitalization	<ul style="list-style-type: none"> Economic Development Housing
International Dark Sky Association	Streetlights	<ul style="list-style-type: none"> Infrastructure and Capital Improvements Environmental Sustainability Culture and Quality of Life
Iowa Department of Cultural Affairs	Cultural Programs Public Art	<ul style="list-style-type: none"> Culture and Quality of Life
Iowa Department of Natural Resources	Conservation Hazard Mitigation Parks Stormwater Management Waste Management	<ul style="list-style-type: none"> Infrastructure and Capital Improvements Environmental Sustainability Culture and Quality of Life
Iowa Department of Public Health	Public Health Education Public Health Programs	<ul style="list-style-type: none"> Public Health and Safety
Iowa Department of Transportation	Complete Streets Traffic Engineering Traffic Safety	<ul style="list-style-type: none"> Economic Development Transportation Public Health and Safety
Iowa Economic Development Authority	Cultural/Educational Attractions Entertainment Downtown Revitalization Historic Preservation Housing Affordability Recreation Sewer Repair	<ul style="list-style-type: none"> Economic Development Housing Culture and Quality of Life Public Health and Safety
National Endowment for the Arts	Cultural Programs Public Art	<ul style="list-style-type: none"> Economic Development Culture and Quality of Life
Regional Planning Association 6	Disaster Mitigation Grant Writing Aid Intergovernmental Collaboration Neighborhood Revitalization Planning Services Transportation	<ul style="list-style-type: none"> Economic Development Housing Transportation Land Use and Zoning Culture and Quality of Life Intergovernmental Collaboration
Tama Soil and Water Conservation District	Conservation Community Aesthetics Flood Mitigation	<ul style="list-style-type: none"> Infrastructure and Capital Improvements Environmental Sustainability Culture and Quality of Life
US Department of Transportation	Complete Streets Recreational Trails Traffic Safety	<ul style="list-style-type: none"> Economic Development Transportation Public Health and Safety
IowaGrants.gov	Various	<ul style="list-style-type: none"> Database of State of Iowa grants
Grants.gov	Various	<ul style="list-style-type: none"> Database of Federal grants





APPENDIX

List of Appendices

Appendix 1.1: Guiding Principles	195	Appendix 7.1. Local Government Solar Toolkit	220
Appendix 1.1.1: APA Sustaining Places: Best Practices for Comprehensive Plans	195	Appendix 7.2 Iowa Standardized Permitting Template	221
Appendix 1.1.2: Iowa Smart Planning Principles	196	Appendix 8.1: Different Types of Public Art Examples	222
Appendix 1.2: Demographic Information	197	Appendix 8.2: Public Art Funding Terms	224
Appendix 1.2.1: Population data by age and sex	197	Appendix 9.1: Air Quality Index (AQI) by Iowa County	225
Appendix 1.2.2: Ethnic Population Breakdowns	198	Appendix 9.2: Air Quality Index Scale and Color Legend (AQICN)	225
Appendix 1.3: Public Engagement	199	Appendix 10.1: Sample consolidation ordinance from Princeton	227
Appendix 1.3.1: Public Perception About Tama	199	Appendix 10.2: Memo sent to the Meskwaki Nation	228
Appendix 1.3.2: Photos from Public Engagement Events	199	Appendix 11.1: Adopting the Plan	229
Appendix 1.3.3: Online survey greeting pages in English and Spanish, paper survey in English and in Spanish	200	Appendix 11.2: State of Iowa Code of Ordinances: Chapter 414, City Zoning (2020)	230
Appendix 1.3.4: Survey Results (All)	203		
Appendix 1.3.5: Survey Results (Tama Only)	205		
Appendix 1.3.6: Data from Tama Talks Zoom Polls	207		
Appendix 1.3.7: Social Media Posts (Sampling)	208		
Appendix 2.1: Employment distribution in Tama, Toledo, Tama County, and Iowa	209		
Appendix 2.2: Fiscal Impact Analysis of Tama and Toledo Economy	209		
Appendix 3.1: Housing stock age in Tama	212		
Appendix 3.2: Potential housing options	212		
Appendix 3.3: Affordable housing market in Tama	212		
Appendix 3.4: Housing Impact Analysis – a comparison between Tama and Toledo	213		
Appendix 3.4: Tama Housing Assistance Inventory	214		
Appendix 4.1: Zoning and Land Use	215		
Appendix 4.2: Future Land Use Map Public Input Map	216		
Appendix 4.3: Annexation, rezoning, and future land use types and locations public input map	217		
Appendix 5.1 Annual Average Daily Traffic Value (AADT) Examples	218		
Appendix 5.2 Four-to-Three Lane Conversion (Image)	218		
Appendix 6.1 Catalogue of Street Lights	219		
Appendix 6.2: Typical Lighting Arrangements	219		



Appendix 1.1: Guiding Principles

Appendix 1.1.1: APA Sustaining Places: Best Practices for Comprehensive Plans

Topic	Standard Number	Description
Livable Built Environment	1.1	Plan for multimodal transportation
	1.2	Plan for transit-oriented development
	1.3	Coordinate regional transportation investments with job clusters
	1.4	Provide complete streets serving multiple functions
	1.5	Plan for mixed land-use patterns that are walkable and bikeable
	1.6	Plan for infill development
	1.7	Encourage design standards appropriate to the community context
	1.8	Provide accessible public facilities and spaces
	1.9	Conserve and reuse historic resources
	1.10	Implement green building design and energy conservation
	1.11	Discourage development in hazard zones
Harmony with Nature	2.1	Restore, connect, and protect natural habitats and sensitive lands
	2.2	Plan for the provision and protection of green infrastructure
	2.3	Encourage development that respects natural topography
	2.4	Enact policies that reduce carbon footprints
	2.5	Comply with state and local air quality standards
	2.6	Encourage climate change adaptation
	2.7	Provide for renewable energy use
	2.8	Provide for solid waste reductions
	2.9	Encourage water conservation and plan for a lasting water supply
	2.10	Protect and manage streams, watershed, and floodplains
Resilient Economy	3.1	Provide the physical capacity for economic growth
	3.2	Plan for a balanced land-use mix for fiscal sustainability
	3.3	Plan for transportation access to employment centers
	3.4	Promote green businesses and jobs
	3.5	Encourage community-based economic development and revitalization
	3.6	Provide and maintain infrastructure capacity in line with growth or decline demands
	3.7	Plan for post-disaster economic recovery
Interwoven Equity	4.1	Provide a range of housing types
	4.2	Plan for a jobs-housing balance
	4.3	Plan for the physical, environmental, and economic improvement of at-risk, distressed, and disadvantaged neighborhoods
	4.4	Plan for improved health and safety for at-risk populations

Topic	Standard Number	Description
Healthy Community	4.5	Provide accessible, quality public services, facilities, and healthcare to minority and low-income populations
	4.6	Upgrade infrastructure and facilities in older and substandard areas
	4.7	Plan for workforce diversity and development
	4.8	Protect vulnerable populations from natural hazards
	4.9	Promote environmental justice
	5.1	Reduce exposure to toxins and pollutants in natural and built environments
	5.2	Plan for increased public safety through the reduction of crime and injuries
	5.3	Plan for the mitigation and redevelopment of brownfields for productive uses.
	5.4	Plan for physical activity and healthy lifestyles
Responsible Regionalism	5.5	Provide accessible parks, recreation facilities, greenways, and open space near all neighborhoods
	5.6	Plan for access to healthy, locally grown foods for all neighborhoods
	5.7	Plan for equitable access to health care providers, schools, public safety facilities, and arts and cultural facilities
	6.1	Coordinate local land-use plans with regional transportation investments
	6.2	Coordinate local and regional housing plan goals
	6.3	Coordinate local open space plans with regional green infrastructure plans
	6.4	Delineate designed growth areas that are served by transit
Authentic Participation	6.5	Promote regional cooperation and sharing of resources
	6.6	Enhance connections between local activity centers and regional destinations
	6.7	Coordinate local and regional population and economic projections
	6.8	Include regional development visions and plans in local planning scenarios
	6.9	Encourage consistency between local capital improvement programs and regional infrastructure priorities
	7.1	Engage stakeholders at all stages of the planning process
	7.2	Seek diverse participation in the planning process
7.3	Promote leadership development in disadvantaged community through the planning process	
7.4	Develop alternative scenarios of the future	
7.5	Provide ingoing and understandable information for all participants	
7.6	Use a variety of communication channels to inform and involve the community	
7.7	Continue to engage the public after the comprehensive plan is adopted	



Topic	Standard Number	Description
Accountable Implementation	8.1	Indicate specific actions for implementation
	8.2	Connect plan implementation to capital planning process
	8.3	Connect plan implementation to the annual budgeting process
	8.4	Establish interagency and organizational cooperation
	8.5	Identify funding sources for plan implementation
	8.6	Establish implementation benchmarks, indicators, and targets
	8.7	Regularly evaluate and report on implementation progress
	8.8	Adjust the plan as necessary based on evaluation
Consistent Content	9.1	Assess strengths, weaknesses, opportunities, and threats
	9.2	Establish a fact base
	9.3	Develop a vision of the future
	9.4	Set goals in support of the vision
	9.5	Set objectives in support of the goals
	9.6	Set policies to guide decision making
	9.7	Define actions to carry out the plan
	9.8	Use clear and compelling features to present the plan
Coordinated Characteristics	10.1	Be comprehensive in the plan's coverage
	10.2	Integrate the plan with other local plans and programs
	10.3	Be innovative in the plan's approach
	10.4	Be persuasive in the plan's communications
	10.5	Be consistent across plan components
	10.6	Coordinate with other jurisdictions and levels of government
	10.7	Comply with applicable laws and mandates
	10.8	Be transparent in the plan's substance
	10.9	Use plan formats that go beyond paper

Appendix 1.1.2: Iowa Smart Planning Principles

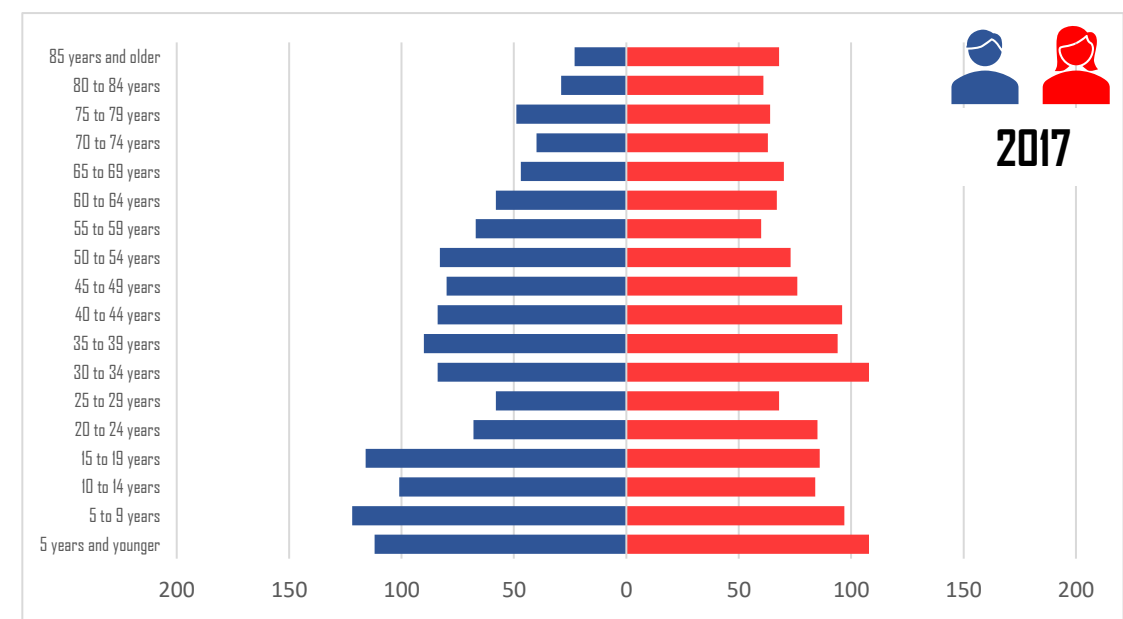
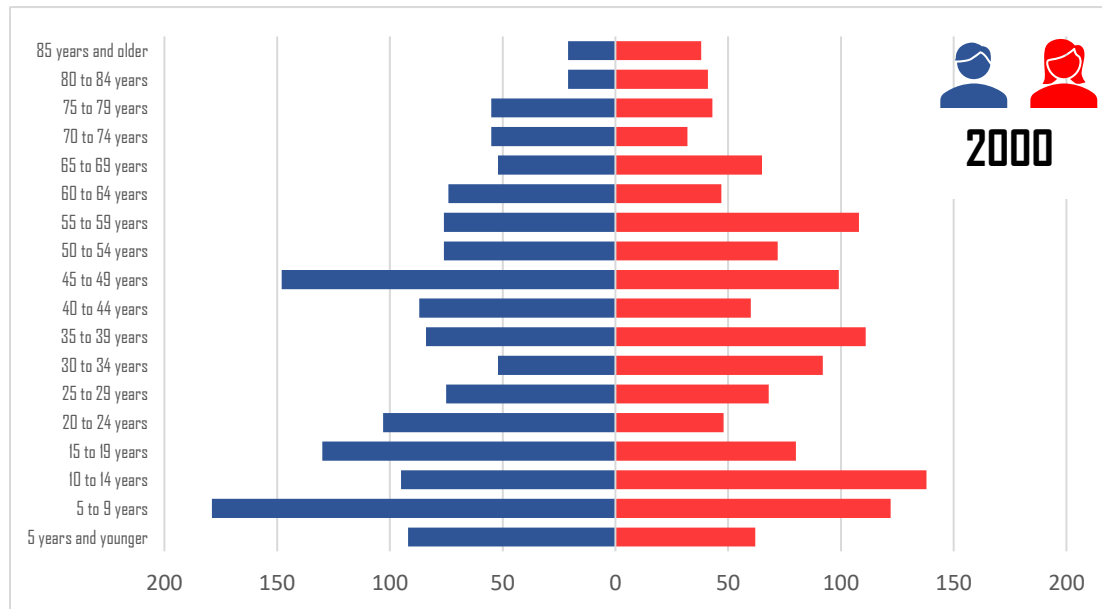
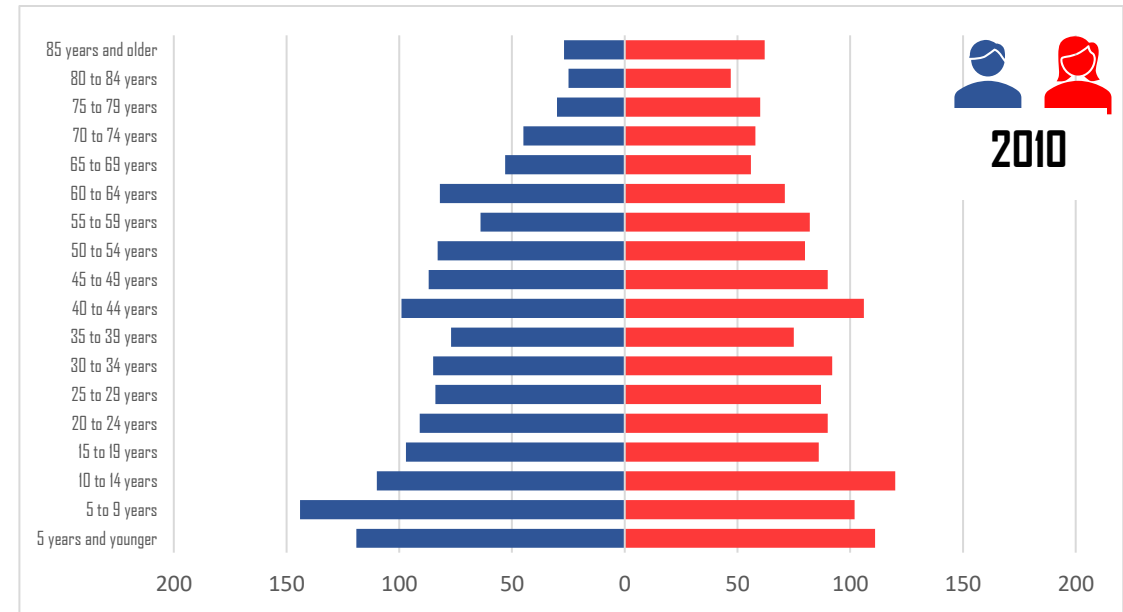
Principle	Strategy Number	Description
Collaboration	1.1	Encourage public involvement in the planning process.
	1.2	Increase access to resources.
	1.3	Provide outreach and education on smart planning.
Efficiency	Provide easy access to and promote use of planning documents, processes and resources	
	2.1	
Transparency, and Collaboration	2.2	Foster consistency in and use of sustainable development practices.
	2.3	Report successes and areas of improvement.
	3.1	Encourage sustainable building practices.
Clean, Renewable, and Efficient Energy	3.2	Increase access to clean, renewable energy
	3.3	Support energy efficiency efforts in individual homes and businesses.
	4.1	Encourage diversification of business types.
Occupational Diversity	4.2	Support local businesses
	4.3	Provide access to employment options (both physically and in opportunity) for all community members.
Revitalization	5.1	Support investment in existing downtowns.
	5.2	Encourage building and land re-use.
	5.3	Promote historic and cultural preservation
Housing Diversity	6.1	Encourage mixed use developments
	6.2	Increase the affordability of housing.
	6.3	Promote complete, livable neighborhoods.
Community Character	7.1	Strengthen cultural and historical areas and activities.
	7.2	Foster community connection to local agriculture and businesses.
	7.3	Promote walkability.
Natural Resource and Agricultural Protection	8.1	Plan for natural resources and agriculture protection.
	8.2	Discourage sprawl and conversion of natural and agricultural land.
	8.3	Foster community connection to natural resources.
Sustainable Design	9.1	Plan for sustainable development.
	9.2	Observe Smart Planning Principles in public development projects.
	9.3	Encourage sustainable development practices.
Transportation Diversity	10.1	Encourage multimodal transportation.
	10.2	Discourage excessive personal vehicle usage.
	10.3	Promote connectivity.



Appendix 1.2: Demographic Information

Appendix 1.2.1: Population data by age and sex (Source: US Census and American Community Survey)

Tama population pyramid, a graphical representation of the age and sex composition of a its population, has changed from expansive (populations that are young and growing) to constrictive (populations that are elderly and shrinking). In 2000, Tama had a broad-based pyramid which indicates that people in the younger age categories made up a relatively large proportion of the population (age range 5 – 9), while the narrow top indicates that older people make up a relatively small proportion of the population.

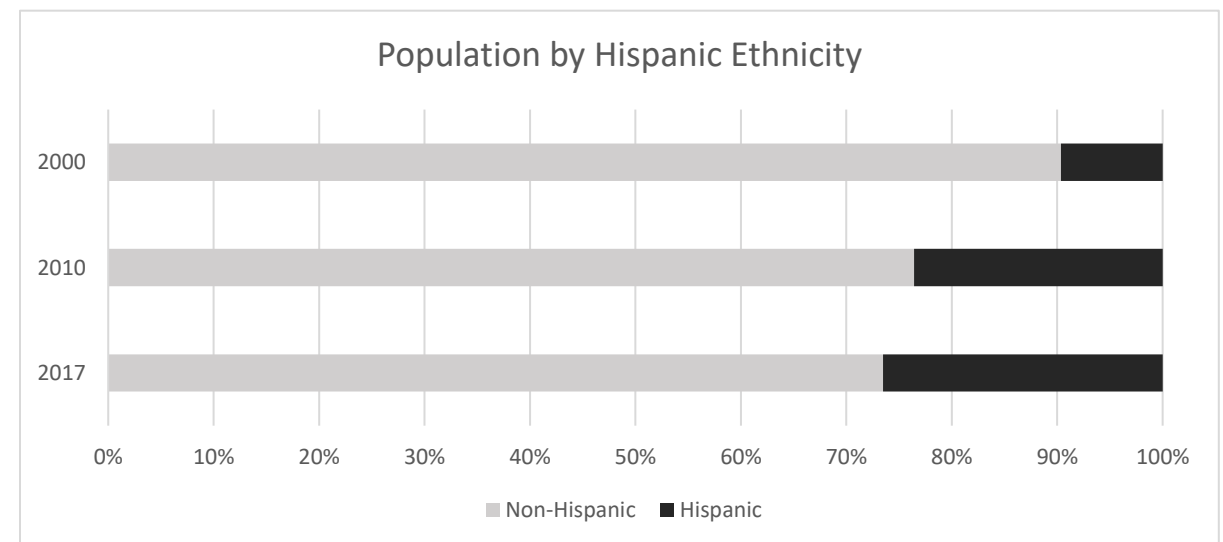
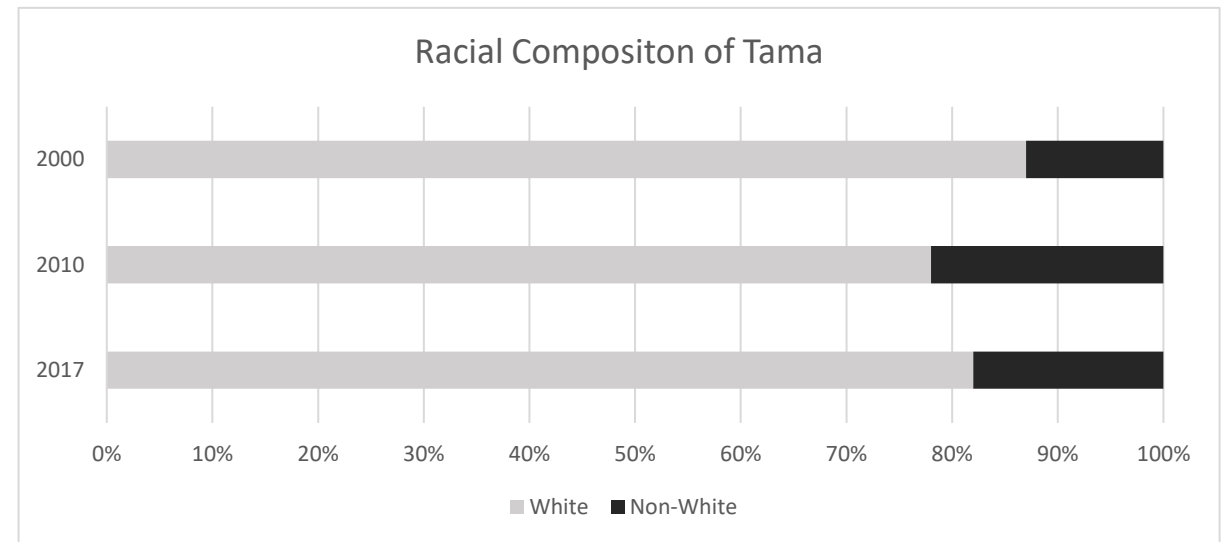


Source: US Census Bureau



Appendix 1.2.2: Ethnic Population Breakdowns

Tama’s racial diversity has increased since 2000. The growth in the Hispanic population has grown by an even greater degree over the same time period. One in four residents in Tama is now of Hispanic ethnicity. Most non-White people in Tama county and Tama are from the Meskwaki Settlement.



Source: US Census Bureau



Appendix 1.3.3: Online survey greeting pages in English and Spanish, paper survey in English and in Spanish (reformatted to fit)



The City of Tama is creating a comprehensive plan that will guide the community as it pursues improving the quality of life for all residents. This survey is designed to gather input from community members. Your contribution will be used to make the plan reflective of the community’s desires with the end goal of implementing changes the community wants that will benefit all.

Your answers will be kept wholly confidential and cannot be used against you in any way. There is no risk of participating. We welcome your candid input and thank you in advance for your participation.

This survey is also available online at: <https://tinyurl.com/Tama-Comprehensive-Plan-Survey>

Please return or mail completed surveys to City Hall (305 Siegel St, Tama, Iowa 52339) by 31 Jan. 2020

Introductory Question

1. I live where I do because: (check all that apply)
- Proximity to job
 - Affordability
 - Small Town Feel
 - Other:____

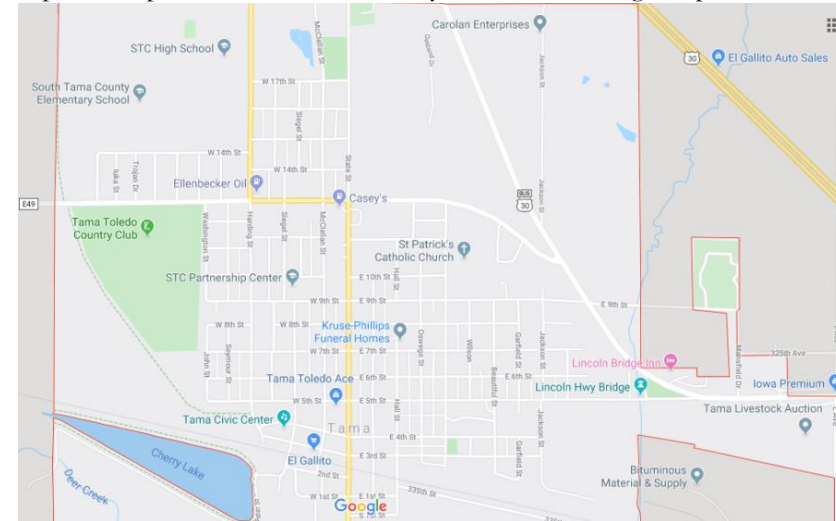
Housing

Please rank the options from highest to lowest with your top priority as 1 and your lowest as 5

2. What should the city of Tama’s top priority for housing be?
- ___ Affordability
 - ___ Amount of housing
 - ___ Quality of housing
 - ___ Reducing the size of new homes
 - ___ Ability for older population to stay in their homes
3. Tama should have more of these housing options (Check all that apply):
- Single family housing
 - Apartments
 - Townhouses
 - Mobile homes
 - Tiny homes
 - We don’t need more housing

Environment

4. On the map below, please circle areas where you know flooding is a problem:



Recreation and Culture

5. I would be more likely to use city parks if there were: (Check all that apply)
- More parks
 - More bike parking
 - Improved landscaping
 - More public events
 - More benches
 - More recreational courts/equipment
 - More conveniently located parks
 - Improved lighting
6. I would be more likely to use city trails if Tama addressed the following: (Check all that apply)
- Paved trails
 - Improved landscaping
 - Connection to Toledo downtown
 - Connection to Otter Creek Lake
 - More lighting
 - More viewpoints
 - Better connections to sidewalks
 - More benches
7. How often do use the South Tama Trail?
- Very often
 - Often
 - Sometimes
 - Rarely
 - Never
8. What would describe your level of support for **extending** the South Tama Trail
- Strongly support
 - Support
 - Neutral
 - Oppose
 - Strongly oppose



9. In the blank space below, please indicate other recreational opportunities, if any, you would like in Tama's parks:
-

Relationships with Toledo

10. What relationship should Tama pursue having with Toledo? (Select one):
- Combine into one city Pursue greater collaboration
- Keep things as they are Become more independent from Toledo

Demographic Questions

11. I identify as:
- Male Female Other: _____
12. My age (in years) is:
- Younger than 20 20-34 35-49 50-64 65 and older
13. I live in/on:
- Tama Toledo The Meskwaki Settlement Other: _____

*Thank you for taking the time to complete this survey. Your input is greatly appreciated.
Stay connected by liking 'City of Tama Comprehensive Plan 2040' on Facebook!*



City of Tama, Iowa



La Ciudad de Tama está creando un plan integral que guiará la comunidad como persigue una mejor calidad de vida para todos sus residentes. Esta encuesta estaba diseñada para tomar ideas de los miembros de la comunidad. El Equipo de Planeamiento usará sus ideas para hacer un plan que refleja los deseos de la comunidad para beneficiar todos.

Sus respuestas serán completamente confidenciales y no podrán estar usadas contra usted de ninguna manera. No hay riesgo de participar. Queremos recibir su aporte sincero y le agradecemos en avance para su participación.

La encuesta está disponible en: <https://tinyurl.com/Tama-Comprehensive-Plan-Survey>

Por favor devuelva o envíe encuestas completas (305 Siegel St., Tama, Iowa 52339) para 31 enero. 2020

Pregunta Introductoria

1. Vivo donde vivo porque (marque todos que apliquen):
- Vivo cercano a mi trabajo Asequibilidad
- Sentido de pueblo pequeño Otra: (Especifique por favor): _____

Alojamiento

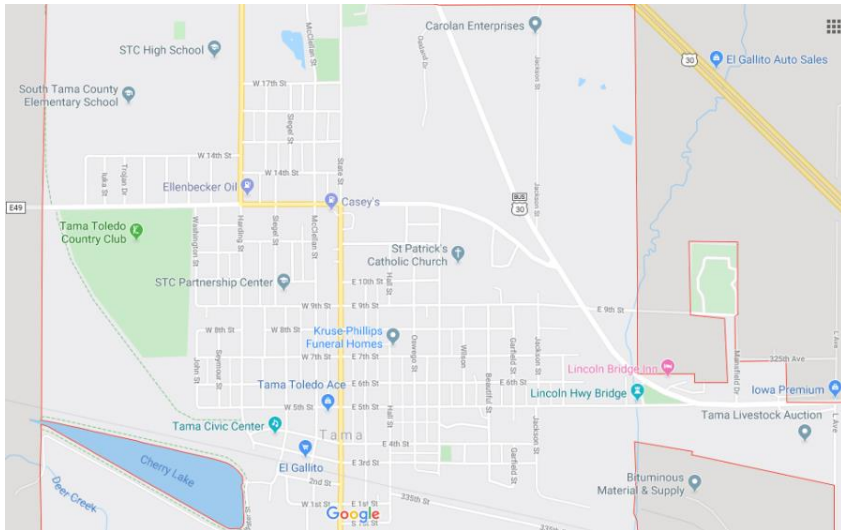
Por favor, clasifique las opciones desde sus prioridades más importantes a las menos importantes con su prioridad más importante como 1 y la menos importante como 5.

2. ¿Cuál debe ser la prioridad más importante sobre el alojamiento en Tama?
- Asequibilidad
- Cantidad de hogares
- Calidad de hogares
- Reducir el tamaño de hogares nuevos
- La habilidad de las poblaciones mayores a quedarse en sus hogares
3. Tama debe tener más de estas opciones para el alojamiento (Marque todos que apliquen):
- Casas unifamiliares Apartamentos
- Ayuntamientos Casas rodantes
- Casas pequeñas No necesitamos más alojamiento



Preocupaciones sobre el Medio Ambiente

4. En el mapa abajo, haga circulo por las áreas en que usted sabe la inundación es un problema.



Parques y Recreación

5. Yo estaría más probable usar los parques de la ciudad si haya: (Marque todos que apliquen)

- Más parques
- Más bancos
- Más estacionamiento para bicicletas
- Más equipo recreativo
- Jardines y paisajes mejores
- Lugares mejores para los parques
- Más eventos públicos
- Luces mejores

6. Yo estaría más probable usar los senderos de la ciudad si Tama hiciera (marque todos que apliquen):

- Senderos pavimentados
- Más luces
- Más bancos
- Jardines y paisajes mejores
- Más miradores
- Conexiones mejores a las aceras de la ciudad
- Conexión al centro de Toledo
- Conexión al Lago de Otter Creek

7. ¿Con qué frecuencia usa usted el South Tama Trail?

- Muy a menudo
- A menudo
- A veces
- Rara vez
- Nunca

8. ¿Cuál describiría su nivel de apoyo de **extender** el South Tama Trail?

- Mucho apoyo
- Apoyo
- Neutral
- Opongo
- Mucho opongo

9. En el espacio abajo, por favor indique otras oportunidades recreativas, si hay, que le gustaría en los parques de Tama:

Relación con Toledo

10. ¿Cómo debe ser la relación entre Tama y Toledo? (Seleccione uno):

- Combinar en una ciudad
- Seguir más colaboración
- Mantener las casas como son
- Llegar a ser más independientes

Preguntas Demográficas

11. Me identifico como:

- Masculino
- Femenina
- Otra: _____

12. Yo tengo (años):

- Menos de 20
- 20-34
- 35-49
- 50-64
- Más de 64

13. Vivo en

- Tama
- Toledo
- El Poblado Meskwaki
- Otro: _____

*Gracias por tomarse el tiempo para hacer la encuesta. Sus ideas son agradecidas.
¡Denos 'Like' en nuestra página Facebook: 'City of Tama Comprehensive Plan 2040'!*



Appendix 1.3.4. Survey Results (All)

Detailed Breakout (All respondents)

Tama Comprehensive Plan

I live where I do because:

#	Answer	%	Count
1	Proximity to job	21.15%	22
2	Affordability	21.15%	22
3	Small town feel	34.62%	36
4	Other: (Please specify)	23.08%	24
	Total	100%	104

Text Responses

Other: (Please specify) – Text

Family
 Husband's job
 Family
 Born and raised here
 Garwin since grew up there
 Family
 My husband was already purchasing a house here before we met.
 Hometown and family
 Family is close
 Custody agreement involving child
 Because I grew up here and no desire to move anywhere else

I cannot afford to move
 Lived here all my life
 This is my home
 my family lives here
 Was affordable! Not anymore
 I grew up here/family is here
 It's my hometown.
 I don't live here anymore but I was raised in Tama my whole life
 I grew up here
 Family
 All of above
 I grew up here
 Raised here

Please rank the options from highest to lowest with your top priority as 1 and your lowest as 5. What should the city of Tama's top priority for housing be?

#	Question	1	2	3	4	5	Total					
1	Affordability	53.85%	49	31.87%	29	12.09%	11	2.20%	2	0.00%	0	91
2	Amount of housing	8.79%	8	19.78%	18	41.76%	38	23.08%	21	6.59%	6	91
3	Quality of housing	31.87%	29	35.16%	32	27.47%	25	4.40%	4	1.10%	1	91
4	Reducing the size of new homes	0.00%	0	1.10%	1	6.59%	6	32.97%	30	59.34%	54	91
5	Ability for older populations to stay in their homes	5.49%	5	12.09%	11	12.09%	11	37.36%	34	32.97%	30	91



Tama should have more of these housing options (Check all that apply):

#	Answer	%	Count
1	Single family housing	33.00%	66
2	Apartments	26.00%	52
3	Townhouses	22.00%	44
4	Tiny homes	9.50%	19
5	Mobile homes	3.50%	7
6	We don't need more housing	6.00%	12
Total		100%	200

I would be more likely to use city parks if there were: (Check all that apply)

#	Answer	%	Count
1	More parks	11.65%	31
2	More benches	9.40%	25
3	More bike parking	2.63%	7
4	More recreational courts/equipment	19.92%	53
5	Improved landscaping	13.91%	37
6	More conveniently located parks	5.64%	15
7	More public events	21.80%	58
8	Improved lighting	15.04%	40
Total		100%	266

I would be more likely to use city trails if Tama addressed the following: (Check all that apply)

#	Answer	%	Count
1	Paved trails	16.00%	44
2	More lighting	19.64%	54
3	More benches	8.00%	22
4	Improved landscaping	11.27%	31
5	More viewpoints	9.82%	27
6	Better connections to city sidewalks	14.18%	39
8	Connection to Toledo downtown	10.18%	28
7	Connection to Otter Creek Lake	10.91%	30
Total		100%	275

How often do use the South Tama Trail?

#	Answer	%	Count
1	Very often	3.37%	3
2	Often	15.73%	14
3	Sometimes	21.35%	19
4	Rarely	31.46%	28
5	Never	28.09%	25
Total		100%	89

What would describe your level of support for extending the South Tama Trail?

#	Answer	%	Count
1	Strongly support	21.59%	19
2	Support	31.82%	28
3	Neutral	32.95%	29
4	Oppose	5.68%	5
5	Strongly Oppose	7.95%	7
Total		100%	88

What relationship should Tama pursue having with Toledo?

#	Answer	%	Count
1	Combine into one city	55.81%	48
2	Pursue greater collaboration	36.05%	31
3	Keep things as they are	5.81%	5
4	Become more independent from Toledo	2.33%	2
Total		100%	86

I identify as:

#	Answer	%	Count
1	Male	39.29%	33
2	Female	58.33%	49
3	Other:	2.38%	2
Total		100%	84

My age (in years) is:

#	Answer	%	Count
1	Younger than 20	4.71%	4
2	20-34	36.47%	31
3	35-49	40.00%	34
4	50-64	14.12%	12
5	65 and older	4.71%	4
Total		100%	85

I live in/on:

#	Answer	%	Count
1	Tama	70.93%	61
2	Toledo	15.12%	13
3	The Meskwaki Settlement	2.33%	2
4	Other:	11.63%	10
Total		100%	86



In the blank space below, please indicate other recreational opportunities, if any, you would like in Tama's parks:

Sporting fields with lighting
 Splash Pads, Better Playground Equipment, Landscaping
 Kids and adult's equipment
 Skate parks, better equipment for kids and older people as well
 more elaborate bicycle trails
 Variety of equipment
 tennis courts
 Live music, outdoor movies, community gardens
 Better upkeep and more shelter houses for family events!
 Dog park
 Concerts, plays, community picnics, volleyball, horseshoes, celebrations of holidays
 Basketball court
 A dog park
 Dog park
 N/A
 Improved grounds keeping
 More swings, improved equipment
 Entertainment
 Give the skate park back to the kids. They need something outside of illegal activities to do.
 Improved play areas, updated facilities,
 Better play areas, sports courts (basketball, tennis, baseball)
 Bike/walking trails in town. Between Tama-Toledo for safer routes.
 Fitness stations in the parks and on the trails
 Splash pad
 Playground
 Basketball, playground equipment
 Dog park
 Enclosed dog park
 Bocce
 Public events to provide safe environment
 Splashpad
 Food truck court
 I would like to see more affordable indoor recreations for kids during the winter. I think a YMCA
 would be good to have in the Tama/Toledo area. We should also update the playground equipment at
 the parks and add a splash park like the one in Grinnell for the kids that can't afford the entrance to the
 swimming pool during the summer.
 Hunting and fishing

????

Text Responses:

Other: - Text
 I used to live in Tama IA now I live in Belle Chasse LA
 Chelsea
 Montour
 Chelsea
 Garwin. From chelsea

1.3.5: Survey Results (Tama Only)

Detailed Breakout (Tama Residents Only)

Tama Comprehensive Plan

I live where I do because:

#	Answer	%	Count
1	Proximity to job	18.33%	11
2	Affordability	26.67%	16
3	Small town feel	28.33%	17
4	Other: (Please specify)	26.67%	16
	Total	100%	60

Text Responses

Other: (Please specify) - Text	It's my hometown.
Family	Born and raised here
Because I grew up here and no desire to move anywhere else.	Hometown and family
I cannot afford to move	Family is close
Lived here all my life	Custody agreement involving child
This is my home	I grew up here
Was affordable! Not anymore	Raised here
All of above	Family
Family	



Housing Please rank the options from highest to lowest with your top priority as 1 and your lowest as 5. What should the city of Tama's top priority for housing be?

#	Question	1	2	3	4	5	Total					
1	Affordability	47.27%	26	36.36%	20	14.55%	8	1.82%	1	0.00%	0	55
2	Amount of housing	9.09%	5	18.18%	10	43.64%	24	23.64%	13	5.45%	3	55
3	Quality of housing	34.55%	19	36.36%	20	23.64%	13	3.64%	2	1.82%	1	55
4	Reducing the size of new homes	0.00%	0	1.82%	1	3.64%	2	29.09%	16	65.45%	36	55
5	Ability for older populations to stay in their homes	9.09%	5	7.27%	4	14.55%	8	41.82%	23	27.27%	15	55

Tama should have more of these housing options (Check all that apply):

#	Answer	%	Count
1	Single family housing	32.79%	40
2	Apartments	27.87%	34
3	Townhouses	22.95%	28
4	Tiny homes	8.20%	10
5	Mobile homes	1.64%	2
6	We don't need more housing	6.56%	8
Total		100%	122

I would be more likely to use city parks if there were: (Check all that apply)

#	Answer	%	Count
1	More parks	9.36%	16
2	More benches	9.94%	17
3	More bike parking	2.92%	5
4	More recreational courts/equipment	21.05%	36
5	Improved landscaping	13.45%	23
6	More conveniently located parks	4.68%	8
7	More public events	22.81%	39
8	Improved lighting	15.79%	27
Total		100%	171

I would be more likely to use city trails if Tama addressed the following: (Check all that apply)

#	Answer	%	Count
1	Paved trails	17.58%	29
2	More lighting	20.61%	34
3	More benches	9.70%	16
4	Improved landscaping	9.09%	15
5	More viewpoints	10.91%	18
6	Better connections to city sidewalks	16.36%	27
8	Connection to Toledo downtown	7.88%	13
7	Connection to Otter Creek Lake	7.88%	13
Total		100%	165

How often do use the South Tama Trail?

#	Answer	%	Count
1	Very often	3.28%	2
2	Often	19.67%	12
3	Sometimes	19.67%	12
4	Rarely	27.87%	17
5	Never	29.51%	18
Total		100%	61

What would describe your level of support for extending the South Tama Trail?

#	Answer	%	Count
1	Strongly support	18.33%	11
2	Support	35.00%	21
3	Neutral	33.33%	20
4	Oppose	5.00%	3
5	Strongly Oppose	8.33%	5
Total		100%	60

Relationship with Toledo What relationship should Tama pursue having with Toledo?

#	Answer	%	Count
1	Combine into one city	55.74%	34
2	Pursue greater collaboration	37.70%	23
3	Keep things as they are	4.92%	3
4	Become more independent from Toledo	1.64%	1
Total		100%	61

I identify as:

#	Answer	%	Count
1	Male	37.29%	22
2	Female	62.71%	37
3	Other:	0.00%	0
Total		100%	59



<i>My age (in years) is:</i>			
#	Answer	%	Count
1	Younger than 20	5.00%	3
2	20-34	31.67%	19
3	35-49	43.33%	26
4	50-64	16.67%	10
5	65 and older	3.33%	2
Total		100%	60

In the blank space below, please indicate other recreational opportunities, if any, you would like in Tama's parks:

- Sporting fields with lighting
- Splash Pads, Better Playground Equipment, Landscaping
- Kids and adult's equipment
- more elaborate bicycle trails
- Variety of equipment
- Better upkeep and more shelter houses for family events!
- Concerts, plays, community picnics, volleyball, horseshoes, celebrations of holidays
- Basketball court
- A dog park
- Dog park
- Improved grounds keeping
- More swings, improved equipment
- Entertainment
- Give the skate park back to the kids. They need something outside of illegal activities to do.
- Improved play areas, updated facilities,
- Bike/walking trails in town. Between Tama-Toledo for safer routes.
- Fitness stations in the parks and on the trails
- Splash pad
- Basketball, playground equipment
- Dog park
- Public events to provide safe environment
- Food truck court

I would like to see more affordable indoor recreations for kids during the winter. I think a YMCA would be good to have in the Tama/Toledo area. We should also update the playground equipment at the parks and add a splash park like the one in Grinnell for the kids that can't afford the entrance to the swimming pool during the summer.

Appendix 1.3.6: Data from Tama Talks Zoom Polls

Question	Actions	Count
What is the most important action to have a diverse, equitable economy?	Create a robust downtown to serve residents, employers, and visitors as a local commercial, business, and cultural center	6
	Coordinate with regional partners for economic development to avoid unnecessary competition	2
	Leverage city's historic and cultural characteristics to further develop economy	2
	Encourage a larger variety of jobs available	1
What action is the most important to improve infrastructure?	Advocate for alternative energy resources with regional partners	2
	Improve lighting in public spaces, such as parks and trails	2
	Raise the levee to the 1% annual chance flood standard	5
What is the most important action to promote alternative modes of transportation	Invest in prevention of and preparation for flooding	2
	Have streets with that support walking, biking, and driving	6
	Improve biking features such as bike signage	1
What is the most important action to promote cultural vibrancy and fun?	Develop a systematic approach to repair and maintain city streets	3
	Improve pedestrian features such as sidewalks	2
	Encourage opportunities for recognizing Tama's diversity	3
	Create more spaces for teens and young adults	4
	Improve recreational equipment	2



Question	Actions	Count
	Promote and invest in public art	1
What is the most important action to promote wise development decisions?	Identify vacant and underused buildings for redevelopment	7
	Incentivize developing empty parcels in developed parts of Tama	2
	Encourage decisions compatible with current uses and community goals	2
What is the most important action to promote public health	Promote a healthy and active lifestyle for all residents	5
	Update and enforce the building code	3
	Encourage sustainable, healthy food systems in the community	1
What is the most important action to have a diverse, affordable, and quality housing stock?	Increase ADA accessibility in parks and community spaces	2
	Encourage a greater mix of housing types	6
	Improve the quality of existing housing throughout the city	2
	Support rehabilitation of deteriorated housing	3
	Connect residents with resources to improve access to affordable, quality housing	1
What is the most important action to work effectively with our neighbors throughout the region?	Prepare for a greater degree of shared services with the City of Toledo	7
	Work effectively with state and federal government to acquire resources for projects	2
	Foster a sense of regional community by collaborating with our neighbors, including the Meskwaki Nation	2
	Develop a process to coordinate planning efforts with neighboring communities	1

1.3.7: Social Media Posts (Sampling)



Tama Talks Encuesta para Jueves

¿Cuál es la acción más importante para proveer infraestructura que apoya la comunidad ahora y en el futuro?

1. Mejorar la iluminación en espacios públicos, incluyendo los parques y caminos recreativos
2. Trabajar con nuestros vecinos para adoptar fuentes de energía de bajo carbono
3. Levantar el dique al nivel 1% probabilidad de inundación por año identificado por FEMA
4. Invertir en la prevención y preparación para la inundación

¿Cuál es la acción más importante realzar una cultura vibrante y divertido?

1. Mejorar el equipaje recreativo, como Los juegos de plaza y cortes atléticos
2. Crear más espacios y actividades para los adolescentes y adultos jóvenes
3. Proveer oportunidades a celebrar la diversidad de cultura de Tama
4. Promocionar e invertir en el arte público por toda la comunidad

Over the next 8 months the City of Tama will be engaged in the process of creating a comprehensive plan that outlines the community's goals and objectives to convey an established vision for the future through 2040.

This page will keep residents up-to-date on the plan's status and upcoming engagement events & activities!

TAMA COMP PLAN 2040

Source: Authors



Appendix 2.1: Employment distribution in Tama, Toledo, Tama County, and Iowa

Jobs by NAICS Industry Sector	Tama	Toledo	Tama County	Iowa
<i>Accommodation and Food Services</i>	2.32%	11.22%	17.60%	7.88%
<i>Administration & Support, Waste Management and Remediation</i>	0.28%	4.70%	1.37%	4.53%
<i>Agriculture, Forestry, Fishing and Hunting</i>	0.00%	3.47%	2.78%	1.33%
<i>Arts, Entertainment, and Recreation</i>	0.34%	0.00%	0.28%	1.23%
<i>Construction</i>	1.64%	2.39%	3.38%	4.99%
<i>Educational Services</i>	15.36%	6.02%	9.88%	10.29%
<i>Finance and Insurance</i>	0.40%	3.30%	2.06%	6.07%
<i>Health Care and Social Assistance</i>	5.87%	8.99%	8.77%	14.53%
<i>Information</i>	0.79%	0.25%	0.63%	1.46%
<i>Management of Companies and Enterprises</i>	0.45%	0.00%	0.14%	1.30%
<i>Manufacturing</i>	62.00%	7.26%	22.61%	14.21%
<i>Mining, Quarrying, and Oil and Gas Extraction</i>	0.00%	0.00%	0.00%	2.87%
<i>Other Services (excluding Public Administration)</i>	0.79%	2.89%	1.76%	3.55%
<i>Professional, Scientific, and Technical Services</i>	0.85%	1.65%	0.88%	3.97%
<i>Public Administration</i>	1.36%	17.66%	11.67%	0.97%
<i>Real Estate and Rental and Leasing</i>	3.78%	0.74%	0.26%	11.80%
<i>Retail Trade</i>	0.17%	22.52%	9.09%	3.90%
<i>Transportation and Warehousing</i>	0.79%	3.71%	2.11%	0.51%
<i>Utilities</i>	2.82%	0.00%	0.42%	4.46%
<i>Wholesale Trade</i>	0.00%	3.22%	4.31%	0.16%

Appendix 2.2: Fiscal Impact Analysis of Tama and Toledo Economy

Using the Economic Impact Assessment (IMPLAN) multipliers for the county of Tama, we projected the required number of housing units for an increase in 100 jobs in the four largest employing industries in Tama. ‘Per hundred job increase’ in manufacturing, educational services, health care services, and retail business requires 243.13, 113.41, 125.8, and 167.19 jobs, respectively, in these sectors. Considering these 100 jobs are regionally supported by expansion in each of these sectors, there would be \$19,107,068 in total labor income (earnings) helped finding employment at the plant and all “ripple” or multiplier effects. Therefore, the average labor income for all jobs would be \$39,589.47. This amount is lower than the County average of \$48,252. If the average impacts boost earnings per job higher than the current values, then we would assume a higher likelihood of in-migration. However, in this case, it is lower as the excellent job adjustment factor is lower than one (0.82).

The average probability of living and working in the City of Tama is 0.19, which suggests an estimated labor services, and 32.82 for retail business. However, not all these jobs would bring residents to the city. After good force growth of 47.72 for manufacturing industries, 22.26 for educational services, 24.69 for health care job adjustment, about 14.00 jobs would bring people and would require housing in Tama for the manufacturing industry. This number is 6.53 for educational services, 7.24 for health care services, and 9.63 for retail business. (Appendix 3.1).



1. Economic Impact Summary for Jobs and Labor Impact				
	Manufacturing	Educational Services	Health Care	Retail
Number of workers to be hired	100	100	100	100
Expected average total earning per worker	\$ 41,090.40	\$ 55,600.00	\$ 70,940.00	\$ 25,240.00
Job Multiplier	2.431332	1.67193	1.257968	1.13412
Labor Income Multiplier	1.852288	1.61082	1.121801	1.19979
Initial Expected Economic Impact				
Jobs	243.133	167.193	125.797	113.412
Labor Income	\$ 7,611,125.48	\$ 8,956,175.88	\$7,958,056.29	\$ 3,028,262.39
Avg. labor income for all jobs	\$ 31,304.34	\$ 53,567.95	\$ 63,261.20	\$ 26,701.55
2. Adjustment for Residency				
	Tama		Toledo	
Employed in the Selection Area	1771	100.00%	1,212	100.00%
Employed in the Selection Area but not living in the Selection Area	1442	81.40%	1,047	86.40%
Employed and Living in the Selection Area	329	18.60%	165	13.60%
Living in the Selection Area	1591	100.00%	1,310	100.00%
Living in the Selection Area but not employed in the Selection Area	1262	79.30%	1,145	87.40%
Living and Employed in the Selection Area	329	20.70%	165	12.60%
Percentage of jobs filled by residents		18.58%		13.61%
Percentage of residents who actually work in the city		20.68%		12.60%
<i>Average</i>		19.63%		13.10%
Labor force growth (Tama)	47.72205497	32.81651371	24.69132889	22.2603488
Labor force growth (Toledo)	31.86173208	21.91001558	16.48521855	14.86216949
3. Good Jobs Adjustment				
Average earnings for all Tama County Jobs in 2017 (from BEA)	\$ 40,983.00			
Avg. labor income for all jobs	\$ 31,304.34			
Good Job adjustment factor	0.76384			
Good Jobs (Tama)	36.45189	25.06648	18.86016	17.00329
Total Tama Income Gain	\$ 1,141,102.41	\$ 784,689.66	\$ 590,404.90	\$ 532,276.69
Good Jobs (Toledo)	24.33718	16.73569	12.59203	11.35228
Total Toledo Income Gain	\$ 761,859.47	\$ 523,899.73	\$ 394,185.09	\$ 355,375.67

4. Calculating the Fiscal Impact					
Estimating Local revenue impact 2018:					
		Tama FY'18		Toledo FY'18	
	Own source	Revenue	Modified Own Source	Revenue	Modified Own Source
Property Taxes	Yes	\$ 1,119,618	\$ 1,119,618	\$ 1,069,185	\$ 1,069,185
TIF Revenues	No	\$ 203,625		\$ -	\$ -
Other City Taxes	Yes	\$ 170,766	\$ 170,766	\$ 265,807	\$ 265,807
Licenses and Permits	Yes	\$ 20,032	\$ 20,032	\$ 7,340	\$ 7,340
Use of Money and Property	No	\$ 59,529		\$ 36,912	
Intergovernmental	No	\$ 1,364,211		\$ 658,459	
Charges for fees and services	Yes	\$ 1,277,442	\$ 1,277,442	\$ 1,420,070	\$ 1,420,070
Special Assessments	No	\$ 7,505		\$ -	\$ -
Miscellaneous	Yes	\$ 187,984	\$ 187,984	\$ 120,510	\$ 120,510
Other Financing Sources	No	\$ 743,709		\$ 280,121	
Actual Own Source Revenue		\$ 5,154,421		\$ 3,858,404	
Modified Own source revenues			\$ 2,775,842		\$ 2,882,912
Total personal income in Tama County (BEA) 2017					
Personal income (thousands of dollars)	\$	785,752			
Population (persons) 1/		16,904			
Per capita personal income (dollars)	\$	46,483			
1.Tama County Population 2017		17,236			
2.Tama County Per Capita Money Income		27,074			
1x2		466,647,464			
		Tama	Toledo		
3 Population 2017		2,801	2,201		
4.Per Capita Money Income	\$	21,161.00	\$ 21,171.00		
3x4	\$	59,271,961.00	#####		
Share of county		12.70%	9.99%		
Share of BEA personal income	\$	99,803,525	\$ 78,461,752		

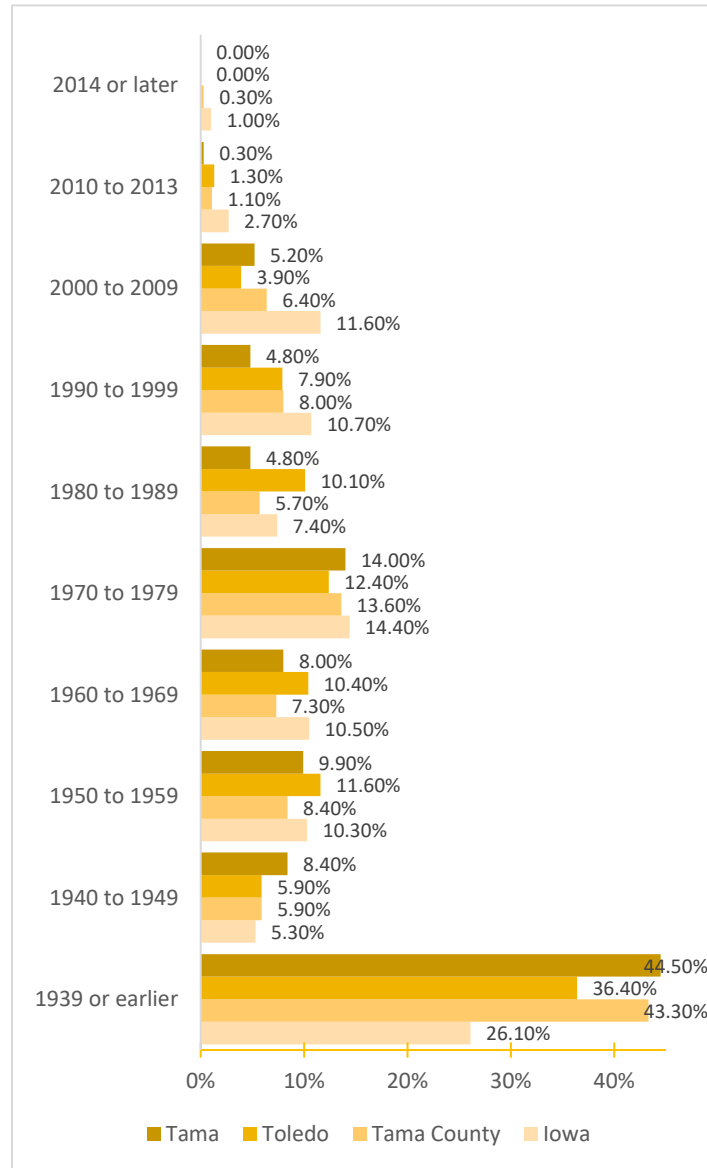


Tama FY'18	Own source	Revenue	Modified Own Source	Percent of total personal income	Modified own source revenue impacts			
					Manufacturing	Educational Services	Health Care	Retail
Property Taxes	Yes	\$ 1,119,618	\$ 1,119,618	1.12%	\$ 12,801.14	\$ 8,802.82	\$ 6,623.29	\$ 5,971.20
TIF Revenues	No	\$ 203,625			\$ -	\$ -	\$ -	\$ -
Other City Taxes	Yes	\$ 170,766	\$ 170,766	0.17%	\$ 1,952.45	\$ 1,342.62	\$ 1,010.20	\$ 910.74
Licenses and Permits	Yes	\$ 20,032	\$ 20,032	0.02%	\$ 229.04	\$ 157.50	\$ 118.50	\$ 106.84
Use of Money and Property	No	\$ 59,529			\$ -	\$ -	\$ -	\$ -
Intergovernmental	No	\$ 1,364,211			\$ -	\$ -	\$ -	\$ -
Charges for fees and services	Yes	\$ 1,277,442	\$ 1,277,442	1.28%	\$ 14,605.62	\$ 10,043.69	\$ 7,556.93	\$ 6,812.91
Special Assessments	No	\$ 7,505			\$ -	\$ -	\$ -	\$ -
Miscellaneous	Yes	\$ 187,984	\$ 187,984	0.19%	\$ 2,149.31	\$ 1,477.99	\$ 1,112.05	\$ 1,002.56
Other Financing Sources	No	\$ 743,709			\$ -	\$ -	\$ -	\$ -
Actual Own Source Revenue		\$ 5,154,421			\$ -	\$ -	\$ -	\$ -
Modified Own source revenues			\$ 2,775,842	2.78%	\$ 31,737.56	\$ 21,824.62	\$ 16,420.97	\$ 14,804.25
					\$ 7,495.23	\$ 5,154.16	\$ 3,878.02	\$ 3,496.21

Toledo FY'18	Own source	Revenue	Modified Own Source	Percent of total personal income	Modified own source revenue impacts			
					Manufacturing	Educational Services	Health Care	Retail
Property Taxes	Yes	\$ 1,069,185	\$ 1,069,185	1.36%	\$ 10,381.73	\$ 7,139.09	\$ 5,371.49	\$ 4,842.64
TIF Revenues	No	\$ -	\$ -					
Other City Taxes	Yes	\$ 265,807	\$ 265,807	0.34%	\$ 2,580.97	\$ 1,774.83	\$ 1,335.39	\$ 1,203.92
Licenses and Permits	Yes	\$ 7,340	\$ 7,340	0.01%	\$ 71.27	\$ 49.01	\$ 36.88	\$ 33.24
Use of Money and Property	No	\$ 36,912						
Intergovernmental	No	\$ 658,459						
Charges for fees and services	Yes	\$ 1,420,070	\$ 1,420,070	1.81%	\$ 13,788.80	\$ 9,482.00	\$ 7,134.31	\$ 6,431.90
Special Assessments	No	\$ -						
Miscellaneous	Yes	\$ 120,510	\$ 120,510	0.15%	\$ 1,170.15	\$ 804.66	\$ 605.43	\$ 545.82
Other Financing Sources	No	\$ 280,121						
Actual Own Source Revenue		\$ 3,858,404						
Modified Own source revenues			\$ 2,882,912	3.67%	\$ 27,992.92	\$ 19,249.59	\$ 14,483.50	\$ 13,057.53
					\$ 6,610.88	\$ 4,546.04	\$ 3,420.46	\$ 3,083.70



Appendix 3:1 Housing stock age in Tama



Appendix 3.2: Potential housing options

Townhouse / Townhome

A tall-narrow, traditional house with at least two floors that shares a wall(s) with another townhouse(s). Each unit is typically individually owned.



Duplex

A single house with two separate dwelling units within it. Each dwelling unit has its own private entrance and exit.



Appendix 3.3: Affordable housing market

Rent for units in the LIHTC Program						
% of AMI	Studio	1 Bed	2 Bed	3 Bed	4 Bed	5 Bed
50% of Median	\$ 608	\$ 651	\$ 781	\$ 903	\$ 1,008	\$ 1,111
60% of Median	\$ 729	\$ 782	\$ 938	\$ 1,083	\$ 1,209	\$ 1,334

Income Qualifications for Low Income Housing Tax Credit Apartments in Tama								
Income	1 Person	2 Person	3 Person	4 Person	5 Person	6 Person	7 Person	8 Person
50% of Median	\$ 24,300	\$ 27,800	\$ 31,250	\$ 34,700	\$ 37,500	\$ 40,300	\$ 43,050	\$ 45,850
60% of Median	\$ 29,160	\$ 33,360	\$ 37,500	\$ 41,640	\$ 45,000	\$ 48,360	\$ 51,660	\$ 55,020

Income Qualifications for Tama HUD Rental Assistance in Tama								
Income	1 Person	2 Person	3 Person	4 Person	5 Person	6 Person	7 Person	8 Person
30% of Median	\$ 14,600	\$ 16,910	\$ 21,330	\$ 25,750	\$ 30,170	\$ 34,590	\$ 39,010	\$ 43,430
50% of Median	\$ 24,300	\$ 27,800	\$ 31,250	\$ 34,700	\$ 37,500	\$ 40,300	\$ 43,050	\$ 45,850
80% of Median	\$ 38,850	\$ 44,400	\$ 49,950	\$ 55,500	\$ 59,950	\$ 64,400	\$ 68,850	\$ 73,300



Appendix 3.3: Housing Impact Analysis – a comparison between

Tama and Toledo

Initial Expected Economic Impact for Jobs and Labor Income					4. Housing Requirement				
	Manufacturing	Educational Services	Health Care	Retail	Tama				
Number of workers to be hired	100	100	100	100	Housing Requirement	27.84	12.99	14.41	19.15
Expected average total earning per job	\$ 41,090.40	\$ 55,600.00	\$ 70,940.00	\$ 25,240.00	Householder over 65y	30.60%			
Job Multiplier	2.431332	1.134115	1.257968	1.671928	Occupied housing units	1031			
Labor Income Multiplier	1.852288	1.19979	1.121801	1.61082	Households with no person over 65 (69.40%)	800			
Initial Expected Economic Impact					Ratio of residential jobholder to householder	1.9888			
Jobs	243.133	113.412	125.797	167.193	Marshall County HH	14.00	6.53	7.24	9.63
Labor Income	\$ 7,611,125.48	\$ 6,670,815.72	\$ 7,958,056.29	\$ 4,065,717.25	Toledo				
Avg. labor income for all jobs	\$ 31,304.34	\$ 58,819.57	\$ 63,261.20	\$ 24,317.54	Housing Requirement (Toledo)	18.59	8.67	9.62	12.78
2. Adjustment for Residency					Householder over 65y (Toledo 2017)	33.50%			
	Tama		Toledo		Occupied housing units in Toledo	797			
Employed in the Selection Area	1771	100.00%	1,212	100.00%	Households with no person over 65 (73.6%)	530			
Employed in the Selection Area but Living Outside	1442	81.40%	1,047	86.40%	Ratio of residential jobholder to householder	2.4717			
Employed and Living in the Selection Area	329	18.60%	165	13.60%	Marshall County HH	7.52	3.51	3.89	5.17
Living in the Selection Area	1591	100.00%	1,310	100.00%					
Living in the Selection Area but Employed Outside	1262	79.30%	1,145	87.40%					
Living and Employed in the Selection Area	329	20.70%	165	12.60%					
Percentage of jobs filled by residents		18.58%		13.61%					
Percentage of residents who actually work in the city		20.68%		12.60%					
Average (live and work probability)		19.63%		13.10%					
Labor force growth (Tama)	47.72	22.26	24.69	32.82					
Labor force growth (Toledo)	31.86	14.86	16.49	21.91					
3. Good Jobs Adjustment									
Average earnings for all Tama County Jobs in 2017 (from BEA)	\$ 40,983.00								
Avg. labor income for all jobs	\$ 31,304.34								
Good Job adjustment factor	0.76384								
Good Jobs (Tama)	36.45189	17.00329	18.86016	25.06648					
Total Tama Income Gain	\$ 1,141,102.41	\$ 532,276.69	\$ 590,404.90	\$ 784,689.66					
Good Jobs (Toledo)	24.33718	11.35228	12.59203	16.73569					
Total Toledo Income Gain	\$ 761,859.47	\$ 355,375.67	\$ 394,185.09	\$ 523,899.73					



Appendix 3.4: Tama Housing Assistance Inventory

United States Department of Housing and Urban Development

Public Housing Program

Tama do not have direct access to public housing as it is limited to low-income families and individuals, but it can direct the families in need to this program and help them with the application process. Access to this program is determined based on annual gross income, the condition of the applicant being qualified as elderly, or a person with a disability, or as a family; and immigration status.

Rental Assistance

Rental assistance is a type of housing subsidy that pays for a portion of a renter's monthly housing costs, including rent and tenant-paid utilities. This type of housing assistance can come from Section 8 Housing Choice Vouchers, project-based Section 8 contracts, public housing, USDA Rental Assistance (in Section 515 properties) as well as HUD Section 202 and 811 properties for elderly and disabled households. Household size and income are considered to make the selection for this subsidy assistance.

Low Income Housing Tax Credits

The Low-Income Housing Tax Credit (LIHTC) program targets to create affordable rental housing for low and very low-income families. From 1991 to 1993, 2 low-income apartment communities containing 48 rental apartments have been constructed and made accessible to low-income people in Tama through the Low-Income Housing Tax Credit LIHTC program. If the household income is less than 60% of the Area Median Income (AMI), they will not be paying more than the rent value for a unit. However, affordable apartment communities that receive funding through the LIHTC program may have rental units that are not subject to income and rent limits. Rent limits for the LIHTC program are determined so that a household making the maximum income for the expected household size of the unit would only pay 30% of their income for rent. For more information see [Income Limits](#).

Income Qualifications for Low-Income Housing Tax Credit Apartments

The expected household size for a two-bedroom apartment is three people. The maximum income for a three-person household at 60% of the AMI in Tama is \$37,500 a year, or \$3,125 a month. For the maximum income of \$3125/month the maximum rent is \$938. Appendix 3.2 provides a full breakdown of the available data. Rent for units in the LIHTC Program includes a utility allowance determined by the average monthly cost of utilities paid directly by residents.



Appendix 4.1: Zoning and Land Use

Inclusionary Zoning

This type of zoning seeks to counter exclusionary zoning practices by requiring a given share of a development provides affordable housing options to people with low and moderate incomes. Unlike exclusionary zoning that segregates uses, inclusionary zoning allows uses that complement like commercial and housing. Most other codes are inclusionary except Euclidean.

1. Incentive Zoning

Incentive zoning is used by cities to incentivize developers to build in certain areas that would benefit the community.

2. Graduated Density Zoning

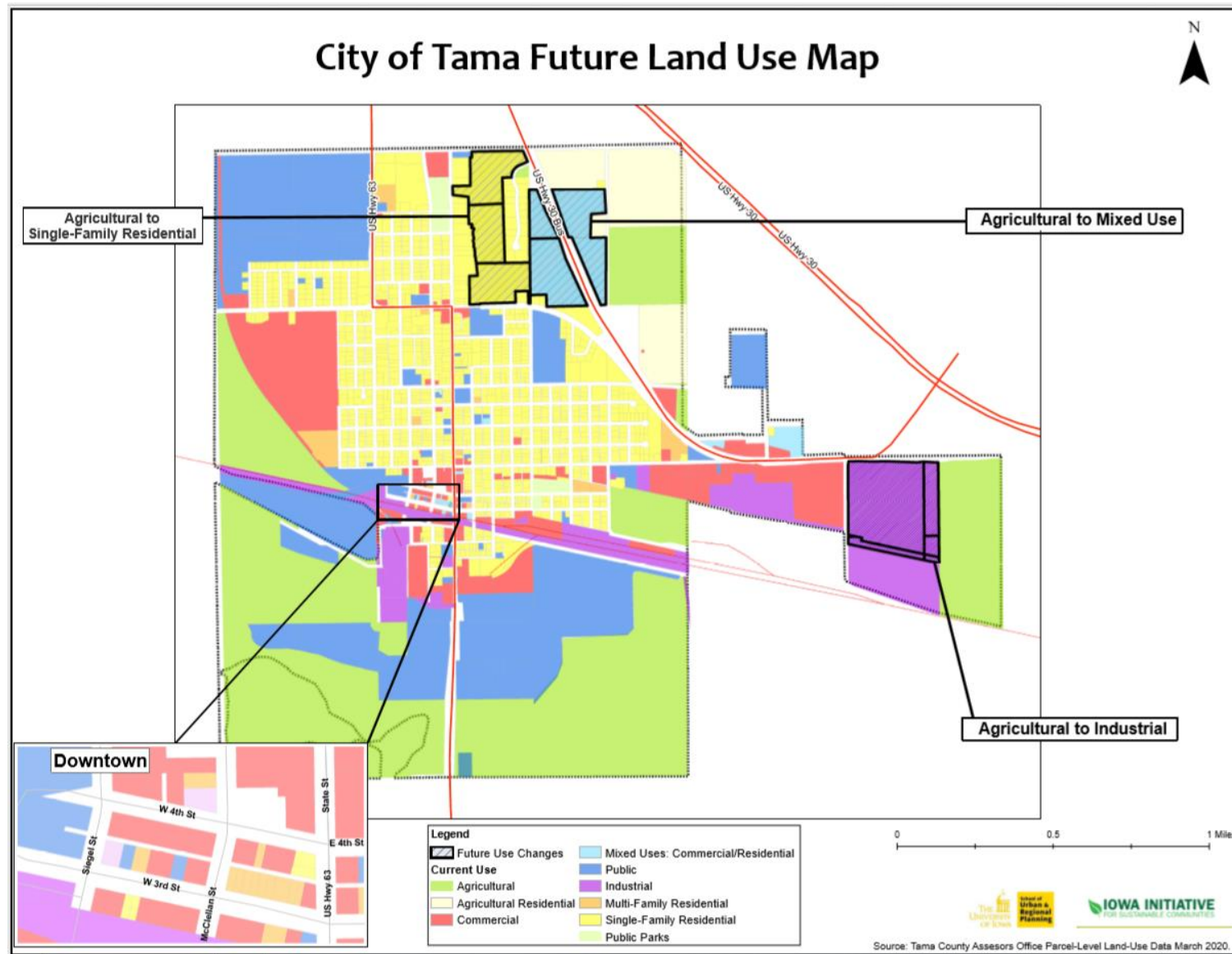
This type of zoning allows developments to have a higher density on larger sites while a low density on smaller sites.

<i>Land Use Types</i>	<i>Descriptions</i>
Residential Single Family (Low Density Residential)	This land use typology contains traditional forms of single-family housing in Tama. Typical lot sizes ranges from 8,00 square feet to half an acre. The average density ranges between 2 to 4 units per acre and includes predominantly single-family detached homes with limited attached houses such as duplexes and twin homes.
Residential Multi-Family (medium and high density)	This typology includes a variety if medium and high density residential that includes townhomes, row houses, patio homes, apartments, condominiums, and senior housing.
Commercial	Commercial typology primarily includes retail (goods and services) and office land uses. commercial uses may be in a neighborhood, community, or regional scale depending on scale, orientation, and mass (total square footage).

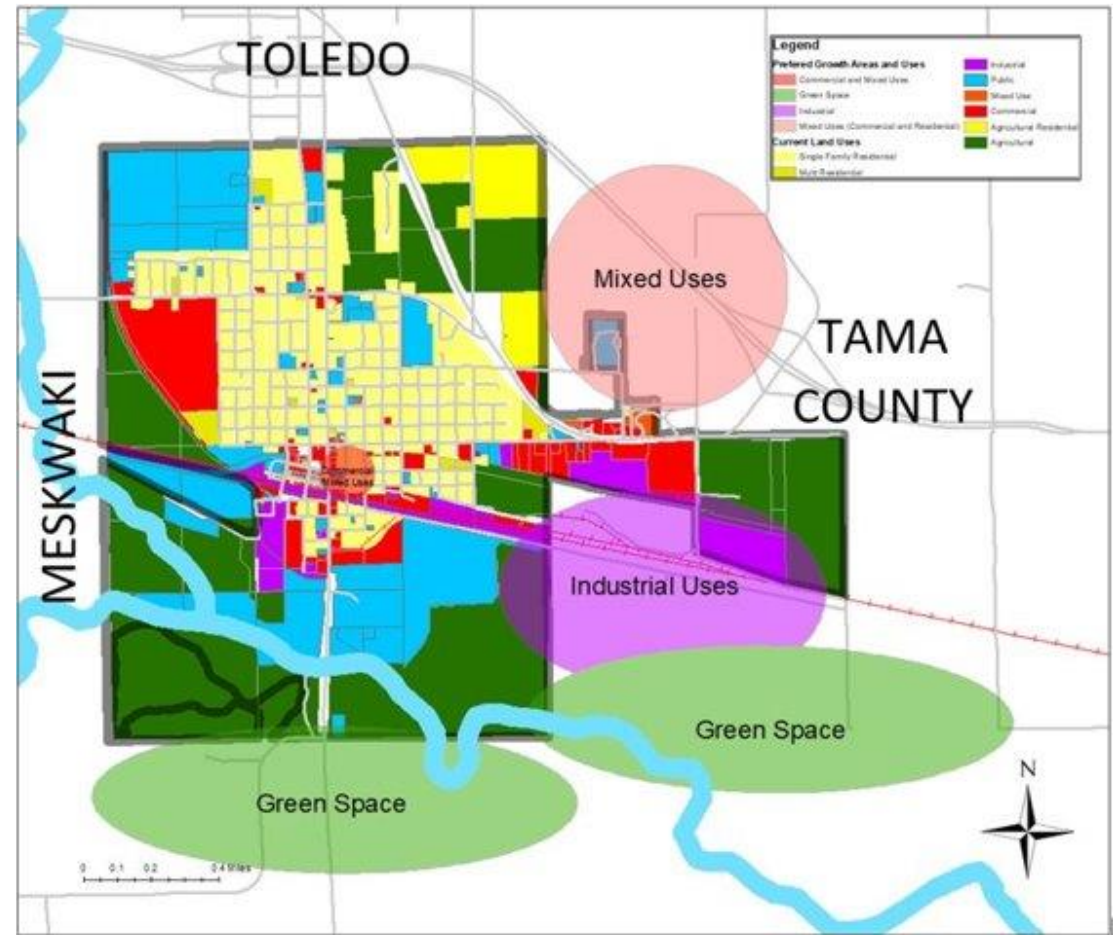
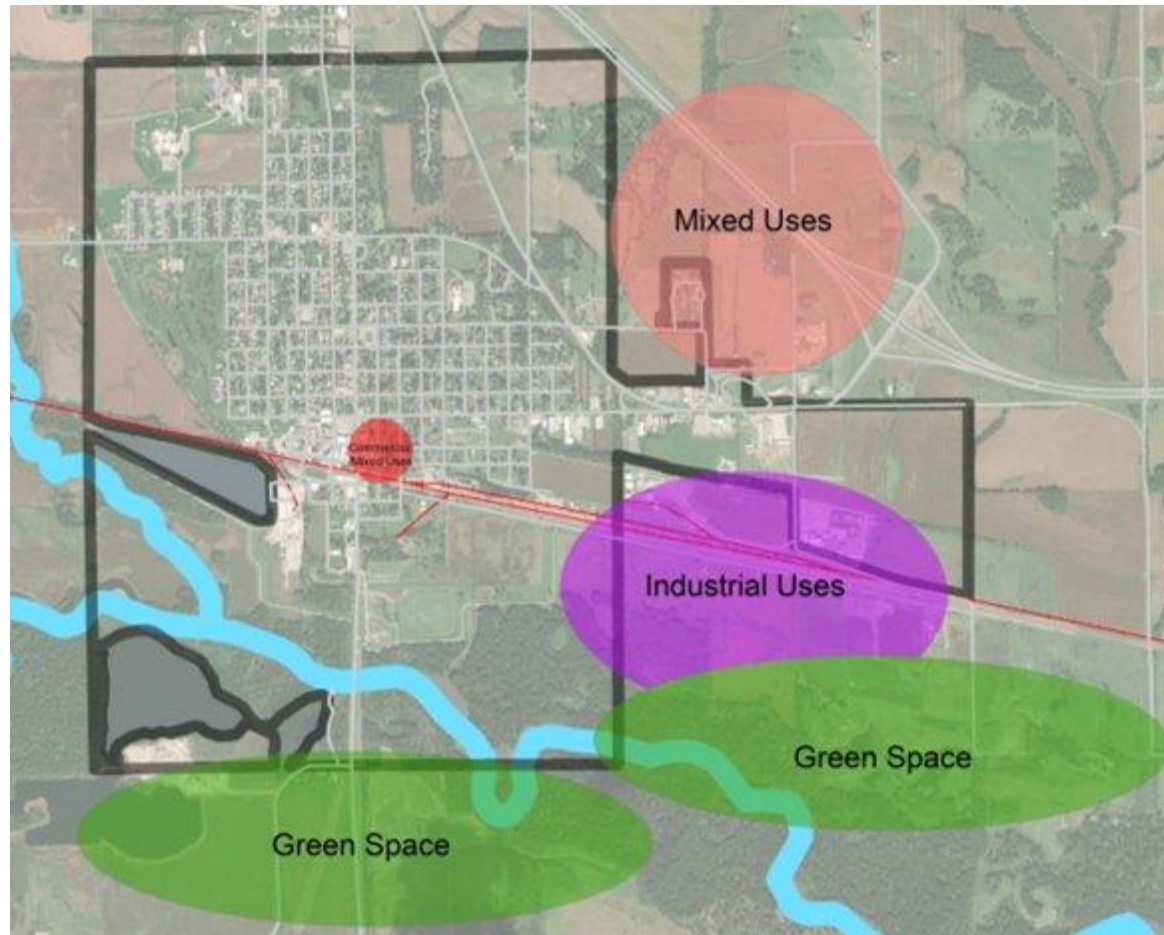
<i>Land Use Types</i>	<i>Descriptions</i>
Mixed Uses (Commercial and Residential)	Mixed use typology in Tama consists of both commercial and residential uses.
Industrial/ Railroad /Utility	Industrial uses include both heavy and light industrial uses. the primary focus for industrial uses is on the assembly, storage, package, and distribution of goods and services. Warehouses and office spaces are often categorized in industrial uses. Industrial uses ate located close to regional road corridors. Industrial railroad typology is unique to Tama. Even though railroad uses have been traditionally categorized as industrial, the current Tama land use map has railroad uses as a single typology. This typology includes all land
Agricultural	Agricultural typology includes land uses for farming purposes. This typology is sometimes referred to urban reserve. This category is applied to neighborhoods within and outside the city limits that falls under both short term and long term planned areas including agricultural areas envisioned to be annexed by the city of Tama. In case of development, these areas require careful planning and design for cluster developments that envisions longer term urban sustainable development form/patterns with infrastructure.
Agricultural Residential	The agricultural residential or sometimes referred to rural residential preserves established areas of low residential development often 1 unit per acre. These uses are not serviced by municipal infrastructure and typically served with individual septic tanks and sometimes private water wells.
Others	Other land uses not within the categorization but exists in Tama includes right of way (ROW) and utilities. Wetlands are also available and represent sensitive lands based on the National Wetlands Inventory. These categories serve to provide a general breakdown of land uses in Tama.



Appendix 4.2: Future Land Use Map Public Input Map



Appendix 4.3: Annexation, rezoning, and future land use types and locations public input maps



Appendix 5.1 Annual Average Daily Traffic Value (AADT) Examples

Average Daily Traffic (ADT) is a common way to measure automobile use on a street. Although the following examples are for much larger cities than Tama they will still help to give a general understanding of how AADT capacity does not determine the configuration of the lanes on a street. The examples were taken from “Rethinking Streets: An Evidence-Based Guide to 25 Complete Street Transformations”, which was created and assembled by the University of Oregon’s Sustainable Cities Initiative (SCI).

Appendix 5.2 Four-to-Three Lane Conversion

The IDOT’s website definition of a four-to-three conversion is as follows:

“A 4- to 3-lane conversion (a type of road diet) involves restriping a 4-lane road as a 3-lane road. One lane is provided in each direction with a continuous left turn lane down the center. This often leaves room left over which can be used for enhancements such as parking or bike lanes. When combined with a roadway resurfacing project, a 4- to 3-lane conversion can be completed without any additional cost. 4- to 3-lane conversions are one of the Federal Highway Administration’s (FHWA’s) 20 proven safety countermeasures.” (iowadot.gov)

A great resource that can guide Tama in attempting a lane conversion is SCI’s document titled “Rethinking Streets: An Evidence-Based Guide to 25 Complete Street Transformations”. The guide provides concrete examples of streets that have been converted/improved to better accommodate each given level of traffic. Four-to-three lane conversions are featured throughout the guide, Tama simply has to pick the example that best fits their situation.

If Tama decides to pursue a lane configuration on one of the state highways that runs through the city the IDOT must be involved from the start. These conversions are not uncommon and various funding programs and grants, which are listed in Chapter 5: Transportation, can help fund a reconfiguration if reasons for project are applicable.



W. Lancaster Boulevard, Lancaster, CA. Photo: City of Lancaster

ADT: 19,800

When this photo was taken, W. Lancaster Boulevard had 5 lanes of traffic and averaged 19,800 vehicles per day, but did not serve the community to its full potential.



Euclid Avenue, Cleveland, OH. Photo: Sam Bobko

ADT: 20,000

Euclid Avenue’s two lanes of auto traffic still accommodate 20,000 vehicles per day, while also providing a rich pedestrian experience and Bus Rapid Transit facilities.

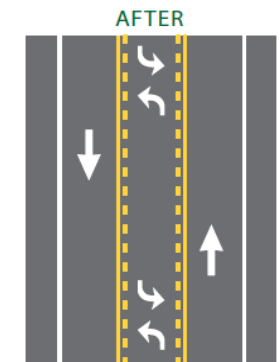
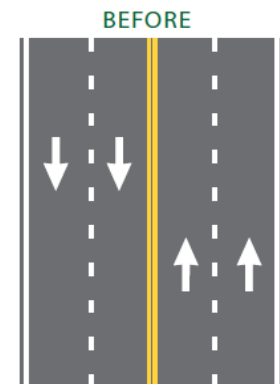


East Boulevard, Charlotte, NC. Photo: City of Charlotte

ADT: 18,900

In Charlotte, a center turn lane allows a place for left-turning vehicles to wait, improving flow of the two auto lanes. The street now features better pedestrian and bicycles facilities in addition to moving 18,900 automobiles per day.

“ADT is the number of cars passing a specific measurement point on a street in a 24-hour period. Busier streets have higher ADT numbers, while lower-volume streets have lower ADT numbers.” (SCI)



Four-to-three lane conversion

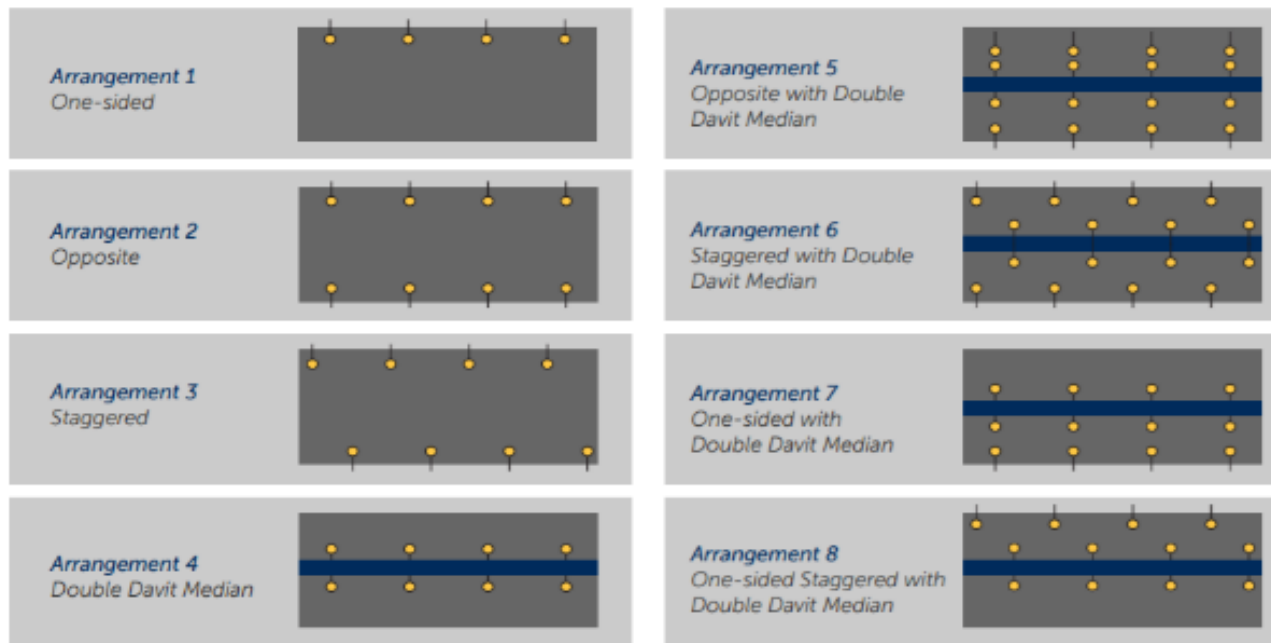


Appendix 6.1 Street Light Catalogue



Appendix 6.2: Typical Lighting Arrangements

Source: Fortis Alberta



Source: Fortis Alberta



Appendix 7.1. Local Government Solar Toolkit

State Solar Policy Summary

Iowa has seen interest in solar grow through changes in policy, the decline in costs, and the availability of various incentives. Because solar is rapidly growing in the state, local governments are increasingly seeing developments come to their communities. The following summarizes state policy that is driving the market and enabling local government authority.

Solar Policy

In 2013, the State Legislature passed a suite of laws that helped forecast an optimistic outlook for solar in Iowa. These statutes are provided here:

1. **Alternative Energy Production Law.** In 1983, Iowa passed a law that required the two largest utilities in the state to generate 105 MW from renewable energy sources. Since that time, the state has surpassed its goal and now receives more than 5,100 MW of wind power. The goal has not been updated.
2. **Power Purchase Agreements.** In July 2014, the Iowa Supreme Court ruled in favor of a solar installation atop a municipal building in Dubuque, effectively allowing entities to take advantage of third power financing options such as power purchase agreements.
3. **Net Metering.** All customers of Iowa's two investor-owned utilities are eligible for net metering. While there is no explicit limit on the size net-metered systems, separate rule waivers have allowed each of the utilities to limit individual systems to 500 kW.
4. **Interconnection Standards.** Interconnection standards for IOUs apply to distributed generation facilities no greater than 10 MW. There are four levels of review for interconnection requests, which must all be met before they can be approved. General interconnection rules apply to all utilities (both rates regulated and non-rate-regulated). The rules cover power quality, safety, and technical standards.

Solar Market

Iowa has a number of incentives to help spur and finance solar development to reach state goals and mandates. Available incentives are listed here:

- **Property Tax Exemption.** Any market value added to a property by a solar energy system is exempt from the state's property tax for 5 full assessment years.
- **Renewable Energy Equipment Exemption.** Renewable energy equipment, including solar, is exempt from the State's sale tax (6%).
- **Solar Energy Systems Tax Credit.** Governor Branstad signed a new version of the state's tax credit fund for rooftop solar installations in June 2015. The bill increases the fund from \$1.5 million to \$4.5 million annually. The maximum credit has also been increased for residential and commercial projects.

Solar Permitting for Iowa Municipalities

When a home or business owner makes the decision to install solar, the home or business owners, contractors, and city staff and official must all navigate the administrative process of complying with local regulation. An Iowa municipality can help reduce the cost of solar development by setting clear and predictable standards for the permitting and inspection process. Making the permit and inspection process transparent and predictable to contractors saves time for both contractors and municipalities. The Solar America Board of Code and Standards (Solar ABCS) developed a set of permitting principals and standards for permitting solar installations based on thousands of installations across the nation and years of data collection and research. These standards are the national best practices that local governments across the nation adapt to their community circumstances.

However, a one-size-fits-all approach does not work for solar permitting in Iowa municipalities. Communities of different sizes have different processes. Permitting in a rural city will look different than the process in the City of Des Moines. Cities of different size and age have distinct characteristics in their building stock that call for



different approaches to permitting. However, most Iowa municipalities use a building code standard based on the State code and should rely on the same principals and standards to make the permitting process transparent, predictable, and based on the best evidence and research. With a new and evolving technology such as solar energy, local governments should clarify the technical and administrative processes so permit staff have a roadmap for dealing with technology and installation practices for which they might be unfamiliar. A template for adapting national permitting best practices to Iowa cities is provided below. The template provides standardized solar permit language for Midwestern cities, but also notes where local municipalities might choose to modify the standards. A number of large Midwestern cities, with complicated codes and regulatory process, have successfully adapted the national permitting best practices to their unique regulatory standards and building stock. The cities of Chicago, Milwaukee, Minneapolis and Saint Paul can serve as a proof of concept for smaller cities in Iowa. Smaller Midwestern cities incorporated solar permitting best practices and similarly demonstrate that permitting processes can be transparent, predictable, and streamlined without compromising the intent and goals of regulations.

Additional resources related to permitting processes, standards, and research are included at the end of the document for reference by municipal staff, elected officials and installers. More information can be found in the document in the reference section.

Appendix 7.2 Iowa Standardized Permitting Template source:

Iowa Standardized Permitting Template

JOB SITE ADDRESS _____
 NAME OF BUILDING OWNER _____
 JOB VALUATION _____

Installation Contractor	Name _____
	Address _____
	City _____ State _____ Zip _____
	State License No. _____ Phone _____

Required Information for Permit:

1. Site plan showing location of major components on the property and a framing cross section that identifies type of support (rafter or truss), spacing, span dimension, and approximate roof slope. The drawings need not be exactly to scale, but it should represent relative location of components. PV arrays on dwellings with a 3' perimeter space at ridge and sides may not need separate fire service review.

If location of the solar resource on the roof requires installation within three feet of sides or ridge, check with building official to determine if fire service review is needed.
2. Specification sheets and installation manuals for all manufactured components including, but not limited to, PV modules, inverter(s), combiner box, disconnects, and mounting system.
3. If city manages electric permit process - Electrical diagram showing PV array configuration, wiring system, overcurrent protection, inverter, disconnects, required signs, and AC connection to building (see accompanying standard electrical diagram).

Step 1: Structural Review of PV Installation Mounting System

1. Is the roof supporting the installation a pitched roof in good condition, without visible sag or deflection, no cracking or splintering of support, or other potential structural defect? Yes No
2. Is the roof a rafter system? Yes No
3. Is the equipment to be flush-mounted to the roof such that the collector surface is parallel to the roof? Yes No
4. Is the roofing type lightweight? Yes (composition, lightweight masonry, metal, etc...) No
5. Does the roof have a single layer roof covering? Yes No

For truss systems, additional information may be needed to ascertain the truss' design loads. The SolarStruc tool (<http://www.growsolar.org/wp-content/uploads/2012/06/Solarstruc-2.2.xls>) allows contractors to calculate truss capacity for solar installations. Please contact the building official for standards on when structural analysis will be needed.

If "No" to any of questions 1 -4 above, additional documentation may be required. Documentation may need to demonstrate the structural integrity of the roof and all necessary structural modifications needed to maintain integrity. A statement stamped by an Iowa licensed/certified structural engineer certifying integrity may be needed. Contact the building official to determine submittal requirements.

6. Identify method and types of weatherproofing for roof penetrations (e.g. flashing, caulk).

Mounting System Information:

7. Is the mounting structure an engineered product designed to mount PV modules with no more than an 18" gap beneath the module frames? Yes No
 If No, provide details of structural attachment certified by a design professional. Manufacturer's engineering specifications are sufficient to meet this requirement.
8. For manufactured mounting systems, fill information on the mounting system below:
 - a. Mounting System Manufacturer _____
 - b. Product Name and Model # _____
 - c. Total Weight of PV Modules and Rails _____ lbs

- d. Total Number of Attachment Points _____
 (attachment points must be equally distributed across the array)
- e. Weight per Attachment Point (c+d) _____ lbs
- f. Maximum Spacing between Attachment Points on a Rail _____ inches (see product manual for maximum spacing allowed based on maximum design wind speed).

Attaching the rail to each rafter or truss that passes under the array, or to blocking installed between each support, may serve to mitigate for any structural uncertainties on older roofs or due to wind loading concerns. This approach is used by other Midwestern cities based upon engineering studies conducted with their building stock. Contact the building official to determine requirements.

- g. Total Surface Area of PV Modules (square feet) _____ ft²
- h. Distributed Weight of PV Module on Roof (c+g) _____ lbs/ft²

If the outcome of e. is greater than 45 lbs or h. is greater than 5 lbs/ft², a study or statement demonstrating the structural integrity of the installation, or a statement stamped by a Minnesota licensed/certified structural engineer, may be required. Contact the building official to determine requirements.

Step 2: Electrical Review of PV System

Please document the following information to be issued an electric permit. If the installation does not meet the following thresholds, additional information may be needed, as requested by the permit official.

1. PV modules, utility-interactive inverters, and combiner boxes are identified for use in PV systems.
2. The PV array is composed of 4 series strings or less per inverter.
3. The total inverter capacity has a continuous AC power output 13,440 watts or less
4. The AC interconnection point is on the load side of service disconnecting means (NEC 2011 705.12(D), NEC 2008 690.64(B)).
5. A standard electrical diagram should be used to accurately represent the PV system. Acceptable diagrams, in interactive PDF format, are available at www.solarabcs.org/permitting.

Fill out the standard electrical diagram completely. A guide to the electrical diagram is provided at www.solarabcs.org/permitting to help the applicant understand each blank to fill in. If the electrical system is more complex than the standard electrical diagram can effectively communicate, provide an alternative diagram with appropriate detail.

Step 3: Permit fee for residential installations

____ Fees \$100
 ____ Additional inspection \$ 50.00
 (Per inspection, when needed)

TOTAL FEE = \$ _____

RECEIPT NO. _____

DATE _____

I HEREBY CERTIFY that I have completed and examined this application and certify that the information contained therein is correct. If a permit is issued, I agree all work will be done in conformance with all applicable ordinances and codes of this City and laws of the State of Iowa.

 CONTRACTOR OR AUTHORIZED AGENT/HOMEOWNER

Recommended fee for residential or small commercial solar installations is a fixed fee between \$50 – 200, consistent with cost for services (permit processing, inspection) incurred by the government unit. Alternatively, the fee can be valuation based, but for a building permit should exclude the value of the solar collectors and electronics.

Source: Grow Solar



Appendix 8.1: Different Types of Public Art Examples

Sculptures

A three-dimensional artistic form or object. Sculptures can be any size and made of a single or combination of materials both new and used. These include wood, bronze, stone, marble, granite, or any other material an artist chooses.



Source: Travel Iowa

Landscape/Earthwork

Art that is made by sculpting and beautifying the landscape; often the end result is referred to as “earthworks.” These structures are made using natural materials, such as rocks and tree branches. Also referred to as Land Art or Earth Art.



Source: Herbert Bayer and IBI Group



Source: Interiors+Sources

Murals

A piece of art that is applied directly on a wall or permanent surface, typically painted on a building’s exterior wall.



Source: Cecilia Lueza and City of Marion



of Hastings, NE

Fountains & Water Features

A structure or device that moves water in an aesthetically pleasing way. These are often placed in gardens and parks and can be interactive pieces. Water features provide an experience that draws on multiple senses: sight, sound, touch, and smell.



Source: Kyle Wood & My Modern Met



Light Features

This art medium uses light, colors, and shadows. Typically, light features use a sculpture or glass to produce an illuminating effect or it manipulates light to create a “sculpture.” Cost can be reduced by using solar energy to power the art piece.



Source: REV Birmingham & My Modern Met



Source: PJRC and Jen Lewin Studios

Performance & Pop-Up Art

These types of art are not bound by location or time. Often these art mediums are temporary.



Source: Arlington Public Art

Interactive Art

An art form that allows, and often encourages, participation from onlookers.

Functional Art

Aesthetically pleasing objects that also serve utilitarian purposes. Examples include street furniture like benches and bike racks.



Source: Greensboro Public Art



Source: Yellofish & My Modern Met

Wayfinding



Source: City of Littleton, CO

Method of providing adequate signage and gateways, or transitions, into certain districts that physically demonstrate a change in environment and directs pedestrians and drivers to notable features of the city.



Source: Chicago Tribune and Carolyn Variano



Appendix 8.2: Public Art Funding Terms

There are several revenue streams options available to fund individual public art projects and/or a larger public arts program. Each option has its own advantages and disadvantages, which should be considered to select the best suited funding source(s) for Tama. This section highlights a few of these options.

Grants

A grant is a sum of money given by an organization for a specific purpose. Grants provide opportunities for communities to invest in new or advance existing programs, infrastructure, and organizational systems through funds from outside of the community. Grant funding is available at the local, state, and federal levels.

Allocation from Capital Improvements Budget or City's General Budget

Dedicating a portion of budget funds from the City's general budget or its capital improvements budget.

Public-private partnerships (P3s)

A Public-Private Partnership (P3) is a collaboration between public-sector and private-sector entities. A P3 can assist a community in gaining access to needed funding and expand the possibilities of a project. Typically, a P3 benefits a private company through collecting operating profits after the project is built. However, in the case of public art projects, the potential for free advertising would be the benefit to the private company.

Private Fundraising

Process that allows individuals and businesses to financially support the efforts of the public arts program. Individual sponsorship can act to embolden members of the community to take ownership of projects.

Taxes & Fees

Use a portion of an existing tax or increasing an existing tax and using that particular percentage increase. Communities have used parking meter revenue, sales tax revenue, and hotel/motel taxes for this purpose.

Voluntary or Required Percent-for-Art Programs with Private Developers

A popular funding mechanism is a percent-for-art program or city ordinance. This requires large scale development projects and/or publicly funded capital improvement projects (CIP) to allocate a small percentage -- often between 0.5 and 2 percent -- of its budget for the commissioning of public artworks, or to go towards a public art program budget. Depending on the ordinance passed, some communities have called for an arts fee to be paid if the construction project cannot, or does not wish to, include a public arts project as a part of the project's design or as a separate element. This option ties art into new development as Tama continues to grow. However, this method can and has been controversial in some communities (Project for Public Spaces).



Appendix 9.1: Air Quality Index (AQI) by Iowa County

Iowa County	# of Days with AQI	# Days Good	# of Days Moderate	# of Days Unhealthy for Sensitive Groups	# of Days Unhealthy	# of Days Very Unhealthy	AQI Max
Black Hawk County	365	245	120	.	.	.	82
Bremer County	245	224	19	.	.	.	112
Cerro Gordo County	115	115	46
Clinton County	365	244	121	.	.	.	100
Harrison County	245	213	30	2	.	.	101
Johnson County	362	287	75	.	.	.	92
Lee County	121	99	22	.	.	.	76
Linn County	365	249	112	4	.	.	129
Montgomery County	365	283	82	.	.	.	93
Muscatine County	365	249	116	.	.	.	95
Palo Alto County	365	263	100	2	.	.	115
Polk County	365	284	79	2	.	.	112
Pottawattamie County	124	100	23	1	.	.	102
Scott County	365	173	188	4	.	.	108
Van Buren County	359	281	78	.	.	.	100
Woodbury County	122	108	14	.	.	.	92

Source: EPA (AQI, 2018)

Appendix 9.2: Air Quality Index Scale and Color Legend (AQICN)

AQI	Air Pollution Level	Health Implications	Cautionary Statement
0 - 50	Good	Air quality is considered satisfactory, an air pollution poses little or no risk.	None
51 - 100	Moderate	Air quality is acceptable; however, for some pollutants there may be a moderate health concern for a very small number of people who are unusually sensitive to air pollution.	Active children and adults, and people with respiratory diseases, such as Asthma, should limit prolonged outdoor exertion.
101 - 150	Unhealthy for sensitive groups	Members of sensitive groups may experience health effects. The general public is not likely to be affected.	Active children and adults, and people with respiratory diseases, such as Asthma, should limit prolonged outdoor exertion.
151 - 200	Unhealthy	Everyone may begin to experience health effects; members of the sensitive groups may experience more serious health effects.	Active children and adults, and people with respiratory diseases such as asthma should avoid prolonged outdoor exertion; everyone else especially children should limit prolonged outdoor exertion.
201 - 300	Very unhealthy	Health warnings of emergency conditions. The entire population is more likely to be affected.	Active children and adults, and people with respiratory diseases such as asthma should avoid prolonged outdoor exertion; everyone else especially children should limit prolonged outdoor exertion.
300+	Hazardous	Health alerts: everyone may experience more serious health effects.	Everyone should avoid all outdoor exertion.

Source: EPA (AQI, 2018)



Appendix 10.1: Sample consolidation ordinance from Princeton

JOINT RESOLUTION – OF THE MAYOR AND COUNCIL OF THE BOROUGH OF PRINCETON AND THE MAYOR AND COMMITTEE OF THE TOWNSHIP OF PRINCETON ESTABLISHING A TRANSITION TASK FORCE.

Whereas, on November 8, 2011, the voters of the Borough of Princeton and the Township of Princeton approved by referendum a ballot question asking whether the Borough and Township should be consolidated into one municipality to be named “Princeton”; and

Whereas, said consolidation shall occur on January 1, 2013; and

Whereas, to appropriately plan for the consolidation of municipal operations and finances, the Mayor and Council of the Borough of Princeton and the Mayor and Committee of the Township of Princeton deem it advisable to establish a Transition Task Force for the purposes of recommending and facilitating appropriate actions and decisions concerning the legal consolidation that shall occur on January 1, 2013; and Whereas, the Transition Task Force shall derive its authority from and report to the governing bodies of the Borough and Township of Princeton; and

Whereas, the general mission of said task force shall be to propose implementation of the recommended municipal consolidation of the Borough and Township, using the Consolidation Study Commission Final Report dated June 2011 as a guide;

Whereas, to appropriately advise the governing bodies of the municipalities as stipulated in the Municipal Consolidation Act at N.J.S.A. 40:43-66.57.c (Discharge of Commission, the Shared Services and Consolidation Commission may issue advisory opinions to the governing bodies, the Transition Task Force, and to the Task Force subcommittees;

Now, therefore, the Borough and the Township hereby jointly resolve as follows:

1. Name. The Borough and the Township hereby establish a Princeton Municipal Consolidation Transition Task Force [the “Transition Task Force”].
2. Membership. The Borough and the Township hereby appoint fifteen persons to serve as members of the Transition Task Force. Membership in the Transition Task Force shall include:

- A. Two members of the 2012 governing body of the Borough, with power to vote; and
- B. Two members of the 2012 governing body of the Township, with power to vote; and
- C. Four residents of the Borough of Princeton, three of whom shall have power to vote and one of whom shall serve as an alternate with no power to vote except in the absence of a voting member of the same category of member; and
- D. Four residents of the Township of Princeton three of whom shall have power to vote and one of whom shall serve as an alternate with no power to vote except in the absence of a voting member of the same category of member; and
- E. One representative of the State Department of Community Affairs, with no power to vote;
- F. The Administrator of the Borough of Princeton, with no power to vote; and
- G. The Administrator of the Township of Princeton, with no power to vote.

3. Quorum and Voting.

- A. A quorum of the Transition Task Force shall be three voting members who are residents of the Borough and three voting members who are residents of the Township.
- B. The Transition Task Force shall make decisions by majority vote of its members present who are residents of the Borough and majority vote of its members who are residents of the Township.

4. Structure and Appointments.

- A. The Transition Task Force shall elect co-chairpersons, one resident of the Borough and one resident of the Township and shall engage legal counsel independent of the Borough and Township; that is, not in the employ of either the Borough or the Township.
- B. The Transition Task Force shall establish and administer subcommittees at their discretion. It is expected that subcommittees will exist for major departments (including police and public works), personnel finance, information technology, and other areas to be defined by the Transition Task Force. Subcommittees should involve the participation of Borough and Township staff in addition to residents and/or municipal governing body members. Such



subcommittees will be created by, report to and serve at the pleasure of the Transition Task Force.

C. For each subcommittee affiliated with a particular municipal department, the Borough Administrator and/or the Township Administrator shall appoint at least one municipal staff person to serve that subcommittee under the direction of the appointing Administrator. There shall be no requirement that subcommittee members be residents in Princeton Borough or Township. Membership on subcommittees shall be open to persons affiliated with educational institutions, and persons with commercial and/or professional offices located in the Borough and Township. The Transition

D. Task Force may employ such assistance and professionals as it deems appropriate, upon approval of the Borough and Township Administrators.

5. Powers. The Transition Task Force shall operate under the joint authority and direction of the Borough and the Township governing bodies, acting through their respective Administrators. The Task Force shall have all such powers as are provided under the County and Municipal Investigations law, N.J.S.A. 2A:67A-1 et seq., additionally, the Task Force’s powers shall include, but not be limited to:

- A.** meeting in open and executive session;
- B.** engaging professional advisors on such budget and conditions as may be determined by the Borough and Township, including, but not limited to, legal counsel, auditor, facilitator, and clerk;
- C.** requiring the production of documents from the Borough and the Township;
- D.** requiring the appearance and testimony before the Transition Task Force of any employee or contract worker of the Borough and the Township;
- E.** producing reports and recommendations concerning (i), the consolidation and/or operations of all agencies of the Borough and Township, as compared to the Joint Consolidation Study Commission Final Report dated June 2011, and (ii) the creation and operation of the municipality of Princeton in all manner and form as the Transition Task Force shall deem appropriate.
- F.** Establishing a budget for its operations, subject to the approval of the Borough and Township Administrators.

6. Reports. The Transition Task Force shall prepare written minutes of its meetings. The Transition Task Force shall hold open public meetings to discuss its work with the general public on Wednesday, March 21, 2012, at 7 p.m. and on Wednesday, May 23, 2012, at 7 p.m. Additionally, if needed, the Borough and Township governing bodies hereby agree to meet in joint open session to consider the work of the Transition Task Force, as follows:

- A.** Tuesday, February 14, 2012, 7 p.m.;
- B.** Tuesday, March 13, 2012, 7 p.m.;
- C.** Tuesday, April 16, 2012, 7 p.m.;
- D.** Tuesday, May 14, 2012, 7 p.m.;
- E.** Tuesday, June 19, 2012, 7 p.m.

The Transition Task Force shall deliver to the Borough and Township governing bodies a preliminary report on or before April 10, 2012, and a Final Report on or before June 26, 2012. The dates specified herein are provided as a guideline for the Transition Task Force. After constitution of the Transition Task Force, it will either agree to the dates specified herein or provide alternative dates for approval by the governing bodies.

7. Budget.

- A.** To support the operations of the Transition Task Force, the Borough hereby agrees to budget \$25,000 and the Township hereby agrees to budget \$25,000 in 2012 general operating funds.
- B.** No municipal employee shall be compensated for his/her work in connection with the operations of the Transition Task Force, except upon joint approval of the governing bodies of the Borough and Township.

8. Termination

The Transition Task Force shall terminate on June 30, 2013

_____	_____
Robert W. Bruschi, Acting Borough Clerk	Yina Moore, Mayor
_____	_____
Linda McDermott, Township Clerk	Chad W. Goerner, Mayor



Appendix 10.2 Memo sent to the Meskwaki Nation

This was the Memo prepared and sent by The City of Tama to the Meskwaki Nation on 3/3/2020. This memo outlines the desire of The City of Tama to work collaboratively with the Meskwaki for the mutual benefit of all. Due to the onset of the COVID-19 crisis, these conversations could not continue, however it is critical to continue these important conversations once the crisis has passed.

CITY OF TAMA

305 SIEGEL STREET
Tama, Iowa 52339
641-484-3822 Fax: 641-484-2715
Website: www.tamacity.govoffice2.com
Email: tamacityclerk@tamacityia.gov

MEMORANDUM

TO: Meskwaki Nation Tribal Council (Sac and Fox of the Mississippi in Iowa)

FROM: The City of Tama

RE: Mutual Community Involvement

DATE: 3/3/2020

Dear Tribal Council:

This memorandum outlines our hope to work with you to foster a sense of belonging and community between the residents of the Meskwaki Nation and The City of Tama. We would like to have greater involvement between us and the Meskwaki Nation in communal events. The City of Tama would appreciate your involvement in these types of events in its official capacity to share your history and celebrate your contributions to the area. This could serve as a starting off point to collaborate in other areas over the long-term. For example, The City of Tama hosts the Lincoln Highway Days Celebration to celebrate the community. Individuals from the Meskwaki Nation already participate in this event. The Meskwaki Nation's involvement in this event and others like it would highlight your importance to the community.

The City of Tama would be interested in having conversations with the Meskwaki Nation within the next two months to discuss greater mutual involvement in communal events and relationship building. A group of graduate students from The University of Iowa is working on a comprehensive plan for The City of Tama. They have expressed their willingness to act as a liaison through May.

Please contact us at your earliest convenience using the contact information below.

Sincerely,

Douglas Rey

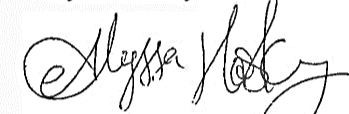


City of Tama Mayor

(641) 484-3822

tamamayor@tamacityia.gov

Alyssa Hoskey

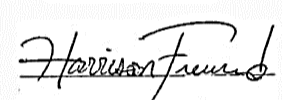


City of Tama City Clerk

(641) 484-3822

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Harrison Freund



Planning Team Member

(515) 954-8431

harrison-freund@uiowa.edu



STEP-BY-STEP
HOW TO ADOPT THE PLAN



Step 1
PLANNING & ZONING COMMISSION

The comprehensive plan should be given to the Planning & Zoning Commission (PNZ) for review. After reviewing, PNZ will provide its recommendations about adoption to the City Council



Step 2
SCHEDULE CITY COUNCIL MEETING

The City Council must schedule a public meeting to vote on the adoption of the comprehensive plan



Step 3
PUBLIC NOTICE

The city must publish notice of the upcoming meeting and vote between 4 – 20 days before the date of the council meeting

- Make a publication in the local paper
- Make plan I believe in as well as not the meeting on city’s website and social media platforms



Step 4
CITY COUNCIL MEETING

City Council will hold a public meeting, where members of the public will be able to voice their opinions and concerns regarding the plan. After considering this input as well as appearances recommendation the council will vote on adopting the plan



Step 5
IMPLEMENTATION

Staff and City Council members begging working on short-term goals of the plan

- Adopted plan is made available on city’s website and at City Hall

TAMA 2040 COMPREHENSIVE PLAN

Appendix 11.1: Adopting the Plan

Following Iowa Code

Before implementing the plan, it must first be adopted by the City Council. Currently, the City of Tama’s Code of Ordinances does not include specific requirements for adopting or amending a comprehensive plan. Therefore, at this time, this process defaults to Iowa Code. More specifically, “Chapter 414, City Zoning; Section 414.3: Regulations and Comprehensive Plan – Considerations and Objectives – Notice, Adoption, Distribution.”

This includes details on “who, when, and how” a comprehensive plan is adopted and amended. The key language from this chapter is 4.a. and 4.c. (see below) and provides Tama with the information on processes it needs. The full chapter section is available in Appendix 11.2.

414.3, 4. a. A comprehensive plan recommended for adoption by the zoning commission...may be adopted by the council. The council may amend the proposed comprehensive plan prior to adoption. The council shall publish notice of the meeting at which the comprehensive plan will be considered for adoption...

4. c. Following its adoption, a comprehensive plan may be amended by the council at any time.

To begin, the plan should be reviewed by the Planning and Zoning Commission (PNZ). They will develop and

deliver a recommendation about approval of the plan for the Council. Before the Council can vote, the City must publish notice of the vote between 4 – 20 days (Iowa Code, 362.3) before the date of the Council meeting. This includes a publication in the local newspaper

Following these guidelines, Tama’s City Council will be able to adopt this comprehensive plan as well as evaluate and amend adopted plans in the future.

Changes to Tama’s Code of Ordinances

By following State Code, Tama’s City Council is able to adopt this comprehensive plan. However, it recommended that the Council amend its current Code of Ordinances to include these processes as well. Including a section/chapter on when and how a comprehensive plan is adopted and amended will be beneficial to future Councils and City Attorneys. This will formalize the process and allow the City Council to adopt and amend the plan by resolution, following review and recommendation by the PNZ as well as a public hearing. It is also recommended that the Council include language specifying whether or not amendments need to go before the Planning and Zoning Commission (PNZ) for a recommendation before they can be acted on by the Council as the State Code is unclear on this point.



Appendix 11.2: State of Iowa Code of Ordinances: Chapter 414, City Zoning (2020)

414.3 Regulations and comprehensive plan — considerations and objectives — notice, adoption, distribution.

1. 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 the 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.
2. The 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.
3. The regulations and comprehensive plan shall be made with consideration of the smart planning principles under section 18B.1 and may include the information specified in section 18B.2, subsection 2.
4. a. A comprehensive plan recommended for adoption by the zoning commission established under section 414.6, may be adopted by the council. The council may amend

the proposed comprehensive plan prior to adoption. The council shall publish notice of the meeting at which the comprehensive plan will be considered for adoption. The notice shall be published as provided in section 362.3.

- b. Following its adoption, copies of the comprehensive plan shall be sent or made available to the county in which the city is located, neighboring counties and cities, the council of governments or regional planning commission where the city is located, and public libraries within the city.
- c. Following its adoption, a comprehensive plan may be amended by the council at any time.



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