

Chapter 13 – Implement Earlham:2040

Any plan with great ideas is only successful if it is carried out. This chapter focuses on the methods to carry out the strategies outlined. It includes policies, procedures, programs, and practices that can guide Earlham’s leaders in their efforts to carry out the plan within the limits provided by State and Federal law.

Earlham should implement the various visions and actions presented in this plan in a realistic manner compatible with the community’s resources. Generally, implementation will occur in three ways:

- As a guide to development decision making and planning.
- As a marketing and funding tool.
- As a to-do list.

Guiding Development Decision Making and Planning

The plan should be used by City staff in their day-to-day operations. Staff should also reference plan goals and policies to support elected and appointed officials in carrying out their decision-making responsibilities, especially those related to land use and development. Specifically, elected and appointed officials should use the plan to inform and justify difficult decisions related to land use development, zoning requests, annexation, growth, redevelopment, and public infrastructure investment.

Growth and change in Earlham is facilitated by several community institutions, including many outlined in this plan. The plan should be promoted to these groups, not simply as a marketing tool, but as a resource in the development of their own plans which should mirror the community’s vision and directions. It should be used by the development community to understand how particular projects fit within the community and how it might affect existing or planned growth. Developers, real estate brokers, and investors should use the plan to help formulate strategies for their own development investments.

Marketing and Funding Tool

Implementation of the comprehensive plan will require a coordinated community effort. As an adopted policy plan developed through a participatory public process, this plan can help solidify the support, commitment, and collaboration needed to mobilize the community. The plan should be referenced, celebrated, and promoted to the community and broader region seeking to invest or reinvest in Earlham. The plan should provide key policy directions that can be referenced when applying for grant funding. In essence, the plan can be provided to prospective businesses, residents, grant agencies, and investors.

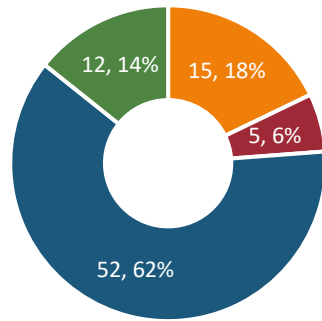
To-do List

The City of Earlham’s to-do list should be informed and regularly updated by the comprehensive plan. It serves as a resource for City departments, boards, commissions, and the council as they establish annual goals and work programs. While this Implementation chapter is a starting point, regular review should also include the individual chapters for identification of any additional strategies that should be pursued. Successful implementation of the comprehensive plan results in checking off some of the projects on the list. As multiple items get checked off the list, it is an indicator that the plan be revisited and refreshed.

Implementation Plan for Selected Projects, Actions, and Policies

As we contemplate the implementation of the goals, actions, and policies outlined in the preceding chapters of this plan, it is recognized that there are too many ideas to feasibly implement in less than twenty years, and some prioritization is required. Prioritization is challenging. Figure 3.1 (next page), derived from the public survey results, can help us understand the level of hunger there is to invest in the future of the city. This may guide the city as it contemplates how to prioritize implementation over time.

Figure 13.1: “In Your Opinion, Which Statements Best Describes How City Leaders Should Address Earlham’s Challenges (select only one)? (84 respondents)



- Keep taxes as low as possible and solve problems that don't cost much or that others can fund - stay out of activities the city is not required to address
- Raise taxes as much as legally possible when necessary and seek grants aggressively to fund the improvements to make Earlham vibrant
- Seek grants and partnerships aggressively but try to avoid raising taxes as much as possible
- Prioritize one or two issues to focus energies/funding and do not expand the budget for other things

As shown, over half the respondents support investment but they want the city to be careful about the level and type of investments and in what activities money and time are invested. The following implementation strategy considers these concerns.







Implementation Matrices














The following matrices outline the proposed goals, actions, and policies, key guiding principles, leadership and potential partners, and timeframe for implementation.














As a reminder, there are the plan’s guiding principles.



Figure 13.2: Implementation: Thriving Economy, Downtown, and Community Character












No.	Goal/Action/Policy Item	Guiding Principle(s)	Timeframe	Leadership	Potential Partnerships
G.1	Create a thriving downtown while preserving its historic character.				
A.1A	Engage Iowa Economic Development Authority to complete a Downtown Walkabout or Assessment; implement key recommendations.	 	0-4 years	City of Earlham	Local development and business leaders, SICOG, Mad. Co. Dev.
A.1B	Create a TIF district/urban renewal area to raise financing for downtown improvements.	 	0-4 years	City of Earlham	Local development and business leaders, SICOG, city’s bond counsel
A.1C	Create a succession strategy and provide resources to ensure that needed small business can survive ownership transitions.	 	0-4 years	City of Earlham, local development organizations	State and university specialists, SICOG, Mad. Co. Dev.












No.	Goal/Action/Policy Item	Guiding Principle(s)	Timeframe	Leadership	Potential Partnerships
A.1D	Create an incentive program focused specifically on specific retail needs and types of businesses most desired.		0-4 years	City of Earlham, local development organizations	Iowa Economic Development, SICO, Mad. Co. Dev.
A.1E	Create design standards for the primary area of downtown, based on the character of the soon-to-be established historic district.		0-4 years	City of Earlham	Madison Co. Historic Preservation Commission
A.1F	Utilize the wide Chestnut Street in downtown as the basis for a master streetscape plan that includes foliage, street trees, and other investments.		0-4 years	City of Earlham	Local development organizations and civic groups
A.1G	Create a CDBG-funded building façade grant for the primary downtown area impacting 8 to 12 buildings.		0-4 years or 5-9 years	City of Earlham	SICO, local development groups, property owners
A.1H	Create an investment program and collaborate with property owners – or acquire from owners – to reinvest and redevelop downtown buildings.		5-9 years	City of Earlham, local development organizations	Iowa Economic Development, SICO, Mad. Co. Dev.
A.1I	Redevelop or add new buildings on infill lots in the secondary downtown area.		10-19 years	City of Earlham, local development organizations	Iowa Economic Development, SICO, Mad. Co. Dev.
A.1J	Consider painting a professional mural on the north side of the grain elevators and “sprucing up” the railroad crossing to attract people into downtown.		10-19 years	City of Earlham, property owner	Local development groups, Iowa Arts Council
P.1A	Convene community engagement to establish what should be the defining character of the downtown and include in land use decisions.		0-4 years	City of Earlham, local civic organizations	Members of the public, consultant to lead the process
P.1B	Encourage second-story residential office use and prohibit main-floor residential use and use for storage space with no credible business activity.		0-4 years, Ongoing	City of Earlham	Local development groups, SICO, Iowa Economic Development
P.1C	Leverage Bricker-Price Block as a catalyst for other development in the downtown.		Ongoing	City of Earlham	Local development groups, Bricker Price Block
P.1D	Encourage private property owners to collaborate with local government and apply for historic tax credits and grants.		Ongoing, after historic district is designated	City of Earlham	Madison Co. Historic Preservation Comm., SICO, local dev. groups
G.2	Create secondary business areas that invite people into town and support existing needs.				
A.2A	Create an overarching economic development organization focused on Earlham; continually seek opportunities for long-term development.		0-4 years	City of Earlham would likely have a supporting role	Potential outside consultant, local civic groups
A.2B	Create a small business incubator and coworking space in a downtown building; locate the development group office in this space.		0-4 years or 5-9 years	City of Earlham would likely have a supporting role	Local development groups, SICO, State and university programs

No.	Goal/Action/Policy Item	Guiding Principle(s)	Timeframe	Leadership	Potential Partnerships
A.2C	Create a chamber organization; sustain proactive marketing; market Earlham and its relationship with area agrotourism and the famous covered bridges.		0-4 years	City of Earlham would likely have a supporting role	Potential outside consultant, local civic groups
A.2D	Develop and adopt a master plan for wayfinding and N. Chestnut Street corridor design.		5-9 years	City of Earlham, local development groups	SICOG, Iowa Rural Dev. Council, Iowa Economic Development
A.2E	Create a secondary commercial area suitable for the scale of Earlham on North Chestnut Street.		5-9 years or 10-19 years	City of Earlham, local development groups	Mad. Co. Dev., SICOG, Iowa Economic Dev., Iowa Area Dev. Group
A.2F	Increase the scope of businesses and professional offices to make Earlham attractive for hybrid workers.		0-4 years or 5-9 years	City of Earlham, local development groups	Mad. Co. Dev., SICOG, Iowa Economic Dev., Iowa Rural Dev. Council
A.2G	Attract a quality hotel or other place(s) for people to lodge that fits the scale of Earlham and that is not the same thing found on other nearby interchanges (more creative designs, different chains, locally owned, etc.)		5-9 years	City of Earlham, local development groups	Mad. Co. Dev., Iowa Economic Dev., Iowa Area Dev. Group
A.2H	Create a small light industry area west of town near the railroad for agri-based and transportation-based industry.		10-19 years	City of Earlham, local development groups	Mad. Co. Dev., Iowa Economic Dev., Iowa Area Dev. Group
P.2A	Follow the future land use plan (Ch. 12) for proposed developments as they come to the City to encourage organic growth throughout the community.		Ongoing	City of Earlham	SICOG and consultants as needed, local development groups
P.2B	Promote the idea that any commercial development outside of downtown is secondary to downtown and that it be town-oriented in design/scale.		Ongoing	City of Earlham	Local development groups
P.2C	Maintain active collaboration with area farmers and landowners for the eventual development of commercial and industrial sites.		Ongoing	City of Earlham	Local development groups, property owners, Madison/Dallas Counties
P.2D	Use Earlham's status as a great place to raise a family to promote businesses and workers that meet local needs...i.e., teachers, dentists, accountants, etc.		Ongoing	City of Earlham would likely have a supporting role	Local development groups, outside consultants and advocates
P.2E	Be strategic with business incentives and development agreements.		Ongoing	City of Earlham	Local development groups
P.2F	Monitor development of the Earlham/Winterset/Redfield ring of metro expansion; determine the pace of development desired during that period.		Ongoing	City of Earlham would likely have a supporting role	Local development groups, SICOG, Mad/Dallas County groups
P.2G	Use whatever policies possible to ensure that the Exit 104 area is not developed until the "right" opportunity(s) comes along.		Ongoing	City of Earlham	Local development groups, property owners, Dallas County, IDOT
G.3	Enhance the existing strong community character with more events, activities, and investments focused on downtown and the North Chestnut corridor.				

No.	Goal/Action/Policy Item	Guiding Principle(s)	Timeframe	Leadership	Potential Partnerships
A.3A	Continue to market, invest in, and improve historical and cultural resources.		Ongoing	City of Earlham	Local development groups, Madison Co. Historic Pres. Comm.
A.3B	Promote Earlham as a place to visit for metro residents with unique events for all ages and during all seasons; promote “coming out to Earlham.”		Ongoing	City of Earlham would likely have a supporting role	Local development groups, Mad. Co. Dev., civic clubs
A.3C	Continue successful events and activities and expand into all seasons; use Gendler Park as a fun place for winter activities.		Ongoing	City of Earlham	Local development and civic groups
A.3D	Continue to use the existing logo or create a new city logo and use it on all signage, letterhead, media, etc.		0-4 years and then ongoing	City of Earlham	Other organizations that invest with the city or work on city property
A.3E	Increase activity on Sundays and promote a carefully planned extended night life.		Ongoing	City of Earlham would likely have a supporting role	Local development and civic groups
A.3F	Leverage the width of Chestnut Street and proximity to city park to have street markets, street dances, and other regular events.		Ongoing	City of Earlham would likely have a supporting role	Local development and civic groups
A.3G	Create a “welcoming committee” with gifts of value and events to engage new residents and incorporate them into the community.		0-4 years and then ongoing	City of Earlham would likely have a supporting role	Local development and civic groups
A.3H	Create wayfinding signage and light pole banners to promote key areas of the city; add public art strategically (arts district, activated space, etc.)		0-4 years	City of Earlham	Local development groups
P.3A	Strive through all policymaking to consider how decisions will affect the small-town charm found today and desired by most residents.		Ongoing	City of Earlham	Citizen engagement, consultant as needed
P.3B	Identify a theme for the community and design community events around the theme.		0-4 years and then ongoing	City of Earlham, development and civic groups	Outside consultants as needed
P.3C	Continue to promote Earlham as a clean and attractive community; engage the public for cleanup events when needed.		Ongoing	City of Earlham	Trash collection provider, civic groups, groups like Keep Iowa Beautiful
P.3D	As a policy, engage young people; create a mayor’s youth council or similar entity to get young people involved in policymaking.		0-4 years and then ongoing	City of Earlham	Earlham Schools, church and other youth groups
P.3E	Celebrate economic victories (new businesses, long-term successful businesses, etc.) and new events and initiatives that build community character.		Ongoing	City of Earlham, development and civic groups	Iowa Econ. Dev., Rural Dev. Council, ISU Extension
P.3F	Assess community values at least every five years to see what the public thinks should be the guiding principles of the community.		Ongoing	City of Earlham	Citizen engagement, consultant as needed

Figure 13.3: Livable and Welcoming Neighborhoods

No.	Goal/Action/Policy Item	Guiding Principle(s)	Timeframe	Leadership	Potential Partnerships
G.1	Promote improved neighborhood conditions and identity.				
A.1A	Create neighborhood definitions, identity, signage, and design standards for improvements for each neighborhood.		0-4 years	City of Earlham	Local development and business leaders, Iowa Economic Development
A.1B	Implement an owner and/or renter-occupied rehab program south and west of the school that involves ten homes by 2040.		0-4 years or 5-9 years	City of Earlham, local development groups	Property owners, SICOG
A.1C	Remove or revitalize the “mobile home parks” on the west side of the city. Replace with affordable homes, which could be better quality manufactured homes.		0-4 years	City of Earlham, local development groups	Property owners, investors, SICOG
A.1D	Promote the availability of funds and then carry out two or three upper-story conversion projects for affordable or market/workforce rental units in downtown.		0-4 years	City of Earlham	Iowa Economic Development, SICOG, property owners, local development groups
A.1E	Consider a program or fund to help ensure older homes are not converted to unmaintained “investment” properties but ensure that these homes can be affordable as the town grows.		0-4 years and ongoing	City of Earlham	Local development organizations and civic groups, SICOG
A.1F	Strengthen neighborhood relationships and connections throughout the community through effective and consistent outreach, engagement, and communication.		Ongoing	City of Earlham	Local development organizations and civic groups
P.1A	Prohibit residential on the main floor of buildings in the primary downtown area, as identified in Chapter 6. Over time phase out those uses that exist today.		Ongoing	City of Earlham	Local development groups, SICOG, Mad. Co. Dev., Iowa Economic Dev.
P.1B	Create a policy that allows a limited number of short-term rentals, such as AirBNB, in downtown upper-story units but encourage most of them to be used for long-term rentals. Furnish when possible.		0-4 years	City of Earlham	Local development groups, Consultants as needed
P.1C	Study options and create a policy for parking in the downtown area that balances residential and commercial needs as the town grows.		0-4 years	City of Earlham	Local development groups, Consultants as needed
P.1D	Promote the option for neighborhood watch programs.		Ongoing	City of Earlham	Volunteers, civic groups, Iowa Dept. of Public Safety
P.1E	Over time, slowly increase the density of residential development west of Chestnut Avenue and south of 6 th Street.		Ongoing	City of Earlham	Local development groups, SICOG, Mad. Co. Dev., Iowa Economic Dev.

No.	Goal/Action/Policy Item	Guiding Principle(s)	Timeframe	Leadership	Potential Partnerships
P.1F	Create a rental housing inspection program to ensure that rental conversions are maintained and the older part of Earlham does not decline.		0-4 years and ongoing	City of Earlham	Consultants as needed
P.1G	Discourage the conversion of older single-unit homes into multi-unit homes unless those homes have limited historic value and can accommodate two or three units without changing the neighborhood aesthetics.		Ongoing	City of Earlham	Local development groups, SICO, Iowa Rural Development Council, Iowa Economic Dev.
G.2	Develop approximately 210 new housing units within the city that fit the design of the neighborhood and meet economic needs.				
A.2A	Create targeted incentives for the types (such as single-unit vs multi-unit, detached vs attached, rental vs owner, missing middle types), sizes, and locations of growth most desired.		0-4 years and ongoing	City of Earlham	Potential outside consultant, SICO, local development groups
A.2B	Collaborate with owners of properties in the city, so that finding a rental property is easier and that land is available for managed expansion.		Ongoing	City of Earlham would likely have a supporting role	Local development groups, advocacy groups
A.2C	Seek developers to build 40 to 60 units of multi-unit housing in suitable locations and densities and at various price/rent points by 2040. Consider mixed-use or residential multi-unit properties surrounding downtown.		5-9 years	City of Earlham would likely have a supporting role	Local development groups, SICO, Mad. Co. Dev., developers, Iowa Econ. Dev.
A.2D	Consider a few mid-cost/mid-range homes, such as Homes for Iowa, on hard-to-develop infill lots.		0-4 years and ongoing	City of Earlham would likely have a supporting role	Local development groups, SICO, provide developers, property owners
A.2E	Provide or promote available resources to help starting teachers and other desired professions to move to Earlham. Target a local down payment assistance program to this group.		0-4 years or 5-9 years	City of Earlham, local development groups, key employers	Mad. Co. Dev., SICO, Iowa Economic Dev., Iowa Rural Development Council
A.2F	As funds allow, expand housing assistance programs to young people to encourage them to stay in Earlham and former residents who grew up here to come back.		0-4 years or 5-9 years	City of Earlham, local development groups	Mad. Co. Dev., ISU Extension, Iowa Economic Dev., Iowa Rural Dev. Council
A.2G	Plan for and build a small but quality mid-range senior living project suitable for about a dozen to twenty residents.		5-9 years or 10-19 years	City of Earlham would likely have a supporting role	Local development groups, Mad. Co. Dev., Iowa Economic Dev., Iowa Area Dev. Group, consultants
P.2A	Create design standards for new neighborhoods that limit the number of units built as part of one phase of development and that require specific materials, landscaping, and other standards outlined in this chapter.		0-4 years	City of Earlham	SICO and consultants as needed, local development groups
P.2B	Allow and create design standards for accessory dwelling units in neighborhoods (existing or new) where they make sense.		0-4 years	City of Earlham	SICO and consultants as needed, local development groups








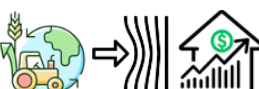


















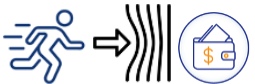










No.	Goal/Action/Policy Item	Guiding Principle(s)	Timeframe	Leadership	Potential Partnerships
P.2C	Consider design standards and a policy for “tiny homes.”		0-4 years	City of Earlham	SICOG and consultants as needed, local development groups
P.2D	Ensure the public has input on proposed development designs. Weigh economic and housing needs with the desires of the public when making decisions.		Ongoing	City of Earlham	Residents and civic groups
P.2E	Promote pedestrian accessibility in any development project. Require residential streets to be pedestrian-focused through appropriate street width, block length, and use of planting strips.		Ongoing	City of Earlham	SICOG and consultants as needed, local development groups
G.3	As much as possible, manage growth in the planning area outside of the city.				
A.3A	Collaborate with Madison and Dallas Counties to modify zoning and subdivision regulations consistent with this goal.		0-4 years and ongoing	City of Earlham	Local development groups, Dallas and Madison Counties
A.3B	Create design standards for development in those areas to ensure that, if the area is annexed in the future, the development can be properly managed and will not tax the city’s infrastructure systems.		0-4 years and ongoing	City of Earlham	Local development groups, Mad. Co. Dev., Dallas and Madison Counties, utility providers
A.3C	Collaborate with mineral extraction property owners about future uses of the properties. Target for housing if it makes sense.		Ongoing as long as these remain	City of Earlham	Property owners, local development groups, Dallas and Madison Counties
A.3D	Consider a small estate housing development near Gendler Park once the park is further enhanced.		5-9 years or 10-19 years	City of Earlham would likely have a supporting role	Property owners, local development groups, Dallas and Madison Counties
P.3A	Encourage low-density or estate development in or direct to areas not suitable for farmland, such as land with a CSR2 of less than 70 or a similar agreed-upon metric.		Ongoing	City of Earlham, local development groups	Developers and other interested parties, consultants for policy development as needed
P.3B	Limit annexation to developments that fit the city’s goals and design standards and that are adjacent to existing city boundaries or development served by the city. Seek public engagement before taking action.		Ongoing	City of Earlham, local development groups	Other interested parties, consultants for policy development as needed
P.3C	Seek to develop adjacent to other development, except where conditions in Policy 3A apply.		Ongoing	City of Earlham, local development groups	Property owners, Dallas and Madison Counties
P.3D	Require new residential development to protect environmentally sensitive areas, such as floodplain corridors, stream buffers, and wetlands.		Ongoing	City of Earlham, local development groups	Other interested parties, consultants for policy development as needed
P.3E	Preserve areas with significant tree cover and drainage areas/ways in residential areas for trail extensions or new trails.		Ongoing	City of Earlham, local development groups	Other interested parties, consultants for policy development as needed

Figure 13.4: Implementation: Robust Recreation

No.	Goal/Action/Policy Item	Guiding Principle(s)	Timeframe	Leadership	Potential Partnerships
G.1	Over time, expand program offerings and events in city parks and recreational areas.				
A.1A	Consider hiring a full-time parks director or sharing with another town of similar size. The primary roles of this person are to perform top-level facilities management and programming for youth and families.		5-9 years	City of Earlham	Other area cities of similar need
A.1B	Survey the public to determine what programs are most desired and create teams of volunteers to help organize and operate those activities.		0-4 years	City of Earlham	Provide consultant as needed, civic groups
A.1C	Continue and, if and as needed, enhance the music in the park events. Connect events physically with the downtown as they make sense, to draw people into the downtown area.		Ongoing	City of Earlham would likely have a supporting role	Civic groups, performers, and interested parties
A.1D	Hold fun community tournaments in city parks; charge minimally for them as fundraisers for future park investments.		Ongoing	City of Earlham	Civic organizations, active residents
P.1A	Continue engagement with Earlham Schools to share staffing and programming where it makes sense as the city's programming increases.		Ongoing	City of Earlham	Earlham School District
P.1B	Ensure that there is a proactive park board that has the power to make park improvements and program investments.		0-4 years, Ongoing	City of Earlham	Interested parties
P.1C	Use technology to engage the public and increase participation and staff efficiency.		0-4 years, Ongoing	City of Earlham	Other parks departments that have implemented, consultants as needed
G.2	Continue to develop the city park, the city/school recreational/sports complex, and other recreational amenities in town.				
A.2A	Install wayfinding signs directing people to the park system and key recreational amenities.		0-4 years	City of Earlham, local civic groups	Active residents, SICO, interested parties, IDOT
A.2B	Complete projects for the city park and rec complex outlined in the CIP and as identified in chapter.		0-4 years or 5-9 years	City of Earlham, local civic groups	Active residents, SICO, interested parties
A.2C	Create a plan for the future of the pool that includes larger upgrades and/or a splash pad addition.		5-9 years or 10-19 years	City of Earlham, local civic groups	Active residents, SICO, interested parties
A.2D	Plan for and build an indoor recreational facility – scaled for Earlham's size and needs and operated collaboratively (school, etc.) – at a prime location in the city.		10-19 years	City of Earlham, local civic groups	Active residents, SICO, interested parties
A.2E	Consider an all-inclusive playground in the city park or rec complex. Add walkways in that area of the park.		10-19 years	City of Earlham, local civic groups	Active residents, SICO, Winterset Parks/Rec., interested parties

No.	Goal/Action/Policy Item	Guiding Principle(s)	Timeframe	Leadership	Potential Partnerships
P.2A	Continue engagement with Earlham Schools to share facilities and equipment where it makes sense as the city's recreational demands increase.		Ongoing	City of Earlham	Earlham School District
P.2B	Remain proactive with maintenance and only add amenities if they are designed to require minimal maintenance and there is a maintenance plan in place.		Ongoing	City of Earlham	Consultants as needed
P.2C	Integrate technology into park amenities and programs where it makes sense.		Ongoing	City of Earlham	Consultants as needed
P.2D	Consider nature-based amenities and promote the use of natural areas in developments that have wetlands, flood plains, timbered land, and waterways.		Ongoing	City of Earlham	Active residents, SICOG, interested parties
P.2E	Consider a policy for food trucks and vendors in city parks during the week.		0-4 years	City of Earlham	Local development groups, interested parties
G.3	Enhance Gendler Park into a viable regional park with a more direct connection to the city; expand other recreational options near the city.				
A.3A	Engage the public about ideas for Gendler Park and implement a "low hanging fruit" project. Involve volunteers to get people more invested in the park.		0-4 years	City of Earlham	Active residents, interested parties, SICOG
A.3B	Promote the park to the Earlham community and hold a new annual event – such as a huge community sledding party – that interests the bulk of the public.		Ongoing	City of Earlham	Active residents, interested parties
A.3C	Start by completing projects outlined in the CIP and then continue to enhance the park to make it a viable regional park. Add water-based recreational amenities and more amenities to the dog park.		0-4 years or 5-9 years	City of Earlham	Active residents, interested parties, SICOG
A.3D	Improve park lighting and security; increase law enforcement presence.		0-4 years	City of Earlham	Active residents, interested parties, civic groups
A.3E	Add a bike trail system in or surrounding the perimeter of Gendler Park over time to connect various amenities.		5-9 years	City of Earlham	Active residents, interested parties, civic groups, SICOG, CIRTPA
P.3A	Remain proactive with maintenance and only add amenities if they are designed to require minimal maintenance and there is a maintenance plan in place.		Ongoing	City of Earlham	Consultants as needed
P.3B	Make marketing this park regionally a priority as it is developed. Track use trends.		Ongoing	City of Earlham, development and civic groups	Madison County Chamber, Greater Des Moines Partnership
P.3C	Monitor plans for the current mineral extraction areas to see if any of them can be future parks. Collaborate with owners and discuss as a community the potential of these areas. Explore this for land north of Gendler.		Ongoing	City of Earlham	Property owners









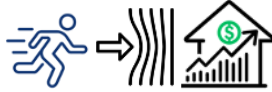














No.	Goal/Action/Policy Item	Guiding Principle(s)	Timeframe	Leadership	Potential Partnerships
P.3D	Create a policy for neighborhood park development in rural areas if the town grows beyond 1,800 and land is annexed.		0-4 years and then ongoing	City of Earlham	Dallas and Madison Counties, property owners
P.3E	Carefully plan land uses around the park areas. Ensure land uses that conflict with recreation and impact access to fresh air are excluded.		Ongoing	City of Earlham	Active residents and interested parties

Figure 13.5: Implementation: Efficient Transportation and Mobility

No.	Goal/Action/Policy Item	Guiding Principle(s)	Timeframe	Leadership	Potential Partnerships
G.1	Continue to proactively manage existing transportation systems and incrementally improve them.				
A.1A	Continue current transportation safety enforcement effort by adding mobile speed signs with flashing lights and radar.		Ongoing	City of Earlham	Iowa Dept. of Public Safety, SICOG
A.1B	Continue plans for existing street and sidewalk improvements outlined in the CIP and the street conditions map in Chapter 3.		0-4 years or 5-9 years	City of Earlham	Interested citizens, traffic consultant as needed, SICOG, CIRTPA
A.1C	Implement more curb and gutter projects in infill areas. Add “green” stormwater infrastructure where space can accommodate it and where best practices make sense.		5-9 years	City of Earlham	Interested citizens, traffic consultant as needed, SICOG, CIRTPA
A.1D	Engage the public to learn where new streetlights or better lighting is needed; implement best practices.		Ongoing	City of Earlham	Interested citizens, traffic consultant as needed
A.1E	Review current stop sign configurations and determine where changes are needed throughout town.		0-4 years	City of Earlham	Iowa Dept. of Public Safety, interested citizens, traffic consultant as needed
A.1F	Engage Iowa Interstate Railroad to improve crossings.		0-4 years	City of Earlham	Railroad
P.1A	Continue to budget annual and long-term street and sidewalk improvements.		Ongoing	City of Earlham	Interested parties, traffic consultant as needed, CIRPTA
P.1B	Study and consider a truck route policy.		0-4 years	City of Earlham	Interested parties, local businesses, traffic consultant as needed
P.1C	Incrementally upgrade existing streets over time using foresight and specific criteria, such as development potential, current traffic, and environmental impact; include those factors in a formal city policy document.		0-4 years, Ongoing	City of Earlham	Interested parties, local businesses, traffic consultant as needed, CIRPTA
P.1D	Limit access roads (such as none closer than 200 feet apart) on main streets so that the traffic flow is safer.		Ongoing	City of Earlham	Interested parties, local businesses, traffic consultant as needed

No.	Goal/Action/Policy Item	Guiding Principle(s)	Timeframe	Leadership	Potential Partnerships
G.2	Offer a range of transportation choices throughout Earlham and the surrounding areas.				
A.2A	Using the future trails map from this chapter, engage a design consultant to create a multi-phase trail plan.		0-4 years	City of Earlham, local civic groups	Active residents, SICO, interested parties, CIRPTA
A.2B	Using various funding sources, build three to five miles of trails, including to Gendler Park, by 2040.		5-9 years or 10-19 years	City of Earlham	Active residents, SICO, CIRPTA, interested parties, property owners
A.2C	Install ADA crosswalks and continental crossings at intersections, especially in and near downtown, the school, and recreational areas; add signage and flashing yellow lights where warranted.		0-4 years	City of Earlham	Active residents, interested parties
A.2D	Once the existing CIP sidewalk plan is complete, identify gaps in the systems and investigate opportunities to replace and enhance sidewalks that are not compliant with established standards.		5-9 years or 10-19 years	City of Earlham	Active residents, SICO, CIRPTA, interested parties, property owners
A.2E	Using various funding sources, build a half-mile to one mile of new sidewalks and infill areas where gaps exist.		10-19 years	City of Earlham	Active residents, SICO, CIRPTA, interested parties, property owners
P.2A	Consider and adopt a “complete street” policy.		5-9 years	City of Earlham	Active residents, SICO, CIRPTA, IDOT, American Planning Association, advocacy groups, interested parties
P.2B	Create a policy for planning of “green” and “gray” infrastructure.		0-4 years	City of Earlham	Active residents, interested parties, consultants as needed
P.2C	Require at all street improvements and new streets that new intersections include continental crossings and ADA infrastructure.		0-4 years	City of Earlham	Consultants as needed
P.2D	Consider a policy and funding for appropriate street trees and foliage on certain streets.		0-4 years	City of Earlham	Active residents, interested parties, arborists as needed
P.2E	Consider a policy for the installation and development of EV charging stations: possible locations, designs of the site, and infrastructure needs.		0-4 years	City of Earlham	Local development groups, interested parties, businesses and property owners, IDOT/IEDA
G.3	Support the capacity of Earlham to grow to 1,800 people and to support the managed growth of surrounding areas.				
A.3A	Pave and add curb and gutter to NE 6 th Avenue and Birch Street.		0-4 years or 5-9 years	City of Earlham	Engineering consultant, CIRPTA















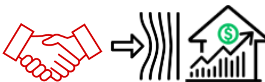





















No.	Goal/Action/Policy Item	Guiding Principle(s)	Timeframe	Leadership	Potential Partnerships
A.3B	Continually upgrade Chestnut Street to prepare it for greater traffic and make it more suitable for pedestrians (crossings). Improve or enhance walkways and lighting.		0-4 years or 5-9 years	City of Earlham	Engineering consultant, CIRTPA, IDOT, Madison County
A.3C	Collaborate with Dallas County, study feasibility and impact, and consider paving 365 th Street from the County P57 to Gendler Park.		5-9 years	City of Earlham	Engineering consultant, CIRTPA, IDOT, Dallas County
A.3D	Follow recommendations for future collector streets outlined in this chapter.		5-9 years or 10-19 years	City of Earlham	Interested parties, property owners, engineering consultant
P.3A	To manage growth, new street building should be minimal and not merely responsive to private developer requests, unless those requests are consistent with the plan and the road is built at the pace of development.		Ongoing	City of Earlham	Traffic consultant as needed
P.3B	Continue to or increase collaboration with Madison and Dallas Counties in relation to their rural secondary road planning and subdivision development plans.		Ongoing	City of Earlham	Traffic consultant as needed, Madison and Dallas Counties
P.3C	Ensure that not too much traffic is forced onto existing roads as new roads are built or extended.		Ongoing	City of Earlham	Traffic consultant as needed
P.3D	Limit cul-de-sac development unless the development meets certain criteria, such as topography that does not support a grid system.		Ongoing	City of Earlham	Local development groups
P.3E	Research and create a viable downtown parking strategy that also makes downtown as walkable as possible and meets competing needs – owner, customer, resident.		0-4 years or 5-9 years	City of Earlham	Local development groups, SICOG

Figure 13.6: Implementation: Effective and Efficient Public Facilities and Infrastructure

No.	Goal/Action/Policy Item	Guiding Principle(s)	Timeframe	Leadership	Potential Partnerships
G.1	Maintain high quality, transparent, efficient, and consistent public service.				
A.1A	Annually evaluate staff and elected official public service using a third-party evaluation tool and come to agreement on a few specific areas of improvement each year.		Ongoing	City of Earlham	Consultant as needed
A.1B	Complete activities and events to reward good service.		0-4 years and then ongoing	City of Earlham	Civic groups potentially
A.1C	Increase the amount and scope of services offered online or that can be initiated online.		0-4 years and then ongoing	City of Earlham	Consultant as needed

No.	Goal/Action/Policy Item	Guiding Principle(s)	Timeframe	Leadership	Potential Partnerships
A.1D	Expand City of Earlham interaction and collaboration with other public bodies and non-public providers of services (civic clubs, childcare, etc.) to see where improvements are needed.		Ongoing	City of Earlham	Interested citizens, civic groups, Earlham School, consultant as needed
A.1E	Provide resources and encouragement of staff and leaders to remain informed; attend trainings and programs about topics beyond the usual things; learn about planning topics, for example.		0-4 years and then ongoing	City of Earlham	Groups like Iowa League of Cities could be the basis for these efforts
P.1A	Identify and codify policies and procedures to make the city as efficient, transparent, and consistent as possible.		Ongoing	City of Earlham	Consultant as needed
P.1B	Seek to engage and grow the number of volunteers who work with the City of Earlham; engage civic groups.		0-4 years and then ongoing	City of Earlham	Interested citizens, civic groups
P.1C	Always proactively engage social media and traditional media so the public is aware of what is going on and how they can voice their concerns.		Ongoing	City of Earlham	Media sources, interested citizens
P.1D	Engage students and consider a youth advisory team that will provide insight on public decisions and what should be improved throughout the community.		Ongoing	City of Earlham	Interested citizens, Earlham School
G.2	Over time, improve public facilities so that Earlham has the best quality and most energy efficient facilities possible.				
A.2A	Engage with grant programs to complete an energy efficiency evaluation of all public buildings and other buildings that play a role in public life.		0-4 years	City of Earlham	Consultants as needed
A.2B	Complete a community facilities evaluation and identify how best to accommodate growth in needs for police, fire, EMS, and city administration.		0-4 years	City of Earlham	Providers of these services, Madison and Dallas Counties as applicable
A.2C	Invest in buildings per the facilities evaluation.		0-4 years or 5-9 years	City of Earlham	Providers of these services, Madison and Dallas Counties as applicable
A.2D	Collaborate with the school and childcare providers to ensure that those needs can continue to be met within the city.		0-4 years or 5-9 years	City of Earlham	Earlham School, childcare providers (public and private), interested parties
A.2E	Using community policing best practices, hold events that engage the public and law enforcement to help build public trust and respect.		0-4 years and ongoing	City of Earlham	Local civic groups, interested citizens
A.2F	Continue to invest in broadband technology and telecom options.		0-4 years or 5-9 years	City of Earlham would likely have a supporting role	Providers, interested parties, local and county development groups

No.	Goal/Action/Policy Item	Guiding Principle(s)	Timeframe	Leadership	Potential Partnerships
P.2A	When considering land use changes and development requests, use some matrices to evaluate their potential impacts on public facilities and staffing needs.		Ongoing	City of Earlham	Consultants as needed, interested parties, providers
P.2B	Use sustainable design principles for all facility investments.		Ongoing	City of Earlham	Consultants as needed
P.2C	Seek to beautify public spaces to set an example for the general public.		0-4 years and then ongoing	City of Earlham	Local civic groups, interested citizens
P.2D	Consider peer cities (Van Meter, Winterset, De Soto, Dexter, Stuart, etc.) to see how they address public facilities needs as they grow.		Ongoing	City of Earlham	Local development groups, interested parties
P.2E	Continue vehicle and equipment maintenance schedules and create the same for buildings and properties.		Ongoing	City of Earlham	Consultants as needed
G.3	Build and maintain quality and reliable critical infrastructure.				
A.3A	Engage with grant programs to complete an energy efficiency evaluation of all public infrastructure, namely streetlights and other electrical systems, sewer treatment facilities, etc.		0-4 years	City of Earlham	Consultants as needed
A.3B	Increase mapping and data management capacity in-house; use GIS to track improvements to water, sewer, storm water, street, and sidewalk systems.		0-4 years and then ongoing	City of Earlham	Consultant as needed, GIS provider
A.3C	Evaluate needs and continue water, sewer, and storm water projects outlined in the CIP; focus on key corridors and the downtown area.		0-4 years or 5-9 years	City of Earlham	Consultants as needed, interested parties, providers, SICOG, State of Iowa
A.3D	Develop storm water infrastructure using a combination of gray and green technologies.		5-9 years or 10-19 years	City of Earlham	Consultants as needed, interested parties, providers, SICOG, State of Iowa
A.3E	Expand infrastructure over time to enable residential, commercial, and industrial growth in the city and in the planning area.		Ongoing	City of Earlham	Consultants as needed, interested parties, providers
P.3A	When considering land use changes and development requests, use some metrics to evaluate their potential impacts on public infrastructure needs.		Ongoing	City of Earlham	Consultants as needed, interested parties, providers
P.3B	Engage rural utility providers and county government officials related to standards for infrastructure to ensure growth and annexation can be accommodated economically.		Ongoing	City of Earlham	Providers, Madison and Dallas Counties, consultants as needed
P.3C	Use sustainable design principles for all facility investments; consider initial investment and long-term maintenance.		Ongoing	City of Earlham	Consultants as needed












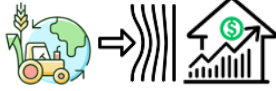



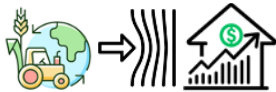







No.	Goal/Action/Policy Item	Guiding Principle(s)	Timeframe	Leadership	Potential Partnerships
P.3D	Create a policy that encourages public and private property use of clean and renewable energy that also balances public concerns through a sensible scale.		Ongoing	City of Earlham	Consultants as needed, property owners, providers, interested parties
P.3E	Consider future development needs and demands when planning and updating water and sewer infrastructure within the existing city.		Ongoing	City of Earlham	Consultants as needed
P.3F	Consider the topography and environment when building infrastructure and designing developments.		Ongoing	City of Earlham	Consultants as needed

Figure 13.7: Implementation: Strategic Resources Protection and Resiliency

No.	Goal/Action/Policy Item	Guiding Principle(s)	Timeframe	Leadership	Potential Partnerships
G.1	Protect highly productive agricultural areas.				
A.1A	Maintain collaboration with Madison and Dallas Counties pertaining to how farmland should be preserved.		Ongoing	City of Earlham	Dallas and Madison County, local and countywide development groups
A.1B	Create preservation zones in areas identified in the future land use map as agriculture/open space in collaboration with these entities within the planning area.		0-4 years and then ongoing	City of Earlham would likely have a supporting role	Local development groups, interested parties, consultants as needed, Counties
A.1C	Engage farmers about ideal potential long-term use of farmland that may be sold, so that land is more likely to be available when needed or preserved as long as possible.		Ongoing	City of Earlham	Property owners, local development groups, interested parties
A.1D	Promote and encourage existing and possible future agro-tourism sites and businesses in and near the planning area.		Ongoing	City of Earlham would likely have a supporting role	Local development groups, interested parties
A.1E	Promote and celebrate agriculture and multigenerational farm families. Engage them in the affairs of the city if they own land in the planning area.		Ongoing	City of Earlham, local development groups	Property owners, interested parties
P.1A	Consider creating a standard for what farmland should be preserved and where development should be limited/discouraged as long as possible. Link it to the CSR2 or another accepted metric.		0-4 years and then ongoing	City of Earlham	Consultants as needed, interested parties, property owners, development groups, Counties
P.1B	Ensure existing residents in the city and planning area “have a say” about when and how land is developed, especially when farmland is converted.		Ongoing	City of Earlham	Interested citizens, civic groups, property owners
P.1C	As the town nears 1,800 residents, consider a buffer zone to ensure land north and east of town does not physically connect to development in Des Moines (appear like a continuous subdivision).		Ongoing	City of Earlham	Property owners, Madison and Dallas Counties, consultants as needed
G.2	Preserve and enhance natural areas, mineral extraction areas, and green spaces.				

No.	Goal/Action/Policy Item	Guiding Principle(s)	Timeframe	Leadership	Potential Partnerships
A.2A	Identify areas in town and the planning area where environmentally sensitive lands should be preserved. Map those on the City's mapping system (Chapter 10).		0-4 years	City of Earlham	Consultants as needed
A.2B	Create a floodplain and wetland overlay zone or district; consider adding native timberland and other sensitive areas.		0-4 years	City of Earlham	Consultants as needed, Madison and Dallas Counties as applicable
A.2C	Through polices and funding programs, encourage the planting of appropriate native trees and vegetation on land in the city and planning area.		0-4 years and ongoing	City of Earlham	Consultants as needed, property owners
A.2D	Engage owners of gravel mining areas; seek to find the best use for those areas after mining potential is exhausted.		5-9 years or 10-19 years	City of Earlham	Property owners, interested parties
P.2A	Require that new development designs in the city and planning area accommodate and accentuate environmentally sensitive areas.		Ongoing	City of Earlham	Consultants as needed, interested parties, property owners
P.2B	Continually promote the idea that Earlham should be environmentally sustainable – use minimal resources.		Ongoing	City of Earlham	Consultants as needed, interested parties
P.2C	Use the "prioritizing strategic resources protection" list of questions (Page 11.6) to discuss and analyze development projects and ideas.		Ongoing	City of Earlham	Interested citizens
P.2D	Create a city policy on wind turbines and solar collectors, both residential scale and industrial/utility scale; engage county governments as the policy impacts the planning area.		0-4 years and then ongoing	City of Earlham	Local development groups, interested parties, Counties
G.3 Become increasingly resilient to hazards.					
A.3A	Continue participation in the five-year countywide hazard mitigation plan. Maintain annual reviews of that plan and ensure that projects are being implemented when possible/feasible. Apply for FEMA/USDA funding.		0-4 years and then ongoing	City of Earlham	Consultants as needed, SICO, utility providers
A.3B	Educate the public on hazard issues and challenges that affect the city as a whole.		Ongoing	City of Earlham	Dallas County Emergency Management
A.3C	Implement a building code and a property maintenance code; establish a means for property inspections and enforcement.		0-4 years or 5-9 years	City of Earlham	Consultants as needed, possibly SICO and Iowa League of Cities
A.3D	Promote local businesses and needed new businesses that make Earlham more resilient, such as banks, lumber yards, construction contractors, medial and vet services, etc.		0-4 years and then ongoing	City of Earlham would likely have a supporting role	Local development groups, interested parties, Madison Co. Chamber




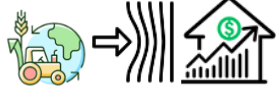




























No.	Goal/Action/Policy Item	Guiding Principle(s)	Timeframe	Leadership	Potential Partnerships
A.3E	Revitalize existing neighborhoods per strategies outlined in Chapters 6 and 7. Focus on strengthening buildings and making them more energy efficient.		0-4 years and then ongoing	City of Earlham	Builders, utility providers, development groups, possibly SICOG
P.3A	Include sustainable and low-impact design concepts into development planning and revitalization strategies.		Ongoing	City of Earlham	Consultants as needed, interested parties, property owners, builders
P.3B	Promote Earlham as a “self-sustaining” community that can succeed independently from other entities – work toward an Earlham whose future is not dictated by what happens in Des Moines, etc.		Ongoing	City of Earlham	Interested parties
P.3C	Discourage development of impermeable surfaces within floodplains or designated stream buffer areas.		Ongoing	City of Earlham	Consultants as needed, property owners, State of Iowa
P.3D	Preserve wetlands within the planning area and utilize high-quality wetlands as amenity features when possible.		Ongoing	City of Earlham	Consultants as needed, property owners, State of Iowa

Figure 13.8: Implementation: Thoughtful Land Use and Growth Management

No.	Goal/Action/Policy Item	Guiding Principle(s)	Timeframe	Leadership	Potential Partnerships
G.1	Increase level of knowledge about and attention to planning and land use issues.				
A.1A	As a practice, encourage and fund planning and zoning members to attend training about land use and zoning topics regularly.		Ongoing	City of Earlham	Iowa League of Cities, ISU Extension
A.1B	Engage the public about land use. Get public buy-in about goals and visions in this plan and amend these planning statements from time to time.		Ongoing	City of Earlham	Local development groups, interested parties, consultants as needed
A.1C	Continually gauge the state of current infrastructure and facilities and determine how those conditions affect the short-term ability of Earlham to accommodate development.		Ongoing	City of Earlham	Providers, local development groups, interested parties
A.1D	Continue to study and consider emerging issues and land use cases affecting Iowa, such as wind turbines, solar collectors, EV stations, broadband infrastructure, etc.		Ongoing	City of Earlham	Local development groups, interested parties, State of Iowa, Iowa League of Cities, ISU Extension, SICOG
A.1E	Update this plan as changes are made to the community that may not be compatible to this plan or that may change the trajectory of the community.		Ongoing	City of Earlham, local development groups	Consultants as needed, interested parties, SICOG
A.1F	Study and evaluate growth management principles and policies used in Iowa and cities experiencing growth pressure similar to Earlham.		Ongoing	City of Earlham	Peer cities, Iowa League of Cities, ISU Extension, SICOG, local development groups

No.	Goal/Action/Policy Item	Guiding Principle(s)	Timeframe	Leadership	Potential Partnerships
P.1A	Make knowledge and interest in gaining knowledge a factor in selecting commission and board members.		Ongoing	City of Earlham	Peer cities, Iowa League of Cities
P.1B	Be transparent about annexation policy.		Ongoing	City of Earlham	Peer cities, Iowa League of Cities
G.2	Preserve existing properties and land uses and promote the best land use pattern.				
A.2A	Update the city's zoning ordinance and other land use regulations to reflect this plan and particularly this chapter.		0-4 years	City of Earlham	SICOG contract for 2024/25, interested parties/citizens
A.2B	Consider historic property regulations and protections and a downtown-specific zoning classification.		0-4 years	City of Earlham	Consultants as needed, SICOG, Madison Co. Historic Preservation Commission
A.2C	Enhance broadband capacity as a part of development and revitalization projects.		0-4 years and ongoing	City of Earlham	Consultants as needed, property owners, providers
A.2D	Consult the comprehensive plan when reviewing rezoning requests and development proposals (including subdivisions within the City's 2-mile extra-territorial area) to determine if they are consistent with the plan.		Ongoing	City of Earlham	Property owners, interested parties, developers, Dallas and Madison Counties
P.2A	Make revitalization a key element of future land use policy and projects. Promote infill development.		Ongoing	City of Earlham	Interested parties/citizens, property owners
P.2B	Attempt to achieve a balance of residential, commercial, and industrial development.		Ongoing	City of Earlham	Interested parties/citizens, property owners, local development groups
P.2C	Promote walkability among land uses. Require sidewalks and trails in most development areas.		Ongoing	City of Earlham	Interested parties/citizens, property owners
P.2D	Preserve (avoid development) sensitive natural features within the Earlham planning boundary, such as floodplains, stream corridors, areas with significant tree cover, and areas with steep slopes.		Ongoing	City of Earlham	Consultants as needed, property owners, State of Iowa
P.2E	Discourage the unnecessary conversion of agricultural land in areas listed as Agriculture on the Future Land Use Map. Consider a policy to review development proposals that is based on scientific criteria, such as CSR2.		Ongoing	City of Earlham	Interested parties/citizens, property owners, Counties
P.2F	Connect new to existing areas of the community by requiring through streets and pedestrian connections to encourage a cohesive community character and sense of place.		Ongoing	City of Earlham	Interested parties/citizens, developers, property owners

No.	Goal/Action/Policy Item	Guiding Principle(s)	Timeframe	Leadership	Potential Partnerships
G.3	Make managed growth possible and the kinds of developments most desired simpler to achieve.				
A.3A	Review zoning to identify code requirements that may be discouraging new development and redevelopment / infill projects.		Ongoing	City of Earlham	Consultants as needed, SICOG, possibly Dallas and Madison Counties
A.3B	Collaborate with surrounding farmland owners to identify places the town can grow. Seek to understand landowner intentions.		0-4 years and then ongoing as changes occur	City of Earlham	Property owners, local development groups
A.3C	Collaborate with Dallas and Madison Counties, particularly their planning and zoning commissions and planning staff.		Ongoing	City of Earlham	Dallas and Madison Counties
A.3D	Monitor growth toward the goal of 1,800 people in the city by 2040 and modify growth strategies according to progress toward that goal.		Ongoing	City of Earlham	Local development groups
P.3A	Modify fees and land use regulatory processes to make it easier for the ideal types of development needed for the city's future.		0-4 years and then ongoing	City of Earlham	Builders, utility providers, development groups, possibly SICOG and ISE Ext.
P.3B	Consider public safety as development is pursued.		Ongoing	City of Earlham	Consultants as needed, interested parties, property owners, builders
P.3C	Require new developments and subdivisions in the city and planning area to have public streets and other infrastructure that meets City design standards.		Ongoing	City of Earlham	Interested parties, property owners, utility providers, developers
P.3D	Require new development to connect and extend street, water, and sanitary sewer infrastructure necessary to both serve their project and allow for future development of neighboring properties.		Ongoing	City of Earlham	Interested parties, property owners, utility providers, developers
P.3E	Encourage development adjacent to existing development first rather than supporting subdivisions farther away from the main part of the city.		Ongoing	City of Earlham	Interested citizens, property owners, Madison and Dallas Counties

Implementation Tools

Simply writing a plan and adopting it does not mean that problems are solved; indeed, implementation of the plan must be sustained by the City and its partners. The plan will only be successful if it is reviewed regularly and projects are developed in detail. Committed team leaders and project managers, whether elected, volunteers, staff, or contracted, will bring about success. The following are some of the many tools that are available to carry out this plan.

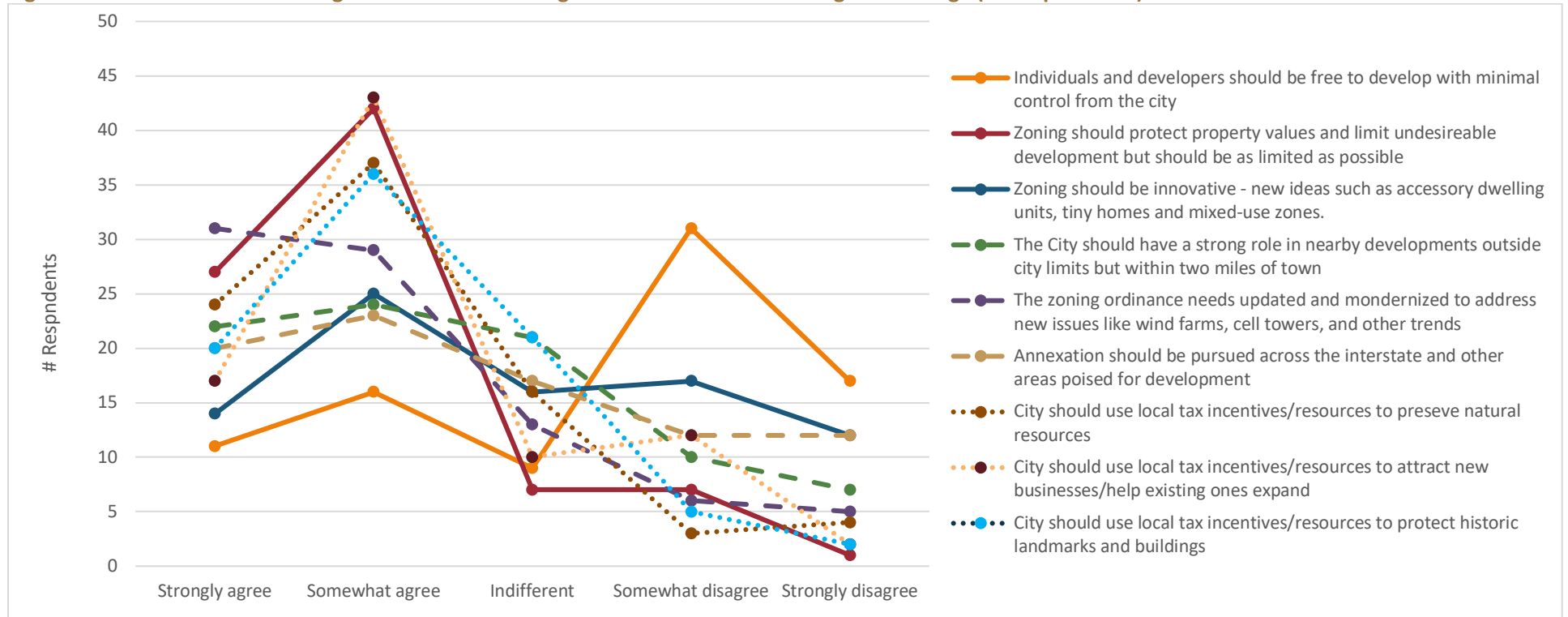
City Development Tools

Iowa Code Chapter 368 allows for and regulates city development actions, the most utilized tool being annexation. Annexation can occur in three forms in Iowa: voluntary, 20/80 involuntary, and completely involuntary. The most common form is voluntary. In a voluntary annexation, the City comes to an agreement with all the landowners in the affected area that is to be added to the city boundaries. The 20/80 annexation is primarily a voluntary annexation, whereas less than 20% of the property in question is owned by landowners who contest the proposed annexation. Involuntary annexations are all other actions that do not meet the above thresholds. The difficulty in preparing the documentation and in securing approval for annexation increases incrementally from voluntary to

involuntary annexations. Further, the process varies by location of jurisdictions in relation to other incorporated cities. The State of Iowa’s City Development Board is responsible for administering the Code and for approving annexation requests. In the cases of certain annexations, especially involuntary, the City must establish, within three years, a meaningful plan for the provision of City-controlled or regulated utilities to those annexed areas.

The following from the community survey outlines resident thoughts about community development tools.

Figure 13.9: How Much Do You Agree With the Following Statements About Planning and Zoning? (84 respondents)



As this chart shows, the public supports zoning broadly and in most specific applications. Support is also strong overall for tax incentives being used for development and preservation. Respondents are less supportive of annexation and for some of the more “trendy” innovations in land use, zoning, and development, such as tiny homes and ADUs.

Zoning Ordinance and Map

The Earlham Zoning Ordinance (City Code Chapter 165), building code (Chapter 152), and subdivision regulations (Chapter 166) are the main land use regulations and are discussed throughout this plan, particularly in Chapter 12. This ordinance is designed to guide development of the community. The volunteer appointed planning and zoning commission advises and guides the implementation of the zoning ordinance. With recent changes to the Iowa Code pertaining to zoning, updated definitions and regulations are needed. The commission should undertake a line-by-line review of the current zoning ordinance.

The City’s official zoning map is available at city hall. A new official zoning map, consistent with this plan and the future land use map, should be created and made available for planning and council meetings.

At the beginning of each year, the commission and board of adjustment should meet and elect officers. Each organization should consider a basic agenda session where bylaws are reviewed, each member reports issues and concerns, and public comments are taken. The ISU Extension offers information and template forms and fact sheets that can assist with this process (see plan Appendix). These meetings should be in addition to meetings set up to address public requests/petitions for things like zoning changes and variances. The ISU Extension offers workshops annually at a modest fee for planning and zoning officials. These workshops offer valuable advice as well as information about the latest in trends and law changes related to good planning and zoning practice.

Subdivision Regulations

Earlham’s subdivision regulations are in City Code Chapter 166. Reasonable standards will help attract developers, who seek certainty about the process.

Urban Revitalization Tax Incentives

Iowa Code Chapter 404 allows local governments to offer property tax abatements as a tool to encourage private development. Earlham City Code Chapter 8 provides for five-year partial tax abatement for industrial property. Chapter 10 provides for five-year partial tax abatement for residential property. These exemptions reduce property taxes in the short-term on property improvements so that businesses and other property owners can become firmly established in Earlham and are more likely to invest in their properties over time. These ordinances essentially cover the entire city, including new land as it is annexed. Data on historical effectiveness of these programs in Earlham is limited. It is important that these ordinances be updated from time to time as required by law.

Urban Renewal Tax Incentives

Iowa Code Chapter 403 allows local governments to designate areas of Earlham as urban renewal areas for the purposes of establishing tax increment financing (TIF) districts. In these districts, potential new tax revenue from development is levied, but instead of dividing all the revenue to the various taxing districts (City, County, School, etc.), the levied taxes are used to fund special financing tools for the leveraging government. Usually, the funds are used to pay for infrastructure and services to catalyze the development. Rebates can also be given to developers from these funds to assist in financing private development that will add taxable value in the future. Earlham currently has the following: Ordinance #416 – Adopted in 2019 – Earlham 2019 Urban Renewal Area.

TIF can be used for housing, commercial, and industrial tax-generating development, but TIF revenue must only be spent within the urban renewal area. TIF makes the most sense for projects that will dramatically increase property values over time but are capital intensive up-front. The Iowa Department of Management webpage for City finances details TIF and answers many questions about its implementation. In fiscal year 2023-24, no TIF funds have been accumulated and no valuation is leveraged in TIF programs.

Other Special Districts

In Iowa, areas of a community can be designated as special districts. Such designations open access to unique tax incentives, additional tax-generated levy sources, grant programs designed for specific initiatives, and State, Federal, and other technical assistance. Exploring these and other options ensures that Earlham can pursue its own vision related to the incentives and funding offered. The following are some of the key designations available.

Figure 13.10: Special Districts Available to Earlham

Special Districts and Designations	Authorization or Leadership	Benefits	Current Status
Iowa Main Street Community	Iowa Economic Development Authority	Technical assistance from the State; access to grant funds	Not considered

Special Districts and Designations	Authorization or Leadership	Benefits	Current Status
Cultural and Entertainment District	Iowa Economic Development Authority	Technical assistance from the State; access to grant funds	Not considered
Iowa Great Places	Iowa Economic Development Authority	Technical assistance from the State; access to grant funds	Not considered
Home Base Iowa Community	Iowa Economic Development Authority	Technical assistance from the State; access to grant funds	Not considered
Historic District	Iowa State Historical Preservation Office and National Parks Service	Technical assistance from State and Federal agencies; access to grants and tax credits	Not considered
Self-Supported Municipal Improvement Districts	Iowa Code 386	Tax incentives and new levy availability	Not considered

Local Incentives and Initiatives

The State of Iowa allows local governments to offer other forms of incentives to attract development consistent with community goals. Incentives can include rebates on utilities, free or reduced cost connections and other fee rebates, including building permits. These can be offered by the City, local utility providers, and others who offer services. Creative incentives can set Earlham apart from other jurisdictions and help attract new growth and development.

Examples of local programs and initiatives include the City offering free furnace inspections, fire inspections and installations of smoke detectors, or paying for transit bus fares for target audiences, such as local workers. The City can waive fees and provide access to other services and programs, such as swimming pool passes. A myriad of programs can be created, some of them low-budget and not requiring staff, that can set a community apart from others and might attract new development and residents that would not otherwise be attracted to the community. Popular programs have included free lots for those who will build a home in a given time period or down payment assistance for new homebuyers. Speculative development, such as industrial buildings and residential subdivisions can be financed by local government.

Bonding and Borrowing

Cities can bond using several tools, including the traditional general obligation (G.O.) bonds. The City can borrow up to 5% of the total assessed value of the jurisdiction. G.O. bonds are designed for basic non-revenue generating projects that have a general public purpose, such as pools, parks, police cars, fire trucks, and city streets. Bonds are sold at low interest rates as a tax-free investment.

Revenue bonds are very popular and a bit more flexible because they are based on repayment from the utility revenues on which they are tied. They are used for water, sewer, natural gas, telecom, and electric utilities.

Local option taxes are 1% sales taxes that are tied to an essential public purpose as approved by voters. This tax revenue can be used to pay off debt, and in that way, major improvements, such as streets and aquatic centers, might be financed by local option taxes. Sometimes local option taxes are designed to offset property taxes or retire other past debt. The public must vote from time to time to retain the tax, which gives the City opportunity to change its “purpose statement” for the taxes to meet current or emerging needs. The City has adopted this tax.

Another common tax is a hotel-motel tax, which generates taxes from those staying at local accommodations. Typically, those taxes are directed toward tourism projects and initiatives, which are designed to attract people to the community to use the accommodations. The popularity with this revenue source is that it can fund cultural and entertainment projects that often do not fit within the normal range of City projects but that enhance community character. The City has not adopted this tax.

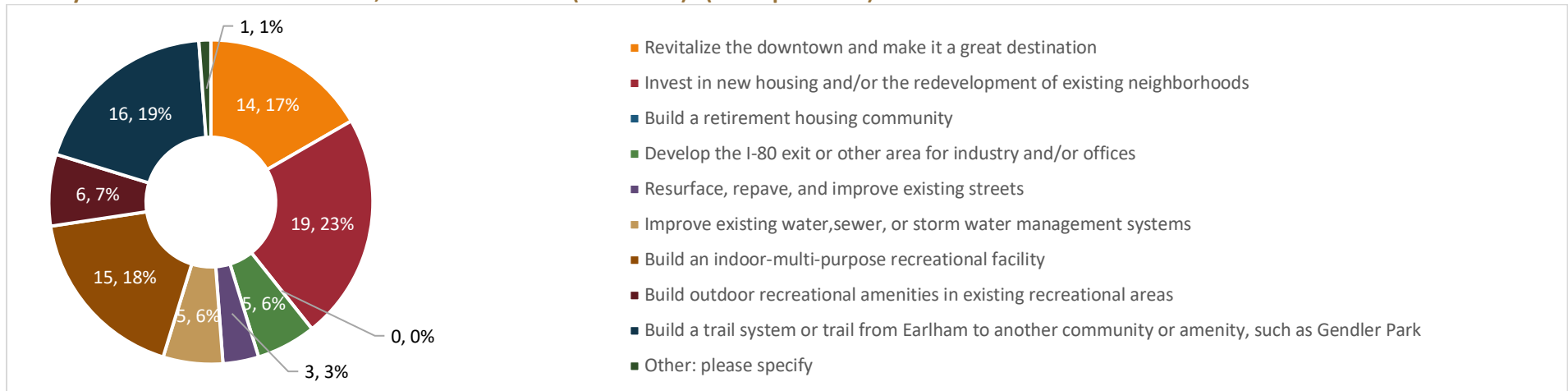
Grants and Cooperative Agreements

The City can and should be actively reviewing all relevant grant opportunities to learn if and how the City can participate either directly as an applicant or indirectly as a partner in a regional or county application. The City should leverage its membership with SICOG, Iowa League of Cities, etc., to find, secure, and administer grants. While most grants require local matching funds, creative approaches can allow many projects and initiatives to occur without breaking the budget when they are planned and budgeted years in advance.

Creativity and partnerships are essential in today's competitive funding environment. Earlham may consider collaborating with the State of Iowa or federal agency on a long-term pilot project. Some rural Iowa towns have done this successfully over the past five or ten years, and in the same way have brought in huge sums of money from multiple agencies to implement a wide range of projects. Some of these southern and western Iowa communities include Bloomfield, Coon Rapids, Woodbine, Manning, and Malvern. Other rural towns include West Union, Charles City, and Storm Lake. Areas of focus have been downtown revitalization, historic preservation, renewable energy, housing, storm water management, green transportation and complete streets, and mixed-use development. These have brought large grants with relatively modest City funding if the community was interested in implementing a unique or high-impact demonstration project.

The community survey asked about how people might use a large matching grant in a "mayor for the day" scenario. This exercise is interesting because it helps us understand the values residents place on certain amenities.

Figure 13.11: "If Earlham Were to Issue a \$5 Million Bond Levy and Match Some Grants for a \$10 Million Project, But it Had to be One Project That Invested in the Physical Environment of Earlham, What Should it be (select one)? (84 respondents)"



Technical Assistance

Various State, Federal, and non-governmental organizations offer technical assistance and advocacy options. The comprehensive plan offers an overall long-term strategy, but it may make sense to engage consultants for specific issues, especially of a design nature, when carrying out the comprehensive plan. Groups like Iowa's Living Roadways/Trees Forever, ISU Extension, Iowa Architectural Foundation, and private consultants can provide valuable design assistance. Membership organizations such as SICOG, Iowa League of Cities, Iowa Association of Municipal Utilities, and Keep Iowa Beautiful offer a wide range of assistance, such as budgeting, rate analysis, ordinance preparation, codification, and advocacy. The experience and access to staffing from these types of organizations can help move projects forward. Increasingly, federal programs involve consultation as a gateway to implementation funds for all kinds of

projects. The key is for Earlham to identify a key set of objectives/desired outcomes for each decision related to consultancy in order to ensure money is well spent.

Capital Asset Management Planning

The Iowa League of Cities and its partners strongly advise Cities to undertake thoughtful capital asset management. One of these partners, GIS Workshop of Lincoln, Nebraska, points out five risks of concern: 1) operational, 2) hazards, 3) financial, 4) reputation, and 5) litigation. GIS Workshop recommends focusing on assets that address at least two of the five risk areas of concern and comprehensive plan goals.

A key tool in this process is a full and current inventory of all assets with full records of all maintenance. GIS Workshop recommends that local governments make it a policy and part of job requirements and workflows. The following minimum information should be maintained for each capital asset:

- Asset name and location
- Condition and criticality rating
- Installation date
- Useful life
- Original value
- Replacement cost or net book value
- Maintenance history with time-stamped photos when performing work.

Asset management priorities should be based first on impact on health and safety and then on asset life expectancy, followed by impact on infrastructure expansion or addition, and then everything else. GIS Workshop recommends a municipality creates and implements a criticality rating. Each capital asset is rated on the probability of failure and consequences of failure in a matrix of 1 to 4, with 4 being the highest. A higher total multiplied score means the asset is due to be replaced sooner.

They also recommend that the City establish a condition rating standard that ties functional performance and probability of failure. The condition assessment and rating policy includes three parts: 1) desktop review, 2) visual inspection, and 3) testing with a qualified individual using proper equipment. Further, each asset should be reviewed to determine their cost versus benefit. Assets that have more cash inflow than cash outflow is considered to be net beneficial. Finally, within each asset system, sort by criticality rating, condition matrix, funding availability, and cost/benefit results.

Capital Improvement Plan

The CIP dives deeper than a comprehensive plan into infrastructure development. This kind of plan often provides detailed cost estimates for specific projects to be programmed each year over a five-year lifespan. Permitted in the Iowa Code as part of the municipal budgeting process and sometimes required for grant funding, the CIP opens the possibility of an additional property tax levy of up to \$0.675/\$1,000 valuation, which can be used to implement the CIP. This levy must be approved by the voters. Plans are adopted by resolution following a public hearing.

Special Codes and Fees

The City's Code of Ordinances and the fees authorized by the ordinances can encourage some development and discourage others. Building codes, such as the International Building Code, as well as fees for various inspections, can be bargaining tools for development projects and can help weed out incompetent builders and contractors. Historic preservation codes, commercial storefront design standards, and similar regulations can help achieve a unified and cohesive community character.

Municipal Infractions and Nuisance Abatement

The best practice is to continue to work with the city attorney to develop a consistent process that hopefully does not overly rely upon the attorney for each case but allows the city administration to perform many of the tasks and clearly identifies when the attorney or law enforcement should be involved.

An interesting example is the town of Eagle Grove in northern Iowa. The city administration led the effort to create an innovative housing program through proactive nuisance abatement. This community should be consulted to learn how it might apply to Earlham. Another interesting community that should be consulted is Manning in west central Iowa. Manning's council passed Ordinance 367, which is a property maintenance code. Jefferson, also in west central Iowa, introduced this code. It is often based on the International Property Maintenance Code. A consultant may be required to address technical issues.

A New Resource: IEDA's Empower Rural Iowa Initiative

The Iowa Economic Development Authority carries out the Iowa Governor's Empower Rural Iowa Initiative. This provides a wide array of resources and creative grant funding programs to address issues especially impacting rural area, including, but not limited to:

- Childcare
- Broadband
- Housing
- Downtown revitalization
- Retaining young workforce
- Bringing people back home to rural areas
- Rural leadership
- Arts, culture, and placemaking

Dozens of towns, counties, and economic development groups have implemented programs with grants and resources offered by Empower Rural Iowa.

Continuity of Government/Resiliency

Resiliency is vital for modern governance. The City of Earlham should prepare a continuity of government plan. This plan addresses changes in the government structure usually caused by catastrophic and sudden events, such as a tornado destroying the city hall, the sudden deaths of several elected officials, or any other event that makes normal decision-making and adequate staffing impossible. Resources from FEMA, the State of Iowa, Madison County Emergency Management, and the Southern Iowa Council of Governments can assist in preparing a continuity of operations plan.

A record storage policy is vital. This policy should be efficient and easy to understand. All records should be available in hard copy for at least five years and permanently backed up electronically. Paper documents that are not essential records should be purged after five years and when they become outdated to preserve space and make it easy to find other documents.

Efficient and Transparent Governance/Intergovernmental Resource Sharing

During the public participation element, the following comment was raised: "Council changes every two years, so long-term collaboration can be challenging. If key staff retires or quits, lots of knowledge goes with them." Good public policy will make leadership transitions less challenging.

Local government decision-making should always be efficient and transparent. Because of staff and elected official turnover, unexpected events that greatly disrupt normal operations (such as severe weather), and continually changing federal and state regulations and requirements, the City should always follow established policies and document steps of standard procedures.

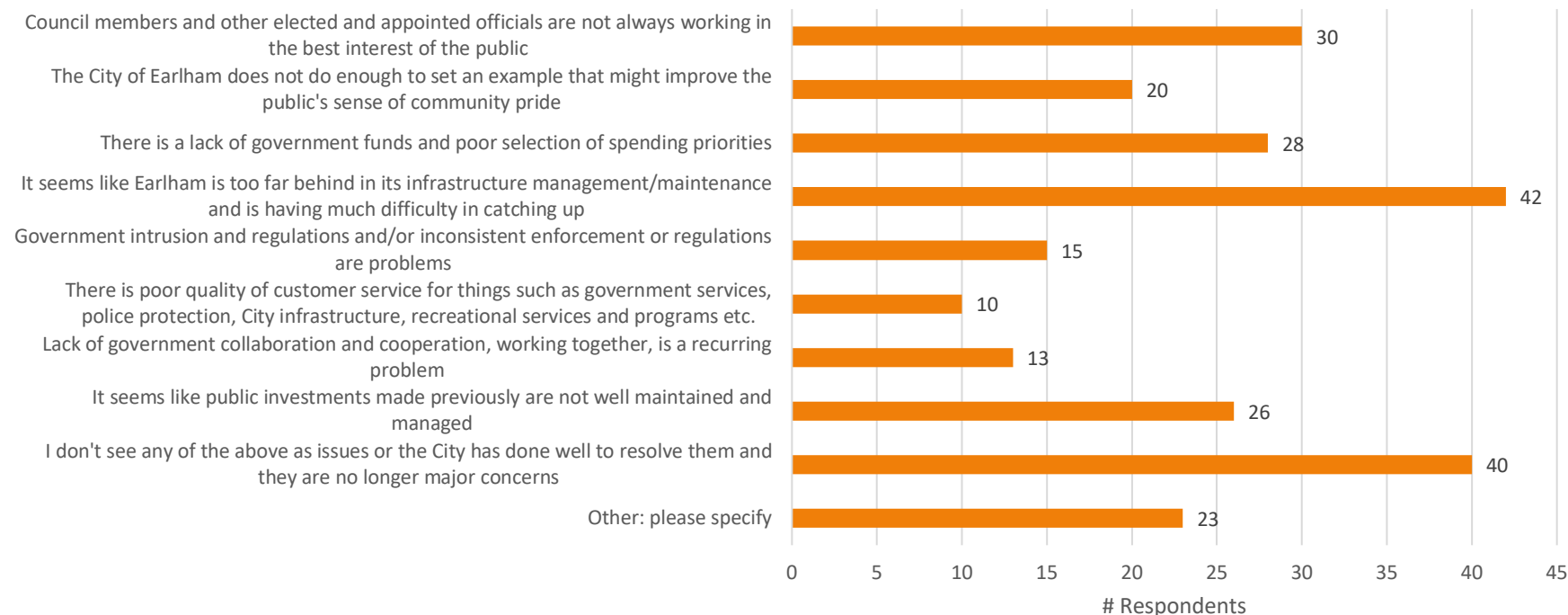
Technology and communications can enhance government efficiency in many ways. The sharing of government services saves local governments money and improves efficiency. Earlham, Madison County, the Earlham School District, local organizations, and other municipalities should discuss or continue to discuss how services, equipment, and resources can best be used and where sharing can be beneficial. For example, Earlham has GIS data that can be shared with Madison County and used as layers on the County's GIS web server for public use. Data can then be shared with local governments at modest cost to facilitate mutual land use planning decisions. Social media can bring about a wealth of new ideas and organize project resources.

Staff, equipment, vehicles, and even buildings can often be shared. In today’s tight budget climate, intergovernmental resource sharing just makes sense. Sharing of certain resources, such as police and EMS facilities and staffing, is already occurring. Extending this to things like street and park staff and equipment can be explored. As Earlham contemplates the construction of an indoor multipurpose recreational facility, a broad collaborative effort is essential. All these discussions should be on the table for discussion as issues or opportunities arise.

Communication with and Engaging the Public

While not a problem in the development of this plan, sometimes elected officials are not involved in the planning process, don’t attend meetings, and don’t promote the planning process to the public. Generally, few people attend Earlham’s city council, board, and commission meetings. There can be many reasons for this; one may be that people are busy and don't want to get involved until they have something personal at stake. The following chart of data from the community survey sheds light on the public’s views about collaboration and feelings of openness in local government.

Figure 13.12: “Of the Following Choices, Select the 3 Best Statements that Describe the Issues You See with the City of Earlham and its Collaboration with Other Entities?”



This chart covers many topics. The summary is the Earlham’s leaders can certainly improve their service to the public but there are no overwhelming issues that demand urgent action. Implementing measures in this chapter may improve some areas where improvement is needed.

The members of the steering committee were asked to evaluate the town in relation to the Wallace Centers of Iowa “Smart Communities Scorecard.” During this process, the committee gave solid marks for the community for working together (B grade) and preserving the past (B-). The committee gave the city average marks for investing right the first time (C+), building on community strengths (C+), growing leaders (C+), investing in a bright future (C+), and practicing democracy (C).

Embracing technology would help involve the public without them having to come to a meeting. So far, the City uses social media, its website, and the local newspaper disseminates information. The use of an interactive website, where comments can be provided on local policy and decisions, might improve public participation, especially among younger populations. A listserv or email chain might make it possible for people to receive notices, agendas, and minutes automatically by email. Earlham has done well to meet Iowa's Open Records Law, but the law provides minimum standards and not maximum transparency. Many municipalities have recorded and broadcasted council meetings on Facebook or city websites, for example.

Earlham has a website with links to other organizations and local governments' webpages. While the website is modern and has many amenities, including downloadable forms, some have suggested that the City improve its online presence even further through online permitting and application processes that do not require a visit to the city hall.

To facilitate public participation during the implementation of this plan, the following are suggested:

- Schedule community walkabouts, where a topic or issue is discussed while viewing it the physical environment at a walking pace, where one can clearly see what is missed while driving by.
- Implement creative topical or general surveys from time to time.
- Embrace social media, including polls on key issues (although, obviously, the elected leaders should not base decisions merely on these results).
- Create a local citizen advisory committee, with no or little elected official representation, such as a youth advisory committee (The Iowa League of Cities recommends the City not include elected members of the local government).
- Develop multiple means for the public to comment upon a project or concept or to present a new project or concept.
- Foster confidence at public meetings by regularly discussing projects from this plan and other planning documents and finding champions to lead them.
- Treat public comments fairly, even if they are not consistent with the will of local leadership – an example may be an additional item at the end of the agenda that allows the mayor or a council member to bring up and discuss (although not formally decide) an issue brought up during an introductory public forum.

Online resources about this topic are abundant and some ideas for this are outlined in the Appendix.

Collaboration with Civic Groups and Volunteer Organizations

There are several individuals and organizations that assist with community projects and initiatives. To implement this plan and other initiatives, the City of Earlham should work proactively with them. The following general principles for collaboration should be followed:

- Identify and bring partners into the decision-making process as early as possible.
- Regularly revisit relationship agreements, including 28-E agreements and other contracts, between governments and other entities to see where changes are needed.
- Foster a culture of trust between the City and other entities and between elected officials and City employees. Difficult issues may be exacerbated by distrust between staff/officials of each group, making it difficult to have productive discussions.
- Build an image that the City of Earlham is "approachable" for discussion by making public meetings and city employees/officials more accessible, regular, and better advertised.

During the planning process, collaboration was seen as a need in several key areas. These areas are expounded in the various element chapters. Issues like land use on the perimeter of Earlham, development of utilities in those same areas, regional economic development and transportation, and increased services

require discussions, agreements, and ultimately mutual understanding among several groups and individuals. The City should continually evaluate potential partnerships and opportunities to see how this low-cost leveraging of local resources can be maximized.

Several of the chapter goals and actions include specific recommendations involving existing and new organizations and task forces. Strengthening existing partnerships and forming new ones needs to continue to be a central strategy for implementation of the comprehensive plan. While the City may be the convener, facilitator, or coordinator in forming partnerships, the City's role should in many cases be reduced over time as the formal partnership takes over. Through the formation of partnerships, the City maximizes community involvement and leverages, as well as grows social capital in the community.

Figure 13.13: Potential Process of Creating and Sustaining Civic Partnerships



Planning and Zoning Commission's Roles and Responsibilities

The planning and zoning commission should meet regularly (at least three times a year), even when there is no development proposal to consider. Meetings may be to share ideas, get updates on planning and zoning issues, talk about trends, threats, and opportunities in the city, and more. The commission should be active in planning for all topic areas of this plan and assist in the creation of a development review process that might include the following features:

- *Project initiation meeting and pre-application.* This initial process begins the discussion between the City and the developer early on, before a developer spends significant time and money. The benefit of this is that all parties understand their respective needs and expectations and then potential conflicts can be resolved before problems arise.
- *Education on policies.* Many Earlham residents are likely unaware of the local regulations regarding use of and construction on their properties. Regularly, the City should make efforts to educate residents and property owners on what activities require permits and other interactions with the City.
- *Clear communication from staff and officials.* Staff and officials should have internal discussions on what decisions can be made administratively and which ones should go to the commission.
- *Collaboration with Madison and Dallas Counties in the two-mile area.* As outlined in Chapter 12, the Commission is the best place to start these discussions. Earlham can be more efficient as the town grows by working with the counties and rural property owners before projects arise and identify where development regulations might conflict. The parties should ensure that the responsibilities of each entity are clearly defined. A written agreement on the procedure is often used, where the City and County have an agreement for zoning and subdivision reviews before a development proposal is presented.

- *Efficient regulations.* Zoning and subdivision review processes and the regulations themselves should be efficient, easy to read, and responsive to modern needs and practices. The planning and zoning commission should review these regularly and advise the council on changes. SICOG and other planning entities are available to provide technical assistance.

Plan Review and Adoption Process

The planning and zoning commission must recommend and the city council must adopt this comprehensive plan formally for it to become official. Over many months, with the help of residents and officials, the plan was prepared, revised, and edited. Most of this work occurred outside of official meetings, but agendas and minutes of official meetings where the plan was discussed are available at the city hall. A copy of the council's adoption resolution is available at the city hall and attached in the Appendix.

Plan Maintenance

The scope of this plan is ambitious and long-range, and its recommendations will require funding and other continuous support. Continuous efforts to maintain the plan will keep it relevant and useful.

Conduct Regular Reviews of the Comprehensive Plan

Earlham is poised to grow, and surrounding land will see pressure for new development. New data and information will become available from time to time. The plan should be formally reviewed on a regular basis (annually or biannually) to assess progress on attaining the community's vision and to continue dialogue about Earlham's future. The city council and planning and zoning commission should jointly lead this process. The results of the dialogue may lead to potential modifications or amendments to the plan. The plan should be viewed as a dynamic changing document that is used actively by the City. This evaluation should include a written report that:

- Summarizes key land use developments and decisions during the past year and relates them to the plan.
- Reviews actions taken by the City during the past year to implement plan recommendations.
- Defines any changes that should be made to the plan.
- Outlines accomplishments and improvements of services.
- Describes projects to be implemented in the next year (which can be programmed into the next budget).

Revisions, Amendments, and Updates

Revisions should be made to the document carefully and after much consideration. Such revisions should focus on major changes in trends or other facts that have a direct impact on the development of Earlham. Because over time many things will change, the plan should be revised. Periodic "visioning" sessions and other planning efforts should be referenced and included as they occur.

The comprehensive plan can and should be amended from time to time as new information is available and major changes in priorities occur. For example, if in the future, a major industry closes or doubles in size, it would greatly affect the community's development, and land use needs will change. A new land use map may be needed. Any amendments should be annexed to the end of the plan and referenced in a log at the beginning of or in a prominent location of the plan and in the minutes of both the planning and zoning commission and city council in which the amendment was discussed.

Planning and legal professionals recommend regular updates and doing so is simply good practice and stewardship. A full plan update should be considered in about ten years from adoption, especially when significant amendments have occurred and substantial amounts of data have become outdated. In any case, an update is certainly needed by 2040.

Making Earlham:2040 Available and Vital

In summary, this plan is meant to guide the general planning process for Earlham. This plan is not meant to create an orderly agenda for each project the city wishes to complete. Specific projects that may be covered in detail in other plans should be compared to this comprehensive plan to determine if such projects are consistent with the goals, objectives, and policies of the community and the adopted future land use map.

See the Appendix summary of other previous planning efforts. Earlham should integrate the work on those plans into the implementation of this plan. Those plans provide details about how to carry out goals and actions in this plan.

The effectiveness of this plan also relies upon its cohesiveness with the planning efforts, if any, of Madison County and, to a lesser extent, Dallas County. Over time, the City of Earlham should review county plans to see how they might impact Earlham and how the City's goals and plans may relate to the County.

The plan is most effective when it is promoted and marketed to the community. It is also important to use the information provided by citizens in implementing the plan. The public sees it as important when it is available and visible at all meetings. It can be useful if it remains on the minds of the community's leaders (and mentioned regularly) rather than on the shelves of the storage room.

Finally, clearly communicate the progress of implementation. Show the public that the City is using the plan for which their taxes were spent. Describe how projects in the plan are being carried out through new ordinances, grant applications, budget items, and other policies and programs. Trumpet successes but also recognize failures. Involve the public in the review of these efforts.