Implementation Strategies

The Iowa's Living Roadways Community Visioning Program is just the beginning of the planning process for implementation of projects that will contribute to an enhanced quality of life in Tabor. Although there is much value in data gathering, analysis, conclusions, and recommendations, the greatest value is providing residents of Tabor with the opportunity to look at their community from different perspectives and to motivate future positive change. It is the design team's intent to provide the community with a framework for significant future development and enhancement of community resources.

Design expertise from several different backgrounds will be required to successfully implement the improvements and enhancements of Tabor. A professional Landscape Architecture office is necessary to make adjustments to these schematic design concepts and to provide construction documents for the project being built. A Civil Engineer is recommended to review the design of storm overflow infrastructure and hydrology calculations. Electrical Engineer expertise is required to design street lighting and foot candle requirements. A Structural Engineer is needed to provide support with paving reinforcement and modifications to the Weber Building. A Traffic Engineer is needed for changes to parking and crosswalks.

Recommendations Based on motivations for economic return and increased quality of life, it is recommended that projects be approached in the following order, keeping in mind that some may run concurrently and others may call for further phasing:

Tabor Community Improvements - Implementation and Action Plan

Timing:	Year One	
	Task 1:	Identify and form a Community Steering Committee for Tabor (which meet on a minimum of a quarterly basis).
	Task 2:	Identify and rank in order of importance and priority, the community improvement project(s) that were identified in the Feasibility Study.
	Task 3:	Identify eligible and related potential grant and/or loan funding sources to finance the community improvement project(s) chosen to be implemented first.
	Task 4:	Submit application(s) for eligible and related grant and/or loan programs to help finance the first improvement project, with the assistance and guidance from Trees Forever and a Landscape Architect.
Measurement of Success:	Formed a Community Steering Committee.	
	Prioritized the six (6) community improvement projects identified in the Feasibility Study.	
	Created a list of eligible grant and/or loan funding sources for financing the first community improvement project.	
	Submitted a grant and/or loan application and other required documentation for the first priority community improvement project.	

Timing:	Year Two	
	Task 1:	Upon a successful grant and/or loan application: develop a schedule for contracting for design, advertising for bid, and contracting for construction the first community improvement project.
	Task 2:	Select and execute a contract with a Landscape Architect as your lead design consultant for the first community improvement project. (Allow for a 3 - 6 month Design and Construction Documentation Phase)
	Task 3:	Select and execute a contract with a General Contractor as your construction manager for the first community improvement project. (Allow for a 6 month Construction Administration Phase)
Measurement of Success:	Received a successful grant and/or loan award letter notification for the first community improvement project.	
	Selected a Landscape Architect to prepare full scope of design documents and bid documents for construction of the first community improvement project.	
	Selected a General Contractor to complete the construction of the first community improvement project.	

Timing:	Year Three	
	Task 1:	Identify eligible and related potential grant and/or loan funding sources to finance the community improvement project(s) chosen to be implemented second.
	Task 2:	Submit application(s) for eligible and related grant and/or loan programs to help finance the second improvement project, with the assistance and guidance from Trees Forever and a Landscape Architect.
Measurement of Success:	Created a list of eligible grant and/or loan funding sources for financing the second community improvement project.	
	Submitted a grant and/or loan application and other required documentation for the second priority community improvement project.	

Timing:	**Year Four**		
Task 1:	Upon a successful grant and/or loan application: develop a schedule for contracting for design, advertising for bid, and contracting for construction the second community improvement project.		
Task 2:	Select and execute a contract with a Landscape Architect as your lead design consultant for the second community improvement project. (Allow for a 3 - 6 month Design and Construction Documentation Phase)		
Task 3:	Select and execute a contract with a General Contractor as your construction manager for the second community improvement project. (Allow for a 6 month Construction Administration Phase)		
Measurement of Success:	Received a successful grant and/or loan award letter notification for the second community improvement project.		
	Selected a Landscape Architect to prepare full scope of design documents and bid documents for construction of the second community improvement project.		
	Selected a General Contractor to complete the construction of the second community improvement project.		

Timing:	**Year Five**		
Task 1:	Identify eligible and related potential grant and/or loan funding sources to finance the community improvement project(s) chosen to be implemented third.		
Task 2:	Submit application(s) for eligible and related grant and/or loan programs to help finance the third improvement project, with the assistance and guidance from Trees Forever and a Landscape Architect.		
Measurement of Success:	Created a list of eligible grant and/or loan funding sources for financing the third community improvement project.		
	Submitted a grant and/or loan application and other required documentation for the third priority community improvement project.		

Timing:	**Year Six**		
Task 1:	Upon a successful grant and/or loan application: develop a schedule for contracting for design, advertising for bid, and contracting for construction the third community improvement project.		
Task 2:	Select and execute a contract with a Landscape Architect as your lead design consultant for the third community improvement project. (Allow for a 3 - 6 month Design and Construction Documentation Phase)		
Task 3:	Select and execute a contract with a General Contractor as your construction manager for the third community improvement project. (Allow for a 6 month Construction Administration Phase)		
Measurement of Success:	Received a successful grant and/or loan award letter notification for the third community improvement project.		
	Selected a Landscape Architect to prepare full scope of design documents and bid documents for construction of the third community improvement project.		
	Selected a General Contractor to complete the construction of the third community improvement project.		

Timing:	**Year Seven**		
Task 1:	Identify eligible and related potential grant and/or loan funding sources to finance the community improvement project(s) chosen to be implemented fourth.		
Task 2:	Submit application(s) for eligible and related grant and/or loan programs to help finance the fourth improvement project, with the assistance and guidance from Trees Forever and a Landscape Architect.		
Measurement of Success:	Created a list of eligible grant and/or loan funding sources for financing the fourth community improvement project.		
	Submitted a grant and/or loan application and other required documentation for the fourth priority community improvement project.		

Timing:	**Year Eight**		
Task 1:	Upon a successful grant and/or loan application: develop a schedule for contracting for design, advertising for bid, and contracting for construction the fourth community improvement project.		
Task 2:	Select and execute a contract with a Landscape Architect as your lead design consultant for the fourth community improvement project. (Allow for a 3 - 6 month Design and Construction Documentation Phase)		
Task 3:	Select and execute a contract with a General Contractor as your construction manager for the fourth community improvement project. (Allow for a 6 month Construction Administration Phase)		

Timing:	Year Nine
Task 1:	Identify eligible and related potential grant and/or loan funding sources to finance the community improvement project(s) chosen to be implemented fifth.
Task 2:	Submit application(s) for eligible and related grant and/or loan programs to help finance the fifth improvement project, with the assistance and guidance from Trees Forever and a Landscape Architect.
Measurement of Success:	Created a list of eligible grant and/or loan funding sources for financing the fifth community improvement project. Submitted a grant and/or loan application and other required documentation for the fifth priority community improvement project.

Timing:	Year Ten
Task 1:	Upon a successful grant and/or loan application: develop a schedule for contracting for design, advertising for bid, and contracting for construction the fifth community improvement project.
Task 2:	Select and execute a contract with a Landscape Architect as your lead design consultant for the fifth community improvement project. (Allow for a 3 - 6 month Design and Construction Documentation Phase)
Task 3:	Select and execute a contract with a General Contractor as your construction manager for the fifth community improvement project. (Allow for a 6 month Construction Administration Phase)
Measurement of Success:	Received a successful grant and/or loan award letter notification for the fifth community improvement project. Selected a Landscape Architect to prepare full scope of design documents and bid documents for construction of the fifth community improvement project. Selected a General Contractor to complete the construction of the fifth community improvement project.

Timing:	Year Eleven
Task 1:	Identify eligible and related potential grant and/or loan funding sources to finance the community improvement project(s) chosen to be implemented sixth.
Task 2:	Submit application(s) for eligible and related grant and/or loan programs to help finance the sixth improvement project, with the assistance and guidance from Trees Forever and a Landscape Architect.
Measurement of Success:	Created a list of eligible grant and/or loan funding sources for financing the sixth community improvement project. Submitted a grant and/or loan application and other required documentation for the sixth priority community improvement project.

Timing:	Year Twelve
Task 1:	Upon a successful grant and/or loan application: develop a schedule for contracting for design, advertising for bid, and contracting for construction the sixth community improvement project.
Task 2:	Select and execute a contract with a Landscape Architect as your lead design consultant for the sixth community improvement project. (Allow for a 3 - 6 month Design and Construction Documentation Phase)
Task 3:	Select and execute a contract with a General Contractor as your construction manager for the sixth community improvement project. (Allow for a 6 month Construction Administration Phase)
Measurement of Success:	Received a successful grant and/or loan award letter notification for the sixth community improvement project.

Available Resources

There are may creative ways that communities can raise the resources necessary to fund and implement projects. The following list is a compilation of various sources and opportunities for funding the projects conceptualized during the visioning process. This list is not all-inclusive; it is meant to serve as a tool to assist in brainstorming ideas.

Funding Opportunities
- Grants
- Partnerships (private and public)
- Trusts and endowments
- Fund-raising and donations
- Memorials
- Volunteer labor
- Low-interest loans
- Implementation of project in phases

Grant Programs
- Alliant Energy and Trees Forever Branching Out Program
- Federal Transportation Enhancement Act (TEA-21)
- Federal Surface Transportation Program (STP)
- Iowa Clean Air Attainment Program (ICAAP)
- Iowa DOT/DNR Fund Iowa
- Iowa DOT Iowa's Living Roadways Projects Program
- Iowa DOT Living Roadways Trust Fund Program
- Iowa DOT Pedestrian Curb Ramp Construction Program
- Iowa DOT Statewide Transportation Enhancement Funding
- Iowa DNR Recreation Infrastructure Program
- Land and Water Conservation Fund
- National Recreational Trails Program
- Pheasants Forever
- Revitalization Assistance for Community Improvement (RACI) Grant Program
- State Recreational Trails Program
- ReCAT - River Enhancement Community Attraction and Tourism, Vision Iowa

Downtown Streetscape
- Statewide & Regional Transportation Enhancement Funding Program
- Pedestrian Curb Ramp Construction Program
- Paint Iowa Beautiful
- Eastman Kodak American Greenway Awards
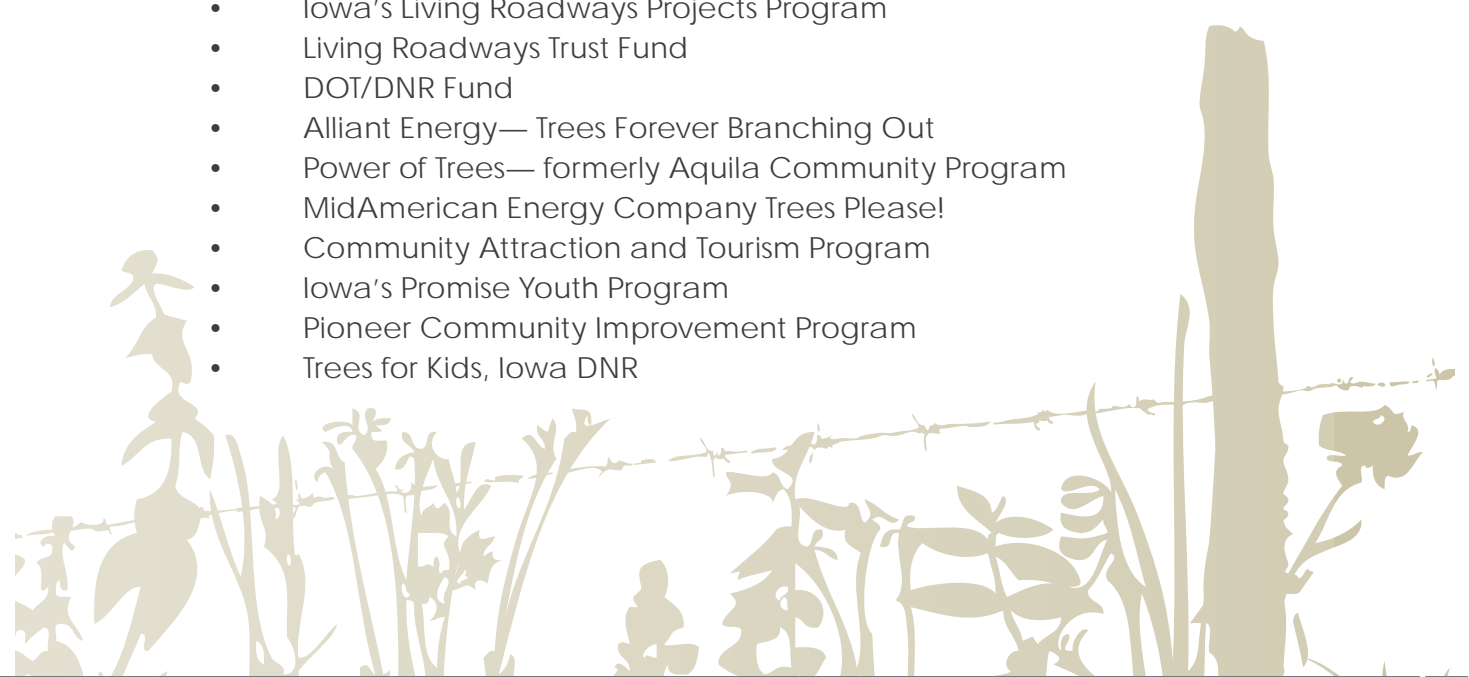- Community Attraction and Tourism

Historic Preservation
- Statewide & Regional Transportation Enhancement Funding Program
- Iowa DOT Small Town Sign Replacement Program
- Community Attraction and Tourism Silos & Smokestacks

Trails
- Iowa DOT Safe Routes to Schools Program
- Statewide & Regional Transportation Enhancement Funding Program
- REAP— City Parks & Open Space
- Federal Surface Transportation Program (STP)
- Iowa Clean Air Attainment Program (ICAAP)
- Recreational Trails Program
- State Recreational Trails Program
- Safe Routes to School Program
- Eastman Kodak American Greenway Awards
- Community Attraction and Tourism Program

Plant Materials
- Community Beautification Grant Program, Keep Iowa Beautiful
- Statewide & Regional Transportation Enhancement Funding Program
- Iowa's Living Roadways Projects Program
- Living Roadways Trust Fund
- DOT/DNR Fund
- Alliant Energy— Trees Forever Branching Out
- Power of Trees— formerly Aquila Community Program
- MidAmerican Energy Company Trees Please!
- Community Attraction and Tourism Program
- Iowa's Promise Youth Program
- Pioneer Community Improvement Program
- Trees for Kids, Iowa DNR

Appendix A

Community Funding Mechanisms

Legend:

	Agency/Funding Organization
	Funding Opportunities

Definitions:

Revolving Funds	A revolving fund is a source of money which provides loans to specified parties. The parties reimburse the fund for the loan amount plus interest. Through payback of principal and interest, the fund is able to maintain the same or increased levels of funding. Revolving funds are typically developed through revenue disbursement from a trust fund.
Trust Funds	Trust funds are special accounts developed to receive and disburse revenues from taxes and/or fees for dedicated purposes. These funds differ from revolving funds in that they do not maintain funding capacity through payback of loans, but through new injections of revenue through taxes and/or fees.
Real Estate Investment Trust	Real Estate Investment Trusts (REITs) are funds comprised of revenues from private investors. REITs act as primary investors when purchasing property. When applied to brownfields, the REIT acts as the owner, thereby shielding investors from liability in excess of the investors' initial monetary input.
Tax Increment Financing	Tax increment financing is created through a local government's assessment of property values. Special assessments are made on properties that are expected to accrue particular benefits from a general improvement, or from an environmental activity, such as a cleanup. The incremental difference in tax revenues between the original assessment rate and the new, higher assessed rate is then used to finance the improvement activity. Contact the National League of Cities for case studies on tax increment financing.
Tax Incentives	Tax incentives include a wide variety of mechanisms used to encourage redevelopment of brownfields through use of public taxation tools. These often take the form of tax credits or tax deferrals. By crediting or deferring taxes to be paid on property, income, or sales, governments can provide businesses with the incentives needed to create redevelopment opportunities for brownfields.
State Grants	State grants can provide communities with the funding needed for cleanup or redevelopment incentive packages within brownfields programs. Also, grants can be made from State trust funds for local establishment of revolving funds.

Funding Organization	Funding Program	Program Description	Contact Information	Submission Deadline	Website
Environmental Protection Agency (EPA)					
EPA	Community Action for a Renewed Environment (CARE)	Funding mechanism to build broad-based partnerships to reduce environmental risks at the local level.	1-877-CARE-909		http://www.epa.gov/care/agreements.htm
EPA	Environmental Education	Funding mechanism for projects to help the public make informed decisions that affect environmental quality.	Denise Morrison morrison.denise@epa.gov	November 9, 2012	http://www.epa.gov/enviroed/grants.html
EPA	Environmental Information Exchange Network	Funding mechanism to develop an Internet---based, secure network that supports the electronic collection, exchange, and integration of high-quality data.	Salena Reynolds (202) 566-0466 reynolds.salena@epa.gov	November 9, 2012	http://www.epa.gov/Networkg/
	Environmental Information Exchange Network	2010 National Environmental Information Exchange Network Grant Program			http://www.grants.gov/search/search.do;jsessionid=zclXKqlLDHMb61ptQ6d4n2tLFBp598BwgLTXJm1IyppQM7TLfYZv!361947375?oppId=48814&mode=VIEW
EPA	Environmental Justice	Includes funding through the University Partnership Grants Program and the Environmental Justice Through Pollution Prevention Grants Program.	Pamela K. Johnson (913) 551-7480 johnson.pamelak@epa.gov		http://www.epa.gov/Compliance/environmentaljustice/grants/index.html
EPA	Pollution Prevention	Provides matching funds to state and tribal programs to support pollution prevention and to develop State-based programs.	Marcus Rivas (913) 551-7669 rivas.marcus@epa.gov	April 24, 2012*	http://www.epa.gov/oppt/p2home/pubs/grants/ppis/ppis.htm
EPA	Science to Achieve Results (STAR)	Funding mechanism research grants in numerous environmental science and engineering disciplines through a competitive solicitation process and independent peer review.			http://www.epa.gov/ncer/
EPA	Small Business Innovation Research (SBIR)	Competitive funding through environmental technology research at small businesses.		May 3, 2012*	http://www.epa.gov/ncer/sbir/
EPA	Water Grants	Includes funding through the state revolving funds for drinking water and wastewater, grants for water pollution prevention and wetlands protection, and tribal grants.			http://www.epa.gov/water/funding.html
American Reinvestment and Recovery Act (ARRA)					
ARRA	Iowa Workforce Development	State Energy Sector Partnership (SESP) and Training Grants	Todd Mcgee (515) 281-4710 todd.mcgee@iowa.gov		http://www07.grants.gov/search/search.do;jsessionid=L1JBKqpPn5Gm2gtgl0HvbTT6vPC9QGhnC4t3LWpMrRv80nJD111s!-1795806398?oppId=48074&mode=VIEW
United States Department of Agriculture (USDA)					
USDA	Natural Resources Conservation Service (NRCS)	Conservation Innovation Grants (CIG) is a voluntary program intended to stimulate the development and adoption of innovative conservation approaches and technologies while leveraging Federal investment in environmental enhancement and protection, in conjunction with agricultural production. Under CIG, Environmental Quality Incentives Program funds are used to award competitive grants to non-Federal governmental or non-governmental organizations, Tribes, or individuals.		October 15, 2012	http://www.nrcs.usda.gov/wps/portal/nrcs/main/national/programs/financial/cig
	Natural Resources Conservation Service (NRCS)	Conservation Innovation Grants			http://www.nrcs.usda.gov/programs/cig/
USDA	Sustainable Agriculture Research and Education in Iowa (SARE)	A competitive grants program providing grants to researchers, agricultural educators, farmers and ranchers, and students in the United States.	Andrew Larson (515) 294-5875 smallfarms@iastate.edu		http://www.northcentralsare.org/State-Programs/Iowa
USDA	Sustainable Agriculture Research and Education (SARE)	Research and Education Grants	Beth Nelson (612) 626-4436 Schre002@umn.edu	November	http://www.northcentralsare.org/Grants/Our-Grant-Programs/Research-and-Education
USDA	Sustainable Agriculture Research and Education (SARE)	Professional Development Grants	Rob Meyers (573) 882-1547 myersrob@missouri.edu	Late May	http://www.northcentralsare.org/Grants/Our-Grant-Programs/Professional-Development-Grant-Program
USDA	Sustainable Agriculture Research and Education (SARE)	Youth Educator Grant Program	Joan Benjamin (573) 681-5545 BenjaminJ@lincolnu.edu	Mid November	http://www.sare.org/grants/

Grant submission deadline has passed. Consider referencing calendar date for 2013 submission deadline.