



# CITY OF SIOUX CITY STRATEGIC PLAN 2006-2009

*Sioux City Strategic Plan 2006 – 2009  
September 11, 2006*

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# SIoux CITY STRATEGIC PLANNING

## **I. Guiding Municipal Government toward Our Mission**

The City of Sioux City serves and leads our community by building on Sioux City's character and strengths in accordance with our mission and values.

As a community, we expect our municipal government to help us accomplish things together that we could not accomplish on our own. We direct our local government to help us carry out our common interest through citizen empowerment, public leadership, and professional staffing.

The people of Sioux City elect the five individual City Councilmembers. The City Council hires and oversees a City Manager and City Attorney. Municipal services are provided through departments and divisions. Some departments also have administrative Boards of Directors. All departments are supported and overseen by the City Manager and/or administrative Boards.

The efforts of municipal staff and leadership are guided toward our mission in several ways. The City has developed and adopted an ongoing Statement of Mission and Values, 20 year Comprehensive Plan, five year Capital Improvement Plans, and annual Financial Plans which we refer to and publish in many contexts. Council members meet regularly with constituents and hold public hearings and meetings. City staff meet with constituents in groups and respond to requests for services. Staff planning is completed in both departmental and interdepartmental groups. We use an annual budget process, in which staff develop goals and objectives for the year and develop appropriate budgets for review, change, and approval by the City Council.

The Strategic Planning process enables the City of Sioux City to look at the long term and the "big picture." The City Council and City staff develop Strategic Plans to cover multiyear periods. Staff prepare reports on our progress toward our Strategic Plan which are reviewed by the City Council on a quarterly basis.

As directed by the Mayor and City Council in the Spring of 2006, City Manager Paul Eckert initiated the 2006 - 2009 Strategic Planning process. Angel Wallace, Assistant to the City Manager, coordinated the staff effort. Luther K. Snow was hired to facilitate Strategic Plan sessions. Snow specializes in "asset-based" planning, a model which builds on our strengths and resources rather than our needs and deficiencies.

Two asset-based planning retreats involving staff leaders and City Council members were conducted. Snow analyzed the City's Strategic Position. All parties reviewed the previous Strategic Plan. City staff prepared detailed work plans. The Strategic Plan was developed using these materials and sessions. The City Council reviewed and discussed the Strategic Plan and it was accepted on September 11, 2006.

## II. Elements of this Strategic Plan

There are four elements in this Strategic Plan.

The first element is our enduring **Sioux City Mission Statement and Values**.

The second element is the **Sioux City Strategic Position**. This document is intended to reflect the opinion and expertise of an outsider, not necessarily the judgment of any City staff or leadership.

The third element is **Core Operations**. This document builds on the operating goals developed by department staff in the annual budget process. These reflect departmental goals, set for a one-year period. The Core Operating goals and plans are organized according to four goal clusters, drawn from the previous Strategic Plan:

- I. Quality of Life Cluster. We will be a vibrant destination City known for quality of life and economic opportunity.
- II. Health and Safety Cluster. We will be known as a safe and healthy city.
- III. Infrastructure Cluster. We will be known for the quality and accessibility of our infrastructure and transportation system for people and products.
- IV. Progressive Management Cluster. Our municipal organization will be characterized by progressive management and leadership, modern policies and practices, a customer-oriented attitude, and continuous improvement.

The fourth element is **Strategic Initiatives**. These reflect new or renewed initiatives that involve two or more departments. These initiatives include:

- I. Partnerships in Place  
*Interdepartmental initiatives to draw on key areas of Sioux City*
- II. Community Partnerships  
*Interdepartmental initiatives to engage citizen stakeholders around strategic issues*
- III. Municipal Leadership and Accountability  
*All-City initiatives to strengthen our mission*

# SIoux CITY

## MISSION STATEMENT AND VALUES

Our mission at the City of Sioux City is to create a dynamic and vital city by providing quality, cost-effective municipal services and by forming partnerships with citizens and organizations in the constant pursuit of excellence and problem-solving.

### **Citizens and Employees**

We value our citizens and coworkers as people who contribute ideas, energy, and commitment toward the betterment of the community. Employees are included in decision-making at all levels and are treated with fairness and respect at all times. We believe good government depends on loyal employees.

### **Trust**

We maintain the highest level of integrity and honesty in all our actions. We believe truthfulness will create trust within the organization and public trust can be achieved and preserved by making government open and accessible to those we serve.

### **Balance**

We maintain proper equilibrium between responsive and responsible government services. We are sensitive to the diversity of those we serve.

### **Empowerment**

We create an environment in which our citizens and employees are encouraged to use their initiative and expertise in constructive problem-solving. We accept ownership and responsibility of decisions and celebrate the many accomplishments that such an environment creates.

### **Creativity**

We seek continuous improvements in City services by using our creativity and by engaging in prudent risk-taking.

# SIoux CITY

## IDENTITY AND STRATEGIC POSITION

**Analysis by asset-based planning consultant Luther K. Snow**

*This analysis is intended to reflect the view of an outside expert, not necessarily the judgment of any City staff or leadership.*

Sioux City is a wonderful city with unusual strengths and a track record of people getting things done for the common good. The community is changing with the times, reorienting its economic base, becoming richer in amenities while enhancing its scenic setting, and gaining in regional and national reputation. It's a clean, friendly, and active city that people want to live and work in, and it's only growing into its potential.

### **In the Nation**

A driving force for Sioux City's development is, and always has been, its location in the nation. The community is located along the mighty Missouri River, which dominates the geography of the upper Midwest and mid-Northwest. And Sioux City sits among the beautiful Loess Hills of western Iowa, which make this some of the most scenic country in the Midwest. At the same time, Sioux City lies at a midpoint along US Interstate I29, a 750-mile major national artery which connects trade from Canada through Kansas City, and by extension with I35, all the way to Mexico. These features frame Sioux City's strengths and future potential as a place to live, visit, and do business.

### **In the Region**

Regionally, Sioux City lies at the intersection of three states – Iowa, Nebraska, and South Dakota – drawing interest and political and economic context from all three. Within an hour and a half drive north and south lie Sioux Falls, and Omaha, a major hub. Common among most cities, some Sioux City residents occasionally demonstrate traditional feelings of inferiority toward their larger neighbors in the region. Of course this also pushes community ambition. And for many, Sioux City combines the advantages of a more compact, more relaxing community with major urban amenities in easy reach. With a population of about 85,000, and over 140,000 living in the tri-state metropolitan area, it's a nice size for many residents and businesses.

### **Metropolitan area**

Like most cities, Sioux City does suffer from some suburban sprawl, and some business and residential development across the rivers take advantage of Sioux City's economic and labor base without contributing to property taxes. On balance, Sioux City probably benefits from the growth and activity in the metropolitan area, and the city government is acting to build on the strengths of the City itself. Sioux City's metropolitan borders are relatively large, extending far into the surrounding countryside. This means that the City of Sioux City has some room for growth. The City can also plan and benefit from development along the I29 Corridor both inside and outside the current City limits.

Major business and industrial parks, a large commercial airport, and major suburban-type commercial centers are all located within the city limits, not to mention a major state park in the Loess Hills. Natural areas have been preserved and made accessible through trails and recreational facilities. There's plenty of land and opportunity in Sioux City.

### **Downtown**

The development and appeal of Sioux City's downtown go beyond what you might expect from a city of this size. The Tyson Events Center has been successfully expanded and modernized to draw major national acts as well as convention business. Many communities would like to have a theater like the Orpheum Theatre, which presents top-quality concerts, shows, and productions in an historic setting. The riverboat casino has been tastefully done, and used to help develop a beautiful downtown riverfront area along the Missouri.

Major retailers and restaurants that usually locate in the suburbs find good locations in Sioux City's central business district. One doesn't often see multiplex movie theatres downtown; Sioux City has two of them. Sioux City's Historic Fourth Street area is a promising development and focal point for city culture. More can, and is being done to build on its character and appeal. There's a state-of-the-art Art Center and Library, good hotels, and office centers, all within walking distance, and with plenty of parking besides. Now the Public Museum is expanding into a new downtown facility, and this creates wonderful new opportunities for synergy. Downtown is good, and has the pieces in place to get better.

### **Neighborhoods**

With all the benefits of downtown, residents clearly put the bulk of their energy in their neighborhoods. Some of the neighborhoods are new, some are old; some are upscale, some are working class; some are urban and dense, some are suburban and spread out. Most every neighborhood seems to accommodate a range from singles to families, from seniors to twentysomethings. But in most areas, families seem to be the dominant focus.

Residents are active in the lives of children. Schools are a high priority, and the educational system is highly regarded. There are wonderful parks and excellent sports and recreational facilities that are well used. Taxes and jobs, health and traffic safety are the other bread-and-butter issues in the neighborhoods. Elected officials receive direct personal feedback from constituents, and a wide array of community organizations play a part in neighborhood life.

Some neighborhoods are better off than others. Minority Hispanic, Asian, and African-American residents make up as much as 15% of the population and are disproportionately represented in the disinvested areas. There seems to be a sense that older neighborhoods are less desirable. This runs counter to a citywide strength of Sioux City, that historical development and culture are assets to build on. Hence, the older, more diverse communities of Sioux City may hold the greatest promise for redevelopment.

### **Economy**

Economically, unemployment is low, but so are wages, which is not unusual for this part of the country. What's most impressive about Sioux City is how the community has rolled with the changes in regional and national economics over the generations.

Once a mostly agricultural center with an emphasis on meatpacking, this base has shifted with changes in the industry. Tyson Foods and others continue to provide major employment, while the City works with the industry both to add value and further clean and focus operations for broad public appeal.

There is clearly growth in office and service businesses, though leader Gateway Computers cut back local operations. And there are unique business assets to build on like the two high-quality health systems and the National Police Training Center. But the local economy is still a mixed bag. Sioux City was recently ranked in the middle of the pack in a survey of small metropolitan areas by Forbes. Low costs of living and doing business and good quality of life were positives, while poor business growth and net residential out migration were weaknesses. Sioux City is holding on strong, but it appears to be in a transition stage, trying to find its new economic identity.

### **Character and Community**

Sioux City has a track record and a reputation for getting things done. This is a City that values its heritage, not as an impediment to progress, but as an asset to build on for the future. All over town, older and historic buildings are creatively reused. There is a strong faith community, with many new and long-time congregations taking an active role in community life. Long-time community institutions have made changes to reflect new circumstances, and new leaders are emerging across the life of the city. There is growth in racial and ethnic communities, especially Spanish-speaking populations and among those of Asian backgrounds. There is a proud history of Native American tribal culture and African-American culture in the city. More can be done to build on the city's growing diversity as a strength.

There is an opportunity for positive energy and action around Sioux City's recent designation as one of Iowa's Great Places. Project development around this campaign could provide just the right boost for civic engagement in Sioux City's current transformation.

### **City Government**

Sioux City municipal government is progressive and well run. City Councils have been characterized as progressive and committed to sustainable growth. City Manager Paul Eckert gets high marks across the board, and was just offered a four-year contract by the City Council. City staff are proud of their community, hardworking, and talented. It is always a challenge to make organizational advances while keeping the operations running in a city of this size. Yet the government has strengthened in areas like customer service and operating technologies. Most impressive are the intangibles: leaders are dedicated to the culture and values of openness, integrity, and resourcefulness. The government reflects the character of the city, and that's a strength.

The City of Sioux City is striving to improve, to build on its assets, to take advantage of new opportunities, and to find new ways to get things done. These efforts extend from the top level of leading citywide change, to interdepartmental collaboration, to departmental action, and down to the development of each individual staff. This Strategic Plan is a part of that effort, and reflects and reports on the municipal strategy to guide the development of Sioux City over the next three years.

## PLANS FOR CORE OPERATIONS

The Core Operations element of the Strategic Plan deals with the efforts of the separate departments of the City Government. Every department is included here, and each department presents its own goals for day-to-day operations.

These goals build on the goals used in the 2006 Budget Process, and anticipate goals to be discussed in the 2007 Budget Process.

Based on experience, we have adopted four major goals for our Core Operations. We have grouped our departments or divisions in clusters according to the goal of greatest relevance.

## OUTLINE OF PLANS FOR CORE OPERATIONS

I. **Quality of Life Cluster:** We will be a vibrant destination City known for quality of life and economic opportunity.

A. *Economic Development*

B. *Planning and Neighborhood Services Division – Community Development Department*

C. *Housing Division – Community Development Department*

D. *Recreation Division – Public Works Department*

E. *Art Center*

F. *Public Museum*

G. *Library*

H. *Convention Center/Auditorium/Tourism*

I. *Field Services*

II. **Health and Safety Cluster:** We will be known as a safe and healthy city.

A. *Police Department*

B. *Fire Department*

C. *Environmental Services Division – Public Works Department*

D. *Inspection Services Division – Community Development Department*

III. **Infrastructure Cluster:** We will be known for the quality and accessibility of our infrastructure and transportation system for people and products.

A. *Public Works Department*

B. *Transportation and Transit Department*

C. *Airport*

D. *Woodbury County Information and Communications Commission (WCICC)*

E. *Parking Division of Finance and Administrative Services*

IV. **Progressive Management Cluster:** Our municipal organization will be characterized by progressive management and leadership, modern policies and practices, a customer-oriented attitude, and continuous improvement.

A. *City Council and Mayor*

B. *City Manager*

C. *City Legal Department*

D. *Finance and Administration Services*

E. *Human Resources*

F. *Human Rights*

**I. Quality of Life Cluster:**

We will be a vibrant destination City known for quality of life and economic opportunity.

**A. Economic Development Department – Marty Dougherty, Director**

- Expand and diversify Sioux City's tax base and employment opportunities by promoting Sioux City globally, nationally, state-wide and locally by creating a marketing plan, creating large scale industrial parks, developing priority areas within existing commercial and industrial areas such as The Yards, downtown, Expedition Business Park and Bridgeport West; partnering with other economic development organizations to research Federal and state grant opportunities for small and start-up businesses and replacing aging infrastructure to spur new business.
- Follow aggressive retention program that includes (1) weekly retention calls to existing business, (2) kick-off locally of new marketing campaign, (3) implement quarterly breakfast meetings with key business leaders.
- Target growth industries as identified by the Iowa Department of Economic Development and/or City Council direction, coupling the information with the industrial cluster information and projections supplied by the study conducted by the Institute for Decision Making, University of Northern Iowa.
- Continue to lobby State and Federal Legislators for funding needs, and legislation to enhance Iowa's business climate and improve Sioux City's ability to compete in the Tri-State area.

***B. Planning and Neighborhood Services Division of Community Development Department – Jeff Hanson, Division Manager***

**NEIGHBORHOOD SERVICES**

- Create citywide housing repair program for income eligible senior citizens and disabled individuals. **Program created, funded, administration is ongoing.**
- Create a grant program for non profit organizations. **Program created, funded, administration is ongoing.**

**PLANNING**

- Develop regionally and locally recognized planning projects aimed at the redevelopment of underutilized, yet historically significant areas. **Ongoing**
- Complete the West End Plan. **July 2007**
- Complete the Morningside Avenue / Peters Park Plan. **July 2007**
- Streamline the City's development review process. **Ongoing**
- Complete revisions to the City's Zoning Ordinance. **Text Amendments are ongoing.**
- Implement a monthly technical review process to coincide with reducing the Planning Commission's monthly meetings. **Review process has been implemented; technical review is ongoing.**
- Revise the Planning Division's applications and place online. **December 2006**

***C. Housing Division of Community Development – Cathy Olson,  
Division Manager***

- Create a website where landlords can list available units and tenants can have access to the most up-to-date information on available rental units in Sioux City. **In Progress – part of the new City website development.**
- Provide landlords with more frequent educational workshops. Request questions ahead of time and offer exciting and compelling topics. **Ongoing**

***D. Recreation Division of Public Works – Terry Hoffman, Division Manager***

**RECREATION**

- Expand youth and family recreation programs & activities while partnering with various committees and organizations (WITCC, School District, Neighborhood Coalitions, and other City departments, etc). Increased advertising for programs and services to reach school-aged children and the community is vital to this expansion so additional advertising will take place. A marketing and advertising campaign will be developed which is seasonal. **Quarterly ads will be developed in September, December, March, June.**
- Expand recreation opportunities by partnering with the Long Lines Family Recreation Center for facility use and staffing support. **Ongoing**
- Due to the success of the T-ball league we will add new programming including youth soccer and basketball and adult volleyball leagues. **FY 07**

**LONG LINES FAMILY REC CENTER**

- Incorporate more city-sponsored programs. **FY 07**
- Incorporate a comprehensive climbing wall program to include activities that encourage users to return. **FY 07**
- Incorporate summer programs to include wedding receptions, 3 on 3 basketball leagues, and in-line hockey. **FY 07**

**SWIMMING**

- Improve customer service and satisfaction at the pools through better staff recruitment, pre-season training, in-services, and bi-monthly meetings. **FY 07**
- Add new amenities at Riverside Family Rec. Center which includes replacing the spray features and shade structures. **FY 07**

**PARK MAINTENANCE**

- Continue successful partnerships with various organizations. **Ongoing**
- Work to develop neighborhood networks in areas such as Morningside. **Ongoing**
- Continue to upgrade playground equipment and enhance the city parks system. **Ongoing as CIP funds are available.**

**BAND**

- Continue relationships with area colleges' music departments. Several band members have contacts with area colleges and we are able to borrow equipment and musical arrangements which help minimize the City's cost for such items.
- Investigate sponsorships. **FY 07**

**LEWIS AND CLARK PARK**

- To provide a first-class minor league baseball facility for the residents of Siouxland. **Ongoing**
- To replace the outfield wall. **Majority completed in FY 06 with remainder to be done as needed.**

- To repair the parking lot drainage and add asphalt overlay. **FY09**
- Skybox interior painting and ceiling tile replacement. **FY08**

#### **RIVERFRONT**

- Move forward with a portion of trail construction between Chris Larsen Park and Chautauqua Park and continue to pursue grant funds to complete the riverfront trail. **FY 2012**
- Explore the campground project and any grant opportunities. **FY 2009**
- Explore the water splash park project and any potential donors. **FY 2008**

#### **TREE MAINTENANCE**

- Increase the efficiency of the work order system in tracking citizen's tree concerns. Track all requests for tree work. **Ongoing**
- Decrease the response time from when a tree is removed to when the stump is removed. **Policy developed in FY06 – stumps are to be removed in two weeks**

#### **CEMETERIES**

- Explore additional cremation options at Logan Park & Graceland Cemetery. **Columnbarium currently being installed at Graceland. Options for Logan have been put on hold.**
- Explore future development of cemetery spaces at Logan Cemetery. **Lay out additional plots in Section 7 in FY07.**
- Improve the road system in the cemeteries. **Logan road repair will be implemented in FY 06. Other repairs to be completed through CIP funding availability.**

### ***E. Art Center – Al Harris-Fernandez, Director***

- Increase staff in order to handle work load necessary to maintain quality of programs, cleanliness of facility and care of permanent collection as addressed by museum accreditation letter. **July 2007**
- Implement suggestions of conservation/preservation report including:
  - § Reorganizing artworks on storage racks. **June 2007**
  - § Updating flat file storage system to a standardized mat and frame system. **December 2006**
  - § Increasing the control of light in exhibition spaces. **December 2006**
  - § Reconfiguring preparation area in order to increase security. **June 2007**
  - § Recording temperature and humidity over extended periods of time in order to make adjustments to climate controls in order to conserve artworks on display. **December 2007**
  - § Conducting an internal conservation survey of permanent collection. **June 2007**
  - § Applying for grants to have a conservator examine and make suggestions on the conservation of individual artworks in the permanent collection. **June 2007**
- Increase focus on permanent collection by:
  - § Concluding collection assessment **June 2006** and developing a collecting plan **June 2007**.
  - § Launching fundraising campaign to build permanent collection. **April 2007**
- Successfully complete American Association of Museums professional reaccreditation process. **April 2007**
- Organize and install approximately eight exhibitions in FY07 that will appeal to and educate diverse audiences. **June 2007**
- Develop education and exhibition program for FY08 and FY09. **June 2008**

***F. Public Museum – Steven Hansen, Director***

- The Museum staff will continue to offer quality programming, exhibits and explore new collaborations throughout the community and region. **Project ongoing.**
- The Trustees, Association and Museum staff working with the community and city staff will continue to move forward with the planning and design of a relocated Museum facility. The new site will reflect the needs of the community and be responsive to growth, programming and facility wise. The move will allow the Museum to raise the bar of service to the community and its visitors. **Project ongoing for the next 18- 24 months.**

## **G. Library – Betsy Thompson, Director**

- To build library collections based on the changing needs and diverse interest of the community:
  - § Prepare collection analysis reports in July of each year and determine action needed for the coming year in August/September, on an ongoing basis. **Ongoing**
- To adjust library services to best connect residents with books and information for lifelong learning and for leisure-time pursuits:
  - § Build on existing partnerships (Head Start, Even Start, English as a Second Language, Schools) to promote literacy, initiating one new literacy partnership. **July 2007**
  - § Develop and upgrade the Library's infrastructure to provide efficient, effective electronic library services. **Ongoing**
- Develop a 20-year master plan for the delivery of library services (facilities and electronic delivery) throughout our community:
  - § Contract with a library planner. **October 2006**
  - § Involve community in facilities planning. **October 2006-January 2007**
  - § Involve community with master facilities and service delivery plan adopted by Board. **March 2007**

## **H. Convention Center/Auditorium/Tourism – Denny Gann, Director**

- The Sioux City Convention Center will continue to retain returning clients, and secure new clients for repeat events by assisting in all aspects of conventions, meetings, special events and tradeshow. **Ongoing**
- The Tyson Events Center/Gateway Arena will continue to attract larger and more diverse events (i.e. rodeos, ice shows, monster truck shows, concerts, hockey, indoor football, basketball tournaments, wrestling tournaments) and to provide a clean and safe environment for all clients, customers and employees. The CCAT Bureau Executive Director will develop new relationships with national promoters resulting in a continuance of quality entertainment to Sioux City. **December 31, 2006**
- The IBP Ice Center will continue to offer recreational opportunities to the Siouxland area providing ice use to the hobby skater (i.e. public ice) to that of the competitive skater (i.e. hockey, figure skating) on a year round basis. Current organizations that utilize the IBP Ice Center consist of the Siouxland Youth Hockey Association, Sioux City Silver Blades Figure Skating Club, Siouxland Adult Hockey Association, Public Ice and Miscellaneous rentals (i.e: schools, churches, birthdays). With the continued success of the organizations and their assistance to help promote and market the IBP Ice Center with new and inventive opportunities to the user the opportunity to skate. The goal of the IBP Ice Center is to continue the positive working relationship with its primary users and that of the general public. It is also essential to provide a clean and safe facility to the user with continued opportunities for individuals to participate in the sport of skating. **March 1, 2007**
- Events at the Orpheum Theatre will maintain the quality that has been seen since its renovation and staff will continue to keep the interior clean and assist with its high degree of professionalism from move in until move out of each show. The CCAT Bureau will continue to assume many responsibilities by contract of the Orpheum Theatre, including marketing, ticket sales, physical operation and maintenance. Bureau management and staff will continue to coordinate with the Orpheum Theatre limited liability corporation to interface with the Bureau operations. **September 1, 2007**
- The Tourism Bureau will continue to produce the Big Parade, the Mardi Gras Gala, the NAIA Women's Basketball Tourney, the NAIA Wrestling Championship and other events which will assist with promoting Siouxland in a positive manner. The Bureau will continue its involvement with the Lewis & Clark Bicentennial and will work closely with the Lewis & Clark Interpretive Center to provide a quality experience for the millions of travelers visiting the area. Brochures will be distributed to interested tour operators and individuals throughout the country who respond to ads placed in national publications about our area. **March 1, 2007**

## **II. Health and Safety Cluster:**

We will be known as a safe and healthy city.

## **A. Police Department – Joe Frisbie, Chief of Police**

### **ADMINISTRATION**

- Convert to high-speed in-car wireless mobile data for the Police Department and all city vehicles (e.g. fire, transit).
- Implement fully a Street Level Drug Task Force.
- Continue to work on issues identified in the Diversity Study working on effective leadership in the organization.

### **UNIFORMED SERVICES BUREAU**

- Become National Incident Management System (N. I.M.S) compliant.
- Each of the nine Team Policing Districts will conduct at least one (1) Town Hall Meeting in their respective districts. The meetings will be used to identify problems and develop solutions in cooperation with citizens in those neighborhoods.
- Develop performance measures for Street Level Drug Unit.

### **INVESTIGATIVE SERVICES**

- Manage the caseload in the Investigative Services Bureau in a manner that facilitates thorough investigations.
- Conduct alcohol/liquor license and cigarette permit compliance checks in every business or establishment.

### **POLICE CUSTODY OF PRISONERS**

- By end of 2007, we intend to bring out policies into the National Incident Management System (N.I.M.S).

### **RECORDS**

- To develop interfaces to download from Tracs to HTE crimes.
- To maintain an average of less than 5% error rate for monthly incident reports.

### **SUPPORT SERVICES**

- Volunteer in Police Service (VIPs) - To expand Special Needs Registry to include the entire city.
- Crime Analysis – To develop and to implement regular and thorough collection of lists of recent parolees, sex offenders, and gang members.

### **DRUG TASK FORCE**

- Identify, arrest, and prosecute 100 individuals who are, by intelligence information, networking in drug trafficking.

### **TRI-STATE METH INITIATIVE**

- Reestablish internal instructor base.
- Return to 2004 class levels.

**B. Fire Department – Greg Martin, Fire Chief**

- To complete the acquisition to the Westwood Convalescent Home and begin the demolition of the existing structure as soon as possible. The demolition is to include the necessary landscaping to prepare this site for the eventual construction of new Fire Station No.4.
- To continue the process of the transition from our current 800 mhz radio system to the new multi-tower, multi-jurisdictional, interoperability radio system. The installation and operational functions of the new system should start in the late fall or early winter of 2005, however, this will require constant monitoring and changes made where necessary to ensure the system provides the maximum benefit to all user agencies.
- To work closely with Siouxland Paramedics, Inc. to ensure the newly created partnership between SPI and the City of Sioux City is operating within the negotiated contract between the parties. This will include monitoring of the Woodbury County Communications Center to evaluate the impact of the Comm. Center taking over the communication/dispatch function for SPI. This is necessary to ensure there is no degradation of communication/dispatch services to the other public safety agencies who were serviced by WCCC prior to taking over these new duties for SPI.
- As a department, we will need to embrace new and progressive ideals relating to public safety in order to execute goals we have set for ourselves in a cooperative effort with Homeland Security. This will involve intense training in almost every aspect of firefighting and advanced rescue techniques, as well as the mandated National Incident Management System or NIMS. This type of aggressive action toward the accomplishment of our common goals warrants the development of an entirely new and substantially upgraded training facility. Such a facility is currently being planned and designed. We must continue to strive for excellence and innovation in the education and instruction of our personnel in regard to firefighting, rescue, hazardous materials, and EMS response. Continuing in an effort to maintain our status as professional first-line public safety officials, we must be persistent in our endeavors to achieve our goals and we must persevere through the obstacles that we meet introduced in the form of budgetary constraints.
- An efficient fire department will not only carry out tactical operations at the fire scene, but will do a good deal of planning for each target hazard under its jurisdiction. Therefore, the Training Division is implementing a Target Hazard/ Pre-Fire Planning Program. Pre-fire planning involves knowledge of each target hazard, its contents, including construction, occupancy, special hazards, water mains and hydrants, exposures, built-in fire protection and other features that could affect the situation should a fire occur. Such a program will only serve to better our service to the citizens of Sioux City.

**FIRE SUPPORT- HAZARDOUS MATERIALS REGIONAL RESPONSE**

- Continue to work with the State Homeland Security and County Coordinator in their efforts to regionalize the Weapons of Mass Destruction capabilities throughout the State. The Sioux City HazMat Team is a logical choice for Regional coverage in Region 3.

- Negotiate new 28E agreements with the counties presently served by the HazMat Team.

#### **FIRE PREVENTION AND PUBLIC EDUCATION**

- Upgrade Deputy Fire Marshals in the Fire Prevention Bureau to a Certified Inspector I level.
- Work on ordinance requiring fire sprinkler contractors to be state certified to follow new guidelines published by the State.
- Increase our fire safety educational outreach to 2 high-risk groups: Those over 65, and the Non-English speaking community.

#### **FIRE SUPPRESSION AND EMERGENCY MEDICAL SERVICES**

- Continue to work with Siouxland Paramedic and the new Respiratory Outcomes Consortium (ROC) to study the effectiveness of Cardiopulmonary Resuscitation (CPR), defibrillation and Rescue Breathing on patients in Sioux City. Siouxland Paramedics is one of 10 services in Iowa that are participating in the study. Because of the tiered response in Sioux City, the Fire Department will participate in the study. **Ongoing**
- Continue to train and equip an Urban Search and Rescue (USAR) team comprised of members of the Sioux City Fire Department and other members from within, and outside the community. Monies received from the State Homeland Security Grant will continued to be used to administer the program, purchase equipment and train Individuals to develop and enhance the urban search and rescue capabilities throughout the State of Iowa. Applications will continue to be accepted and reviewed and additional members of the team will be selected from outside the department. Once we select new members they will be trained and certified in structural collapse response as they have in the past. The Division's goal is to add another seventy members to the team by July, 2007. This will give us a total of three teams of thirty-five members each which will allow the division to rotate the teams through the on-call status, when one team is on-call for the month, one of the remaining teams will be on standby and the other team will be off that month. Having each of the team positions staffed three-deep also provides for back-up if someone is unable to respond and provides the ability to arrange for coverage during member vacations, leave, etc. Another goal this year is to have two exercises, one to test the skills of the Sioux City team members and another exercise with the Cedar Rapids Division to evaluate our deployment procedures and determine if we are capable to be self-sufficient for up to seventy-two hours as is required in our agreement with the State of Iowa. **July, 2007**

**C. Environmental Services Division of Public Works – Dave Dorsett,  
Director**

**WATER PLANT – Rich Mach, Superintendent**

- Meet proposed EPA regulations for treatment and Distribution. **Ongoing**
- Keep water supply project on time to meet water demand requirements:
  - § Complete current collector well project/transmission line. **July 2007**
  - § Complete additional well(s) required by DNR. **December 2011**
- Complete Morningside distribution improvements to meet increased demand in the Whispering Creek and Cornerstone areas of community as well as the Lakeport Commons. **December 2007**
- Update the Water System Master Plan. **February 2007**
- Maintain a water loss percentage of less than 1%. **Ongoing**

**ENVIRONMENTAL SERVICES – Aaron Kraft, Manager**

- Create recycling educational campaign to include high density residential collection efforts with City Wide Collection and Siouxland Recovery. **January 2008**
- Continue to promote hazardous waste contracts with other communities and special events to help support the Sioux City HHM Collection Center. **Ongoing**
- Apply for a SWAP grant to help distribute a new Sioux City Community Waste Reduction & Recycling Handbook similar to the 2000 edition. **July 2007**

**FIELD SERVICES --**

- Evaluate and recommend modifications to Sign and Signal Shop staffing level. This opportunity will allow the City to better allocate limited resources to provide the best customer service possible. **November 2006**
- Continue to cross-train staff in both water and sewer to improve efficiency. **Ongoing**
- Continue to refine our time accounting system so we can improve our performance measure needs. **January 2007**
- Continue to work with staff and the DNR to provide training so all staff can become certified operators. **Ongoing with additional and new employees.**
- Continue to cross-train employees in the day to day operations to be ready for emergency situations/events. **Ongoing**
- Continue to work with the Engineering staff to evaluate and prioritize street reconstruction and resurfacing projects. **Ongoing**
- Continue to work with the GIS program to achieve its completion on schedule and help in the development of its field applications. **Ongoing**

***D. Inspection Services Division of Community Development – Terry Nelson, Division Manager***

- Increase technical training to a level of 40 hours a year. **Ongoing**
- Insure uniformity in the review and inspection process through policies, checklists and employee round table discussions. **December 2007**
- Continue to work towards 80% divisional self sufficiency:
  - § Inspection Services will review current fees to see if any adjustments need made. **December 31, 2007**
  - § Inspection Services will look into contracting a collection service to recoup unpaid fees. **July 1, 2007**
- Adoption of current international building codes. **Electrical - December 31, 2006; Mechanical March 31, 2007; Building June 30, 2007.**

### **III. Infrastructure Cluster:**

We will be known for the quality and accessibility of our infrastructure and transportation system for people and products.

## **A. Public Works Department – Dave Dorsett, Director**

### **ADMINISTRATION**

- Secure new sewer rates (**October 2006**) and storm water (**2007**) fees to make up for budget deficiencies and to keep up with the increase in development demand.
- Establish periodic (**semiannual**) meetings with the Economic Development, Community Development and Field Services Departments to ensure that staff is able to proactively meet aging infrastructure needs while still supporting continued residential, commercial and industrial development.
- Develop tapping fee rates for water and sewer connections with support from the development community. **March 2007**
- Continue to work with consultant and other departments to develop plans for consolidating field crews and buildings. **Ongoing**
- Continue to cross-train employees to improve service levels and to be better prepared for emergencies. **Ongoing**
- Continue the work of the Diversity Team to change the culture of the department and to establish an environment where employees feel they are treated with dignity and respect. **Ongoing**
- Develop performance measures and bench mark with other entities. **Ongoing**
- Create/develop an atmosphere where all employees are treated with dignity and respect. **Ongoing**

### **ENGINEERING – Chris Payer, City Engineer**

- Inventory 2 to 3 intersections each year for warrant investigation. **Annual**
- Establish a committee/process for considering and responding to traffic concerns and requests. This will involve input from Engineering, Field Services, Public Safety and appointed citizens. **October 2006**
- Continue to work with the GIS program to complete on schedule and help in the development of its field applications. **Annual contracts completed in December of each year, project completed in 2008.**

**B. Transportation and Transit Department – Curt Miller, Director**

**TRANSIT**

- Aggressively pursue funding opportunities to strengthen the City's position for mass transit services that could enhance the quality of life for citizens and economic growth status. **12 months depending on federal deadlines.**
- Perform route analysis study to determine necessary route revisions. A statistical analysis is required every five years per FTA requirements. **Prepare specs and bid by July 2007. Complete study during fall 2007.**
- Evaluate transit system fleet capacity concerns to determine bus operation demands within system and determine the correct fleet size and makeup. **Annually, depending on route study and school routes.**
- Complete annual capital replacements including two 35' buses, and replace 800 MHz radio system on all buses. **Prepare CIP by September of each year, apply for funds when available through federal programs.**

**CENTRAL MAINTENANCE GARAGE & EQUIPMENT REPLACEMENT**

- Prepare annual equipment replacement schedule and specifications jointly with the departments. To get demonstrations of the equipment, prepare specifications, and purchase equipment as required. **Prepare list and meet by October of each year. Bid equipment out for spring delivery.**
- Continue to work with outside agencies such as the schools and county to identify common areas for fleet systems to share resources and save cost. **Annual meetings with each agency.**
- Obtain ICMA performance measure annual reports and make comparisons with City of Sioux City performance measure results and identify areas of strengths and weaknesses in our fleet operation. Use these comparisons to set future goals for improvement in the fleet division. **Prepare ICMA submission in the fall and submit by ICMA deadline. Review reports when ICMA completes them and sends out results.**

**PURCHASING**

- Continue to meet with the School system and the County to identify common areas for purchasing supplies, services, and equipment. **Annually – more often if necessary.**
- Work with the HTE users group to rewrite the HTE bid system and develop an internet interface. We are working with HTE to develop the new system and we will be a test site for the software when it is completed. **12 months depending on HTE schedule**
- Obtain ICMA performance measure annual reports and make comparisons with City of Sioux City performance measure results and identify areas of strengths and weaknesses in our purchasing system. Use these comparisons to set future goals for improvement in the Purchasing Division. **Prepare ICMA submission in the fall and submit by ICMA deadline. Review reports when ICMA completes them and sends out results.**

***C. Airport – Glenn Januska, Director***

- Complete the Taxiway Charlie project. **October 15, 2006**
- Undertake and Complete Construction on the T-Hangar Infrastructure project. **November 15, 2007**
- Secure a new air carrier. **June 1, 2007**
- Secure funding for the remaining Taxiway Alpha work needed for the Guard conversion. **December 15, 2007**
- Bid out the farmland operations, select a farmer(s), and execute new Farmland Lease Agreements. **November 1, 2006**

***D. Woodbury County Information and Communications Commission  
(WCICC) – John Malloy, Director***

**COMMUNICATIONS CENTER**

- Develop the Sioux City Urban Search and Rescue Teams Communications system.
- Train with the Urban Search and Rescue Team on the Communications system.
- Train with the new end users radios on the new 800 Mhz radio system.

**INFORMATION TECHNOLOGY**

- Real Estate Enhancements to Land Management, including, but not limited to updating names, addresses and legal descriptions from the Assessor, and mail-to address from the Treasurer on a scheduled basis. **Fourth Quarter 2006**
- Virtual server implementations to increase reliability and availability on WinTel platform. **Every Quarter for foreseeable future**
- iSeries data replication and mirroring for business continuity and disaster recovery. **First Quarter/Second Quarter 2007**
- Refresh City, County Web and internal intranet sites and simultaneously empower internal clients to author and publish content more independently. **Fourth Quarter 2006**
- Build in redundancy for Internet e-mail and Web hosts. **Second Quarter 2007**
- Phase in VPN and 4.9 wireless to replace outgoing 2.4 and 5.x wireless systems. **Multi-Year Long Project**
- Stable remote access solution. **First Quarter/Second Quarter 2007**
- Replace remaining wireless 2.4 radios with 5.x/4.9 radios or VPN's. **Took majority of 2.4 Radios out-of-service and replaced them with 5.x or VPN Technology. Also added several new VPN sites. Waiting for price-point of 4.9 Technology to come down and throughput to go up.**

***E. Parking Division of Finance and Administrative Services – Bob Padmore, Director***

- Demolish existing Heritage Ramp. **End of 2006 to 2<sup>nd</sup> Quarter of 2007**
- Contract the replacement of the Heritage Ramp. **Spring 2007**
- Develop a capital maintenance plan to extend the life of existing parking facilities. **Implement as part of FY2009 Budget**

#### **IV. Progressive Management Cluster:**

Our municipal organization will be characterized by progressive management and leadership, modern policies and practices, a customer-oriented attitude, and continuous improvement.

***A. Mayor and City Council***

- Create 2006-2009 Strategic Plan. **September 2006**
- Continue implementation of Comprehensive Plan. **Ongoing**
- Enhance Economic Development and build business and jobs from within Sioux City. **Ongoing**
- Continue to lobby legislators aggressively to create business friendly legislation. **Ongoing**

**B. City Manager – Paul Eckert**

- Under the banner of “Celebrating our Successes”, publicly recognize individual and employee teams for special accomplishments. Encourage all City departments to actively seek out employee successes and share with others as broadly as possible.
- City Employee committee continue implementing new employee recognition programs. **Ongoing**
- Continually monitor departmental performance measures and look to identify efficiencies and areas in need of improvement. **Ongoing – ICMA Performance Measurement**
- Examine opportunities and continually look for alternative service delivery, such as competitive bidding or privatization, and consider ways to make individual operations self-supporting. **Ongoing**
- Prioritize, expand, and communicate our economic development activities to the community. **In Progress**

**C. City Legal Department – Jim Abshier, City Attorney**

- Work with patrol division officers to determine means and methods to respond to citizen's complaints regarding speeding in residential neighborhoods. **March 1, 2007**
- Assist inspection services, fire, and environmental services divisions to prosecute municipal code violations. **March 1, 2007**
- Respond to all citizens concerns within twenty-four hours. **Ongoing**
- Get prescription cards to 4ll and 85 retirees on disability. **November 1, 2006**
- Review and revision of the Municipal Code. **Ongoing**
- Implement a new loss recording system. **November 1, 2006**

***D. Finance and Administrative Services – Bob Padmore, Director***

**CITY CLERK – Lisa McCardle, Customer Service Supervisor/City Clerk**

- Explore opportunities to allow for application to Boards and Commissions online. **December, 2006**
- Look at methods to improve customer service through the streamlining of various license procedures. **In Progress**

**BUILDING MAINTENANCE – Stan LaFave, Facilities Maintenance Supervisor**

- Continue to implement preventative maintenance program for City-owned structures. **Ongoing**
- Work with departments on developing a consolidation plan for city facilities. **Ongoing – draft of report has been completed**

**SKYWAY**

- Support expansion of the skywalk system to the Intermodal Ground Transportation Center. **Budgeted in the FY2009 CIP**
- Examine cost saving opportunities for operation of the system in light of loss of businesses from the Central Business District.

**FISCAL MANAGEMENT**

- Devise an implementation plan for GASB 45. **February, 2007**
- Revise Finance training materials. **Spring 2007**

**FISCAL OPERATIONS**

- Expand electronic receipt and disbursement capabilities. **To be implemented during FY2007, subject to software availability**

***E. Human Resources Department – Bridey Hayes, Director***

- Employee Recognition - program to recognize employees outside of City Hall - tie in with marketing strategy. **June 2007**
- Negotiate competitive labor contracts. **June 2007**
- Refine performance management system and compensation plan to meet organizational goals. **November 2006 and December 2007**
- Improve employee involvement in safety committee goals and corresponding actions. **October 2006**
- Implement use of Individual Development Plans to facilitate growth of individuals within the organization. **December 2006**
- Improve the service of Human Resources through the use of technology. **June 2007**

**F. Human Rights Department – Karen Mackey, Director**

**COMMUNITY FORUMS**

- Hold 5 community forums to educate, to identify leaders, and to listen to various minority groups. **June 30, 2007**

**MULTICULTURAL FAIR**

- Attendance at the 2007 Multicultural Fair will exceed that of the 2006 Fair (1,000 people). **March 31, 2007**

**CASEWORK**

- Efficiently manage case load for the benefit of all parties:
  - § Housing cases. **Close 90% within 100 days.**
  - § Other cases. **Close 100% of FY2004 cases. Close 90% of FY2005 cases.**
  - § Assess our need for an investigator.

## PLANS FOR STRATEGIC INITIATIVES

We recognize that our work toward our mission goes beyond the efforts of individual departments and their core operations. We strengthen our Core Operations by identifying and taking action on special initiatives in strategic areas.

Our basic approach to these Strategic Initiatives is partnership, both external and internal.

Externally, we seek to leverage our assets by partnering with individual constituents and organizational stakeholders. We accomplish this by focusing our efforts on places, communities, and topics for leadership and accountability.

Internally, we recognize that each City Department or Administrative Board has strengths and assets, such as our connections with constituents, our budgets, our programs, our staff time and talent, and our leadership. With these Strategic Initiatives, the City of Sioux City seeks to maximize these strengths and build on them by connecting the efforts of staff across Departments.

We will form interdepartmental Action Teams, led by a single Department and overseen by the City Manager. These teams will coordinate efforts and take collective action. More than that, these Teams will focus our efforts for synergy, leverage, and broader impact.

## OUTLINE OF PLANS FOR STRATEGIC INITIATIVES

### **I. Partnerships in Place**

*Interdepartmental initiatives to draw on key areas of the City*

#### *A. Downtown Initiative*

Downtown Action Team

Downtown infrastructure for entrepreneurship

Downtown parking

Museum-based development

#### *B. Neighborhood Initiative*

Neighborhood planning and identity

Neighborhood-based multicultural engagement

Partnerships with faith groups

Promoting special value and opportunity with older and historic neighborhoods

Creative in-fill development

#### *C. I-29 Corridor Initiative*

Reconstruction of I29 and Southbridge interchange

Southbridge area development

Airport Area Development (and Driver Training Partnership)

Developing other property along I29

## **II. Community Partnerships**

*Interdepartmental initiatives to engage citizen stakeholders around municipal issues.*

### *A. Community Safety Network*

### *B. Community Arts*

Our Siouxland

Public Arts Initiative

### *C. Traffic Safety Community Partnership*

### *D. Community Parkbuilding*

Parkbuilding for new parks

Public/private campground development

Trail development and enhancement

### *E. Connectivity*

Community-based Wi Fi

### *F. Community Response*

Community Disaster Response

Community Emergency Response

Emergency Medical Transport

### **III. Municipal Leadership and Accountability**

*All-City initiatives to strengthen our mission*

#### *A. Civic Engagement and Networking*

Public Leadership Development

Community-Initiated Performance Assessment

Multi-cultural engagement

#### *B. Organizational capacity-building and leadership*

Asset Mapping

Diversity Leadership

#### *C. User-friendly Budgeting*

#### *D. Stewardship*

Operating efficiencies

Investing for tax efficiency

#### *E. Intergovernmental Collaboration*

#### *F. City Image and Spirit*

Marketing Sioux City

Entryway Beautification

## **I. Partnerships in Place**

*Interdepartmental initiatives to draw on key areas of the City*

**Our City benefits from a developing downtown, strong neighborhoods, and from our proximity to the I-29 Corridor, a major interstate transportation nexus.**

**By focusing on key *places* in Sioux City, we can make broad and visible impacts, get more for less, empower citizens, and innovate.**

**With these three *Partnership in Place* initiatives, will link the efforts of multiple departments acting within these key areas of the city.**

**We will draw on the strengths of these places and partner with local stakeholders to get things done.**

### ***A. Downtown Initiative***

Downtown is the head of Sioux City. The central entertainment and business district of Sioux City is a visible manifestation of our spirit and success. It is a place where we gather to celebrate, recreate, socialize, travel, and do business. It is a testing ground for our capacity to act together, and a resource for neighborhoods and businesses throughout the city.

Even as the Economic Development and Community Development Departments specifically pursue the development of downtown, many other City departments and staff focus on issues and interests of this district. What's more, major City institutions like the Tyson Events Center, the Library, the Arts Center, the new Public Museum, and even City Hall itself are located in downtown. We recognize that our municipal government is itself a critical stakeholder in Downtown. That's an asset that we sometimes take for granted.

The Downtown Initiative will bring together City Departments in a Downtown Action Team to strengthen each other's work in and on Downtown. This Team will work closely with other stakeholders in the district to spark appropriate and complementary activity and development. We will strengthen these connections, not by adding work and meetings, but by increasing communication and collaboration on the work we are already doing.

We aim to support and help lead the Great Places initiative in this manner. We will take advantage of the downtown expansion of the Public Museum as a significant opportunity to innovate and generate spin-off development. We will look ahead to make parking and infrastructure improvements now to service the development to come. With these four elements, our Downtown Initiative will help us make Downtown a showcase for Sioux City spirit.

## **Downtown Action Team**

### **Goal:**

Led by the Economic Development and Community Development staff, City Departments will form an Action Team to communicate regularly, identify and act on ways to get things done together, and to better partner with citizens and stakeholders downtown. A key vehicle for the work of the Downtown Action Team will be the Great Places initiative.

### **Short-Term Action:**

- Identify downtown stakeholders and City Department leaders to participate in Downtown Action Team.
- Begin identifying the roles and responsibilities of the Action Team.

### **Mid-Term Action:**

- Identify and prioritize current and proposed downtown projects.
- Identify the appropriate stakeholders for each type of project.
- Implement the identified partnerships to ensure efficient and successful completion of projects.

### **Long-Term Action:**

- Continue identifying downtown projects and ensure Downtown Action Team participation.
- Monitor implemented projects and develop project performance measures.
- Market the Downtown Action Team citywide.

### **Key Actors:**

City Manager, Economic Development, Community Development, City Council, Downtown Partners, Chamber of Commerce, Art Center, Sioux City Museum, Tyson's Event Center/Long Lines Family Rec Center, Convention Center, Wilbur Aalfs Library, Sioux City Great Place Committee.

### **Other Assets:**

Downtown Business Leaders, Sioux City Growth Organization, Iowa Department of Transportation

### **Staff Leader:**

Marty Dougherty, Economic Development Director  
Patty Heagel, Community Development Director

## **Downtown infrastructure for entrepreneurship**

### **Goal:**

We will develop a program for replacing and utilizing infrastructure to accommodate entrepreneurial interests in the downtown area.

### **Short-Term Action:**

- Develop a staff committee to discuss background and concerns with stated desired outcomes.
- Form a working committee with external interests to address issues.

### **Mid-Term Action:**

- Develop revised policies and procedures for addressing downtown infrastructure.
- Determine funding needs and sources.
- Program and begin development of projects.

### **Long-Term Action:**

- Begin design/construction of improvements.
- Begin implementing desired changes to existing facilities.

### **Key Actors:**

City Manager, Downtown Partners, Economic Development, Chamber of Commerce, Finance, City Council, Public Works (Engineering/Field Services)

### **Other Assets:**

EDA, community Leaders, diversity of downtown establishments, existing infrastructure

### **Staff Leader:**

Dave Dorsett, Public Works Director

## **Downtown parking**

### **Goal:**

We will develop a coordinated Master Downtown Parking Plan.

### **Short-Term Action:**

- Establish a team to analyze existing downtown parking opportunities and offer ideas for improvement.
- Continue design and implementation of existing parking ramp and lot construction (Sites A and C)

### **Mid-Term Action:**

- Analyze parking opportunities for on-street and off-street parking.
- Explore best practices of using parking as an economic development tool.
- Work with downtown customers to integrate best practices into downtown parking.
- Develop a coordinated parking master plan for downtown which centralizes the management of the parking facilities.

### **Long-Term Action:**

- Develop a coordinated parking master plan for downtown which centralizes the management of the parking facilities.

### **Key Actors:**

Downtown Business Community, Parking Advisory Board, Economic Development Department, Chamber of Commerce, City Council

### **Other Assets:**

AMPCO – City's contracted parking ramp managers, Parking Division Staff

### **Staff Leader:**

Bob Padmore, Finance and Administrative Services Director

## **Museum-based development**

### **Goal:**

The Sioux City Museum is committed to a major relocation, expansion, and development, into a visible and important property downtown. The Downtown Action Team and all City Departments will work together with the Museum leadership and Downtown stakeholders to make this expansion a success, and to use the expansion as an opportunity to increase downtown marketing, package services, create business opportunities, increase patronage at other downtown institutions, hotels, restaurants, and businesses, and to generate excitement and activity around the City for the District.

### **Short term action:**

- The Sioux City Museum will have the ownership of the building and adjoining plaza secured.
- An interior design team will be on board and will have conceptual drawings presented.
- The conceptual drawings will be utilized to kick off the "official capital campaign."
- RFP's for architects are sent out.

### **Mid-term Action:**

- Bids will be let for the fabrication of exhibits.
- Construction of installation of exhibits will be in progress if not completed.
- Work begins on the opening of 4th Street between Jackson St. and Nebraska.
- Potential for grand opening of the museum in December but could be delayed until spring 2008.

### **Long Term Action:**

- The Museum will have realized a successful grand opening and have enjoyed record attendance numbers
- Economic development surrounding the museum is occurring
- Efforts continue to increase the museum endowment
- Efforts continue on exploring ways to improve the offerings of the Museum and the downtown area

### **Key Actors:**

City Council, Siouxland Heritage Foundation, Museum Trustees, Museum Historical Association, City Staff and City Departments, citizens of Sioux City

**Key Asset:** Individuals in this community and/or outside of the community that have ties to this area and will have an interest in this project

### **Other Key Assets:**

As this will be a private/public partnership we will have to develop numerous collaborations between groups and individuals. If the opportunity arises to partner with some one or with some group and it is appropriate, we will work toward that partnership. This includes other governmental bodies, independent foundations, service groups, museums, social agencies, churches, schools, philanthropists, and especially the Great Places initiative.

**Staff Leader:** Steve Hansen, Public Museum Director

## ***B. Neighborhood Initiative***

If Downtown is the head of Sioux City, our Neighborhoods are the heart. Neighborhoods are where we get to know each other, where our kids go to school, where we see each other in daily life on the street or in stores or on the job, and where we form teams and groups and congregations that build identity and cut across other lines.

The City provides services in and to Neighborhoods. That's good. But Neighborhoods are not just empty cups of need to be filled from outside by the government. Neighborhoods are overflowing with abundant assets, from the talents and skills of our people to the housing, parks, streets, and other physical assets, from our voluntary associations to the institutions and businesses like schools and medical centers and service enterprises, and from economic assets like our spending and production power to the intangible assets of character, diversity, and spirit.

The Neighborhood Initiative is Sioux City's effort to build on Neighborhood assets by focusing and partnering around these areas of the city. We may sometimes overlook or underappreciate the assets we have in Neighborhoods. But these assets give us the capability and the opportunity to act together, to get things done that we could not get done on our own. Neighborhood residents are best able and prepared to act for the betterment of our own Neighborhoods.

Municipal government can be a key partner in that neighborhood betterment. We can help citizens plan for their neighborhoods, by providing information and resources and support. We can offer citizens opportunities for public leadership and development. We can strengthen neighborhood efforts, by adapting and applying City services around Neighborhood plans and local contexts. And we can do these jobs more efficiently and effectively, by linking and coordinating the efforts of staff across Departments to focus and innovate on Neighborhoods. In the process, we will all strengthen our whole city.

## **Neighborhood planning and identity**

### **Goal:**

The City works with residents and other stakeholders in self-identified neighborhoods. Neighborhood Planning and Housing Services plays a lead role in helping these neighborhoods gather and plan. Virtually every City Department plays a role and contributes valuable resources to neighborhood-based efforts, but this is not always as coordinated as it could be. We will strengthen these efforts by developing a process to improve neighborhood planning and neighborhood identification.

### **Short-Term Action:**

- Develop a staff committee to discuss background and concerns with desired outcomes.
- Form a working committee with external interests to address issues. Issues should include education on the use of the urban renewal “tool box” and neighborhood identification using current school district boundaries.

### **Mid-Term Action:**

- Begin the process with the working committee identifying the opportunities to meet the desired outcomes.
- Identify affinities and partnerships with funders and institutions.

### **Long-Term Action:**

- Program and begin development of neighborhood-based projects.
- Work with neighborhood groups, the Neighborhood Network, City Council and the Mayor, to review the effectiveness of the implemented projects.

### **Key Actors:**

City Manager, Planning Staff, Neighborhood Services Staff, Neighborhood Network, Finance, City Council, Neighborhood Groups

### **Other Assets:**

HUD, Community Leaders

### **Staff Leader:**

Jeff Hanson, Planning and Neighborhood Services Division Manager

## **Neighborhood-based multicultural engagement**

### **Goal:**

Sioux City's multicultural communities and leadership represent an underappreciated asset. As part of our larger Neighborhood Initiative, the Human Rights Commission will work with other City departments to tap Sioux City's multicultural leadership and associations for contributions to specific neighborhood planning and development opportunities. As part of this effort, we will establish relationships and demonstrate a commitment to multicultural engagement through the fair and positive application of city services.

### **Short-term Action:**

- Neighborhood Inspections will include "fair housing" and Human Rights Commission complaint information in their mailings and at any community meetings.

### **Mid-term Action:**

- Neighborhood planning will include an emphasis on development of blighted areas (such as Riverside, Jones Street areas).

### **Long-term Action:**

- Establish neighborhood meetings in each district of the community that involve all city departments. (Include translators at each meeting.)

### **Key actors and other key assets:**

Neighborhood Inspections, Community Development, All City Departments, Neighborhood Network, Interpreters

### **Staff Leader:**

Karen Mackey, Human Rights Director

## **Partnerships with faith groups**

### **Goal:**

Congregations and faith communities have always played a key role in the life and development of Sioux City neighborhoods. In recent years, we have seen a growing sense of connection between faith communities and neighborhoods, in the growth of place-based ministries, in the increased use of churches and places of worship to house and support community projects, and in growing faith leadership for positive neighborhood development. The City will build on these efforts by strengthening dialog, by facilitating the inclusion of faith leaders and groups in neighborhood planning, and by working together to recognize our assets and take action in the common interest.

### **Short-Term Action:**

- Establish a working committee to identify potential public/private partnerships with faith based groups.
- Identify benefits of such partnerships for both the City and for faith communities.

### **Mid-Term Action:**

- Initiate discussions with Sioux City faith based groups.
- Facilitate asset mapping and asset-based project development with faith based congregation leaders to identify and highlight the benefits of a public/private partnership to all parties.
- Propose a clean-up/green-up kit to be used by congregation members as an opening model project.

### **Long-Term Action:**

- Begin implementation of improvements identified by the public/private partnership working committee.

### **Key Actors:**

Community Development, City Manager, City Council, Community Leaders, Business Community, Property Owners, Leaders of Faith Communities

### **Other Assets:**

Congregation Members

### **Staff Leader:**

Jeff Hanson, Planning and Neighborhood Services Division Manager

## **Promoting special value and opportunity with older and historic neighborhoods**

### **Goal:**

A strength of Sioux City is our capacity and our track record to recognize the value of our existing and historic assets and to build on these to provide for our future.

Our older and historic neighborhoods represent important and underutilized value to Sioux City. Partly this is for the unique and quality stock of housing, commercial, and industrial properties and open spaces in these areas. But perhaps more importantly, the history and the culture of these neighborhoods demonstrate for all of us the role that local community can play in education, work, worship, and recreation – issues that are critical to the development of Sioux City today and tomorrow.

As part of our larger Neighborhood Initiative, we will work with citizens to identify and recognize the special value of older and historic neighborhoods, and develop processes for applying these values in local and municipal efforts to help create value-added opportunities for appropriate development.

### **Short-Term Action:**

- Develop a staff committee to discuss background and concerns with desired outcomes.
- Form a working committee with external interests to address issues. Issues should include education on the importance of the preservation of historic neighborhoods and placing special value on those neighborhoods.

### **Mid-Term Action:**

- Begin the process with the working committee identifying the historic neighborhoods.
- Work with residents and stakeholders to identify the assets of the community and opportunities for connecting these assets to get things done.

### **Long-Term Action:**

- Program and begin development of projects.
- Work with residents to review and celebrate the effectiveness of the implemented projects.

### **Key Actors:**

Business Community, Community Development, Economic Development, City Council, Great Places Committee, Neighborhood Network, City Manager, Historic Preservation Commission

### **Other Assets:**

The Iowa Historic Preservation Alliance, State Historical Society of Iowa

### **Staff Leader:**

Jeff Hanson, Planning and Neighborhood Services Division Manager

## **Creative in-fill development**

### **Goal:**

Property development is a key to Partnerships in Place. In urban neighborhoods, the key to property development is creativity, in project siting, in combining functions, in reusing existing spaces in new ways, and in filling in development in ways that add value and function to existing uses. We will research and develop policies to provide creative ideas to promote in-fill development.

### **Short-Term Action:**

- Implement the recently approved zoning ordinance text amendment allowing residential development on lots smaller than forty feet wide.
- Establish a working committee to solicit additional creative ideas for residential and commercial in-fill development.
- Determine the need for any City financial participation to meet the desired goals.

### **Mid-Term Action:**

- Initiate discussions with commercial prospects on their needs for potential in-fill developments.
- Initiate discussions with local developers/realtors on identifying potential in-fill developable areas.
- Present funding needs to Council where appropriate.

### **Long-Term Action:**

- Begin implementation of in-fill developments.
- Develop performance measures and track and promote successful in-fill developments.

### **Key Actors:**

Community Development, City Manager, Finance Department, Economic Development, City Council, Developers/Realtors, Business Community, Property Owners

### **Other Assets:**

Iowa Department of Economic Development

### **Staff Leader:**

Jeff Hanson, Planning and Neighborhood Services Division Manager

### ***C. I-29 Corridor Initiative***

Interstate highway I29 could be called the lifeblood of Sioux City. This major artery connects Sioux City to international trade from Canada to Mexico. From I29, we are visible to a very high volume of traffic for attracting tourists, businesses, and residents. The highway gives residents access to cities and country to the north and the south. And I29 is a major in-city connector between Downtown, the neighborhoods, commercial and industrial districts, and the Airport.

Our third Partnership in Place is the I29 Corridor Initiative. We will be working to link City Departments with business on the Corridor and to partner with businesses, citizens, and other stakeholders to maximize the benefits of I29 development for the common interest.

As we develop this Strategic Plan, the Iowa Department of Transportation (IDOT) is making plans to reengineer and reconstruct a major stretch of I29 along Sioux City. The reconstruction and reengineering of I29 could be viewed and acted on as a fixed-sum game, where one stakeholder's benefit comes at another stakeholder's expense, or as an open-sum game, where each stakeholder's gain benefits other stakeholders and we all gain from a stronger Sioux City. We will be looking to work with partners to make this reconstruction a positive benefit to the City.

We will model win-win-win partnerships in the transit-oriented development of property along the Corridor. We will be looking at land which is valuable for economic development in the area referred to as Southbridge. And we will be looking at land to develop around the Airport, just off of I29.

## **Reconstruction of I-29 and Southbridge interchange**

### **Goal:**

We will work with stakeholders and constituents across Sioux City to promote the larger common interest with Department of Transportation (DOT) in the reconstruction of I-29.

### **Short-Term Action:**

- Assemble a team to determine and represent a broad range of City interests.
- Establish communication with the IDOT to present Sioux City interests and opportunities for mutual gain.

### **Mid-Term Action:**

- Reach a consensus on what the City wants and prioritize.
- Meet regularly with IDOT staff to determine what can be achieved and work with them to develop those outcomes.
- Investigate and pursue funding options.

### **Long-Term Action:**

- Develop a coordinated plan for providing items resulting from previous actions.
- Partner with IDOT in overseeing implementation.

### **Key Actors:**

Downtown Partners, Business Community, Economic Development, Chamber of Commerce, City Council, Great Places, Engineering, City Manager, IDOT, SIMPCO/MPO, Planning

### **Other Assets:**

I29, international truck traffic, visibility, in-city transportation

### **Staff Leader:**

Dave Dorsett, Public Works Director

## **Southbridge Area Development**

### **Goal:**

To facilitate appropriate and positive development along I29 in the Southbridge area, to maximize the benefits for Sioux City taxpayers, workers, businesses, and residents.

### **Short term Action:**

- Identify and process properties for annexation.
- Identify and enable Siouxland Chamber to acquire lands needed for annexation process.
- Design extension of water to Chief Energy.

### **Mid term Action:**

- Prepare a development plan for Southbridge that includes local transportation network, proposed land uses, proposed land tracts for acquisition.
- Develop CIP project that continues water, sewer and infrastructure improvements to the area over a five year period.
- Start acquisition for the I-29 interchange.
- Lobby Washington D.C. for federal assistance.

### **Long term Action:**

- Have I-29 interchange completed.
- Have partial annexation completed.
- Have two large development tracts identified and controlled.

### **Key Actors:**

Economic Development Director, City Engineer, City Transportation Planner, City Planning and Neighborhood Services Manager, Community Development Director, consulting engineers, Siouxland Chamber Foundation President, IDED, IDAG, IDOT, Woodbury County, and private property owners

### **Key Assets:**

Annexation tools, existing project (Chief Energy), Tax Increment Financing (TIF), and urban renewal tools, development prospects

### **Staff Leader:**

Marty Dougherty, Economic Development Director

## **Airport Area Development (and Driver Training Partnership)**

### **Goal:**

Sioux City is fortunate to have and own a municipal airport with national and international access. Property near the Airport is valuable to certain kinds of businesses with an associated demand for travel. Chief among the current users is the National Police Training Center.

We can build on this asset by facilitating the development of other similar or complementary uses around the airport. Because the National Police Training Center already uses a driving course, one promising idea we will pursue is the development of other businesses that might expand and share on such a course.

### **Short term Action:**

- Establish a working group to define development opportunities around the Airport, and in particular a business partnership around Driver Training.

### **Mid term Action:**

- Develop a work plan for targeting uses, needed infrastructure, etc.

### **Long term Action:**

- Layout conceptual plan.
- Fund through CIP process.
- Have key sites shovel ready.

### **Key Actors:**

Airport Director, Community Development Director, Economic Development Director, City Engineer, FAA

### **Key Assets:**

Airport land, TIF financing, new interchange

### **Staff Leader:**

Marty Dougherty, Economic Development Director

## **Developing other property along I29**

### **Goal:**

Besides Southbridge and the area off I29 by the Airport, there is property elsewhere along the I29 Corridor which is visible and accessible, and valuable to a place-based development strategy. We will look for strategic interests, form partnerships, target industries or public purposes, and build on our assets to create new opportunities for development along the I29 Corridor.

### **Short term Action:**

- Identify current undeveloped land within Sioux City's Comprehensive Plan area along the I29 Corridor.

### **Mid term Action:**

- Identify ownerships and current land uses.
- Map assets and brainstorm creative synergies and uses.
- Focus on opportunities where people want to act and get things done.
- Target areas for a development plan.

### **Long term Action:**

- Create two to three development and action plans for areas with undeveloped land that have the potential for development.

### **Key Actors:**

Private property owners, Planning and Neighborhood Services Division Manager, Real Estate Office, Community Development Director, Economic Development Director

### **Key Assets:**

GIS and assessor information with aerials, TIF financing tools for acquisition, CIP planning, utility

### **Staff Leader:**

Marty Dougherty, Economic Development Director

## II. Community Partnerships

*Interdepartmental initiatives to engage citizen stakeholders around municipal issues.*

The citizens of Sioux City are more than just consumers of municipal services. Citizens are also producers of public benefits in this City.

We have a stake in this City. We represent individual and group assets that can be connected to get things done. We join together to strengthen and improve Sioux City in various communities— geographic, economic, cultural, social, spiritual, and political

By working alongside with key *communities of interest*, municipal government can shift away from "filling needs" and toward empowering citizens to build on existing assets and create new opportunities together.

These six *Community Partnership* initiatives all involve greater collaboration with leaders and groups in Sioux City who have a self-identified interest in a particular aspect of community life.

## **A. Community Health Networking**

### **Goal:**

To connect and strengthen municipal health efforts and leadership. The asset-based approach to health moves beyond "remediating sickness" to mobilize community assets for the promotion of good health. The City of Sioux City will use our key position to promote positive health in three ways: in the way we perform municipal services, in the partnerships we develop, and in the community organizations we support.

### **Short - Term Action:**

- Form an Action Team of key department leaders to review the impact of municipal services on community health, and to develop options for supporting each other's efforts as part of a larger vision for positive public health.
- Highlight some good examples of municipal health benefits with visible public promotions. Start with bottled Sioux City water to promote discussion on the plan for a new or redeveloped sewage treatment center.
- Identify some of the groups and institutions we work with on health-related issues, from the major medical centers to Siouxland District Health, from citizen emergency response groups to business organizations. Convene a gathering to brainstorm common issues and agendas.

### **Medium - Term Action:**

- Highlight more examples of direct municipal health impacts, from Housing and Inspectional Services to Police, Fire, and Parks and Recreation.
- Engage the Action Team to support the conversations between the City and Siouxland Paramedics and help develop city-sponsored medical transportation services in the context of positive, asset-based public health. (See related initiative on Emergency Medical Transport)
- Review and strengthen the City's funding and in-kind support of community-based health initiatives, and help make connections to municipal services and the larger public health agenda.

### **Long - Term Action:**

- Co-sponsor a Sioux City Health Summit with major public and private health interests.
- Explore the formation of a municipal officer on Community Health.
- Explore the formation of a citizen leadership group on Community Health.
- Lead and participate in asset-based community health partnerships.
- Work with partners to develop community-based performance measures of public health and to use these to help mobilize and bring together citizens, institutions, and the City for public health initiatives.

### **Key Actors:**

All City Departments, Siouxland District Health Department, major medical centers, community-based health initiatives, park and recreation groups, health and emergency volunteers.

### **Staff Leader:**

Angel Wallace, Assistant to the City Manager

## **B. Community Safety Network**

### **Goal:**

Sioux City is a wonderfully safe place to live and work and play. We'd like to keep it that way, and make it even safer.

The efforts of municipal safety personnel are critical, but not sufficient. Groups of interested citizens acting together and in partnership with the City can have a powerful and positive impact on the safety of our communities.

We will form an inter-departmental Action Team among Police, Fire, Neighborhood Services, Transportation and other key departments to strengthen and enhance our existing Community Team Policing efforts. We will identify and reach out to new *communities of interest* to tap new leadership and increase our capacities.

Together the Team and our broader circle of constituents will devise new safety initiatives for the promotion of community safety, increased service efficiency, and the development of positive alternatives to destructive and self-destructive behaviors.

### **Short-Term Action:**

- Research models of "Community Safety Networks" from other cities.
- Form a Community Safety Action Team with Police, Fire, Neighborhood Services, Parks, Transportation, and other key departments.
- Discuss the strengths of Community Team Policing with other departments and with citizens.
- Identify other community partnership activities that could be strengthened, and be strengthened by, community safety networking.

### **Mid-Term Action:**

- Work with community leaders to develop action plans.
- Implement with one or two model constituencies.
- Evaluate with Department staff, Council members, and community leaders.

### **Long-Term Action:**

- Adapt and adopt the successes of the model efforts with other communities.
- Make successful community partnership methods a regular part of municipal safety efforts.

### **Key Actors:**

Community Team Policing Supervisors, Fire Department, Police Department, Neighborhood Services Department, Parks Division, Transportation Department, and other City staff; Neighborhood groups, Ethnic groups, Cultural organizations, Leadership groups, Educational and recreational groups

**Key Assets:**

Existing Community Team Policing Program, established and experienced neighborhood groups, connections of non-Police Departments with broader constituencies, dedicated Officers

**Staff Leader:** Lt. John Horton, Police Department

### ***C. Community Arts***

Art and culture bring us together and enable us to discover the common interest that is at the core of all we do as a City.

Sioux City has a community of many talented artists who both inspire and lead us, and we have a wonderful Arts Center that focuses and applies our community cultural assets.

The Community Arts Initiative will connect the work of the Arts Center with other City Departments. Through this Initiative, we will apply artistic and cultural endeavor to the strengthening and development of Sioux City.

## **Our Siouxland**

### **Goal:**

We will build on existing arts efforts through collaboration with community groups. This project will build on the Sioux City Art Center's previous plan to do a community wide art project to celebrate its ten-year anniversary in its new facility.

Our Siouxland will be a community wide arts initiative celebrating the community and its members through photography, painting and drawing. The project will utilize city staff and professional artists working with groups that work with young people, including public and private schools, faith based organizations, and service clubs.

The project will culminate with an exhibition at the Sioux City Art Center and the introduction of the publication documenting the project. The initial exhibition could then be followed up with additional but smaller satellite exhibitions at the libraries and other venues throughout the community.

### **Short-Term Action:**

- Develop project parameters, identify partners and hold meetings to organize effort to be implemented during 2007.

### **Mid-Term Action:**

- Secure underwriting, assess, organize and document project in book format.
- Plan to organize and promote exhibition of artworks and book during 2008.

### **Long-Term Action:**

- Evaluate project
- Plan new projects
- Continue to promote and distribute book

### **Key Actors:**

Sioux City Art Center, Parks and Recreation, Public Museum, ethnic community groups, economic communities, faith communities

### **Other Key Assets:**

Public and private school students, scouts, other youth organizations; Public and private school art teachers; Sioux City Camera Club, professional photographers and artists, ; Sioux City Journal and other media; City staff volunteers as liaisons to external organizations; Rotary, Cosmopolitans, etc.; Fire Station arts group, Siouxland Artists, Cattle Club Collective, art clubs; Faith based organizations; community organizations representing people of color; Iowa Arts Council, Iowa Humanities, National Endowment for the Arts

### **Staff Leader:**

Al Harris-Fernandez, Art Center Director

## **Public Art Initiative**

### **Goal:**

The goal of this project is to develop a comprehensive public art plan that will serve as a foundation for public art projects in downtown Sioux City. We will build on the public arts work of the Arts Center and other City Departments through increased collaboration with community groups.

The project will utilize city staff, downtown stakeholders, arts professionals and patrons, and a professional public art consultant. The project will build on the Art Center's ongoing effort to develop a public art plan. To date the Art Center Association has received a \$7,000 grant toward this end.

### **Short-Term Action:**

- Organize public art committee and identify potential sites and supporters of public art. Identify and hire a public art program consultant.

### **Mid-Term Action:**

- Develop and adopt plan. Identify project sites and goals. Call for artist proposals. Apply for matching start up funds from the Iowa Arts Council and National Endowment for the Arts.

### **Long-Term Action:**

- Select project(s). Develop budget(s). Identify underwriters and develop and initiate fundraising plan.

### **Key Actors:**

Sioux City Art Center, Parks and Recreation, Public Museum, Community Development, Public Works

### **Other Key Assets:**

Downtown Partners, Great Places Committee, Cultural District; Rotary, Sioux City Go, etc. Artists and arts professionals; Iowa Arts Council, Humanities Iowa, National Endowment for the Arts, private donors and foundations

### **Staff Leader:**

Al Harris-Fernandez, Art Center Director

### ***D. Traffic Safety Community Partnership***

#### **Goal:**

Traffic and traffic safety are the most frequently voiced issues of Sioux City residents. It makes sense, then, to adopt a Community Partnership approach to the promotion and advancement of traffic safety.

We will strengthen existing collaboration between the Police, Public Works, and Transportation Departments. We will tap the networks of other City Departments to reach interested communities and citizens.

Together, we will develop locally-appropriate and community-empowered traffic innovations, ranging from peer-to-peer education and support efforts to the adoption of new traffic calming, preemption, and enforcement technologies. City staff and community groups will collaborate to promote, review, and improve these new initiatives.

#### **Short-Term Action:**

- Develop a committee consisting of citizens and city staff from Engineering, Field Services, Police, Fire, and Transportation to consider questions and concerns relative to traffic safety and enforcement.
- Further develop a partnership between Public Works and Public Safety to address concerns and make safety-related improvements to our transportation system. Send representatives from Engineering and the Police Department to a workshop on traffic calming.
- Complete implementation of red light cameras at selected locations.
- Design an Opticom brand traffic pre-emption system to improve firefighter and citizen safety during emergency responses.

#### **Mid-Term Action:**

- Develop and revise policies and procedures for addressing traffic concerns.
- Implement approved capital improvement projects for technologies such as traffic calming installations and traffic preemption sensors.
- Utilize revenues generated from red light cameras for projects and programs to improve traffic safety.

#### **Long-Term Action:**

- Develop a process for analysis of dangerous locations as indicated by high incidence of accidents and citations.
- Determine and implement solutions with available resources and/or utilize this analysis in seeking Council approval for additional desired measures.

#### **Key Actors:**

City Manager, Public Safety (Police and Fire), Economic Development, Public Works (Engineering/Field Services), Finance, Traffic Committee

#### **Other Assets:**

Active and concerned Citizens, existing infrastructure

**Staff Leader:** Dave Dorsett, Public Works Director

### ***E. Community Parkbuilding***

In Sioux City, we take pride in our green spaces, recreational facilities, and scenic countryside.

Because so many Sioux City citizens value and take advantage of our municipal park and recreational system, we have a large network of constituents to work with to make our parks even better.

We will adopt a Community Partnership approach to developing and enhancing green spaces and park facilities.

What we call "Parkbuilding" essentially takes the old "barn raising" approach and applies it to park development. Elements of this parkbuilding include: leadership from our Parks and Recreation staff; interdepartmental collaboration; engagement and empowerment of citizens as park users and developers; and partnership with local corporations, institutions and funders.

In our Community Parkbuilding Initiative, we will focus and apply this approach in three areas: new parks, a campground, and new trails.

## 1. Parkbuilding for new parks

### **Goal:**

We will develop new parks and/or facilities with the participation of volunteers and community supporters. City staff have been intrigued by a model of public/private/community parkbuilding called KaBoom!

We intend to adopt this approach, or something like it, to the development of two facilities over the next three years.

### **Short-Term Action:**

- Attend KaBoom University
- Get project approved by KaBoom or adopt similar model
- Work with interdepartmental Action Team to identify interested citizens with overlapping interests in parkbuilding.
- Form a citizen's planning committee to develop project opportunities and plans.
- Identify and interview local corporations and institutions to identify overlapping interests in parkbuilding.

### **Mid-Term Action:**

- Organize volunteers for first project.
- Arrange for site, material donations, social marketing, and other institutional supports.
- Construct first project.

### **Long-Term Action:**

- Draw lessons from first parkbuilding project, in dialog with stakeholders and volunteers.
- Develop a second parkbuilding project.

### **Key Actors:**

Parks, Engineering, Home Depot, Junior League

### **Key Assets:**

Volunteers

### **Staff Leader:**

Terry Hoffman, Parks and Recreation Manager

## **2. Public/private campground development**

### **Goal:**

The development of a new campground is a way to "show off" Sioux City's natural beauty and make it available to visitors.

This in turn can support other aspects of our Strategic Plan, from developing the downtown area to strengthening community image and marketing.

By itself, our Parks staff might not be able to develop a campground. But there are interested stakeholders we could partner with to do this, including private campground developers and groups of campers themselves.

And if the campground is developed along the riverfront downtown, it can both support and be supported by our Downtown Initiative, so we will coordinate these efforts across those Departments.

### **Short Term:**

- Identify and interview citizens who camp and groups of campers.
- Identify and recruit a developer who can work with the City and with interested citizens. Develop a fair and open public/private partnership arrangement.
- Work with citizen group and with Downtown Initiative team to select and secure a site that supports larger community goals and efforts.
- Research other models for creative public/private partnerships, including our own Events Center.

### **Mid Term:**

- Design campground project, including physical siting and layout, alternative ownership structures, cooperative programming opportunities, and financial scenarios.
- Negotiate a Lease and Operation Agreement with developer or with alternative ownership entity.
- Starting from the Community Partnership group, develop innovative ways to fund the project. Consider selling equity shares, partnering with user groups, and offering sponsorships.

### **Long Term:**

- Construct project
- Evaluate with Community Partnership and adapt and revise plan.

### **Key Actors:**

Parks, Economic Development, Community Development, Private Developer, Campers, Camping associations, other groups and organizations that could sponsor programming

### **Key Assets:**

CIP, available city property

**Staff Leader:** Terry Hoffman, Parks and Recreation Manager

## **Trail development and enhancement**

### **Goal:**

Sioux City has a wonderful recreational trail system to allow access to the hills, riverfront, and green spaces of our city and provide for biking, hiking, skiing, and other trail uses.

The popularity of the trails has led to a demand for more, and provides a ready constituency of volunteers to partner with the City on everything from planning to fundraising and trail building.

While new trails are being developed, the same City and community assets and resources will be marshalled to enhance existing trails and make connections.

### **Short Term:**

- Formation of trail master plan committee.
- Analysis of trail system.
- Develop a list of enhancement needs (signage, benches, water).
- Prioritize connection projects.

### **Mid Term:**

- Provide master plan for Council approval.
- Coordinate with ED and CD projects.
- Work with Engineering to include trail standards in projects.
- Acquisition of land.
- Develop CIP to go with enhancement projects.
- Work with Trails Foundation on funding of projects.

### **Long Term:**

- Construct projects as opportunities present themselves.

### **Key Actors:**

Parks, Economic Development, Community Development, Engineering, Planning, Field Services, Trails Foundation, SIMPCO

### **Key Assets:**

Grants, CIP, land acquisition skills, scenic beauty, citizen interest

### **Staff Leader:**

Terry Hoffman, Parks and Recreation Manager

## **F. Connectivity**

### **Goal:**

As Internet access and on-line communication continue to grow in purpose and utility among business, residential, commercial and even visitor users, Sioux City is working to adopt and apply new technologies.

We share this goal with many organizations and businesses in our community, from utility companies to community centers to coffee shops. This affinity gives us an opportunity to explore partnerships and alternative arrangements to widen and broaden connectivity and technology application across the city.

One strategic step for the City government is to develop partnerships to offer wireless access (Wi-Fi or the next generation) in partnership with neighborhood or citywide interests. Another strategy is to lay fiber optic cable whenever and wherever in-ground utilities are replaced.

### **Short-Term Action:**

- Develop a work team utilizing City staff to explore the opportunities for developing community-based and/or citywide wireless connectivity.
- Invite interest and suggestions from groups and organizations already working on connectivity and community technologies.
- Explore current city infrastructure to determine whether and to what extent it can be applied.
- Explore logistical and legal opportunities for laying fiber optic cable as other in-ground lines are laid.

### **Mid-Term Action:**

- Determine interest and develop project options to partner with community-based and/or city-wide technology providers and users.
- Develop a plan for cost-effective, user-friendly and asset-building connectivity. Where appropriate, develop and issue an RFP (Request for Proposals) to solicit partners.
- Participate in partnership projects.

### **Long-Term Action:**

- Implement City-wide WI-FI system.

### **Key Actors:**

WCICC-IT, City Manager, City Council, Libraries, Telecommunication businesses, Community-based groups and technology interests, schools and other governments

### **Other Assets:**

Internet Service Providers, Utilities

### **Staff Leader:**

Bob Padmore, Finance and Administrative Services Director

## ***G. Community Response***

Sometimes when a crisis hits, the best comes out in our community. That's when we are reminded of what really matters and of all we have that we can use to help out.

City staff have critical responsibilities to play in a natural disaster. But perhaps the most important role we can play is to help lead and support and facilitate the community volunteers who can do so much more.

## **1. Community Disaster Response**

### **Goal:**

To enhance and expand the role of VOAD (Voluntary Organizations Active in Disasters) by activating and updating the Special Needs Registry in the City and County so that individuals who need additional assistance in the event of an evacuation will be identified for emergency personnel.

### **Short - Term Action:**

- Work with the Special Needs Registry Committee (which includes members from the Sioux City Fire Department, Siouxland District Health, WCICC Communications Center, Woodbury County Disaster and Emergency Services, Retired and Senior Volunteer Program, American Red Cross, and United States Postal Service) to distribute approximately 33,000 brochures and collect the completed Special Needs Registry surveys.
- Collect the data from the returned surveys and work with staff to input data into the CAD (Computer Aided Dispatch) system, compare with previously returned surveys for updated information, train and coordinate volunteers to call the persons who submit the surveys to verify and clarify information.

### **Long - Term Action:**

- Coordinate and train volunteers from Retired and Senior Volunteer Program (RSVP) and Volunteers In Police Service (VIPS) to administer calls to the persons who returned surveys, to update information.
- Coordinate and train volunteers to make personal visits, as necessary, to complete additional information for the surveys and/or educate the person about emergency preparedness.
- Attend Town Hall Meetings to educate Neighborhood Networks about the Special Needs Registry and solicit their help in reaching out to people in their neighborhoods to educate individuals about emergency preparedness and the Special Needs Registry.
- Schedule appointments to visit various agencies in Sioux City to educate them about the Special Needs Registry and solicit their assistance to reach out to some of their clients who may need to complete the Special Needs Registry (i.e. Siouxland Aging Services, Home Health Agencies, etc.)

### **Key Actors:**

SCPD (Sioux City Police Department) Volunteer Coordinator, Assistant Fire Chief, SCPD Watch I Lt, WCICC Supervisor, Records Supervisor

### **Other Assets:**

VOAD Agencies, City Housing and Inspection Services Division

### **Staff Leader:**

Rita Donnelly, Volunteer Coordinator

## **2. Community Emergency Response**

### **Goal:**

To train additional CERT (Community Emergency Response Team) volunteers on an annual basis in basic emergency response skills. (The volunteers who participate in the CERT training gain a better understanding of what to do to take care of themselves and family members in the event of an emergency.)

### **Short – Term Action:**

- Plan to offer the 20-hour training and look ahead to future dates for scheduling location and instructors.
- Establish recruitment efforts, outreach, and target audience during the fall.

### **Long – Term Action:**

- Offer the CERT training and maintain contact with CERT volunteers to offer them opportunities to assist with various activities through the City of Sioux City, Sioux City Police Department, VOAD, and the Tri – State Disaster committee.
- Recruit, coordinate and recognize volunteers at various activities (i.e. Airport disaster drill that required 30 volunteer role players in the spring of 2006, etc.).
- Maintain updated list of CERT volunteers to call upon in the event of a disaster or emergency in Sioux City (i.e. shelter volunteers, etc.).

### **Key Actors:**

SCPD Volunteer Coordinator, Woodbury County Disaster and Emergency Services Coordinator, Instructors for CERT training, Volunteers In Police Service, Citizen Academy Graduates

### **Other Assets:**

VOAD, Neighborhood Network Groups

### **Staff Leader:**

Rita Donnelly, Volunteer Coordinator

### **3. Emergency Medical Transport**

**Goal:**

Expand the mission of the Fire Department to include emergency and non emergency medical service transport.

**Short term action:**

- Support the City's continued support of Siouxland Paramedics through the current budget year.
- Work cooperatively with stakeholders to push the Iowa Legislature to allow emergency medical mileages during the 2007 legislative session.
- Work cooperatively with Siouxland Paramedics Inc. (SPI) to insure quality patient care during an interim period of 2007.

**Mid Term Action:**

- Develop a deployment and operational plan for emergency medical transport services for the city by July of 2007.
- Develop a budget to support the operational plan by September of 2007.
- Resolve outstanding labor issues related to emergency medical transport by September of 2007.

**Long term action:**

- Begin necessary training of dispatchers, fire personnel by January of 2008.
- Initiate emergency medical transport by March of 2008.

**Key Actors:**

City Manger, City Council, International Assoc. of Fire Fighters (IAFF) Local # 7, Sioux City Fire Department (SCFD), SPI

**Staff Leader:**

Greg Martin, Fire Chief

### **III. Municipal Leadership and Accountability**

*All-City initiatives to strengthen our mission.*

In accordance with our mission and values, our municipal government strives for progressive management, exemplifying; honesty, integrity, responsiveness, prudence, citizen empowerment, continuous improvement and risk-taking. These values are to be reflected across the organization.

These Strategic Initiatives in Municipal Leadership and Accountability indicate our current best thinking and striving toward these values

Each of these initiatives cuts across and involves every department and unit of the government.

They all involve making the most of our strengths and resources, being accountable to citizen interests, and working toward the larger good.

As these initiatives strengthen the municipal government, they also enable the staff to model and demonstrate strong values and successful leadership to the broader community.

***A. Civic Engagement and Networking***

The engagement of citizens and other stakeholders is key to the life of the city and critical to the success of municipal services. Our Strategic Initiatives rely on active and productive citizen participation. This is part of our mission.

The City will help build the capacities of citizens to act on community assets and opportunities. We will help train and develop leaders. We will broaden participation to engage untapped talents. And we will help facilitate productive community processes.

## **1. Public Leadership Development**

### **Goal:**

Our City has a variety of volunteer Boards, commissions, and citizen committees to incorporate citizen input in municipal governance. These bodies can provide another benefit as well. They can serve as further training and development grounds for community leaders.

We will take advantage of our municipal leadership structure to provide opportunities for new leadership development. We will use the networks and resources of our Human Rights Department to reach out to untapped talent and underrepresented communities to fill volunteer positions on public bodies. And we will help train and support all public leaders to return these skills back into our communities.

### **Short-term Action:**

- The Clerk's Office will obtain baseline information regarding the cultural diversity of current members of all city boards and commissions.
- The City Manager's Office, in collaboration with the Human Rights Commission, will contact local minority organizations and individuals within the minority community to encourage participation by people of color as well as other ethnic and religious minorities.

### **Mid-term Action:**

- The membership of the city's boards and commissions will be more culturally diverse when compared to the baseline data previously obtained.

### **Long-term Action:**

- All city board or commissions will reflect the diversity of our community.

### **Key actors and other key assets:**

Local organizations and religious groups representing people of color and religious minorities; individuals from within those constituent groups

### **Religious institutions:**

Local organizations and religious groups representing people of color and religious minorities; individuals from within those constituent groups

### **Staff Leader:**

Karen Mackey, Human Rights Director

## **2. Community-Initiated Performance Assessment**

### **Goal:**

City staff have learned and begun to apply internal performance assessment to help guide our efforts. Used correctly, Community-Initiated Performance Assessment can help bring community members together with City staff to focus on results and get things done.

We will draw on staff experiences in performance assessment to build the capacities of citizens for civic engagement. We will offer leadership and training in Community-Initiated Performance Assessment to neighborhood and community groups.

### **Short-Term Action:**

- Recruitment of committee members that will include key neighborhood representatives, a City Council Member and staff.
- Engage Network in design and use of performance measures.
- Identification of critical elements for the selected service areas.

### **Mid-Term Action:**

- Development of citizen-based performance measures.
- Development of data collection methods and data collection.

### **Long-Term Action:**

- Performance reporting based on citizen-based performance measures to public and city council.
- Integration of the information into decision-making processes.

### **Key Actors:**

Neighborhood Network; Community Coalition members; City Manager; Assistant to the City Manager; Community Development Department; City Council

### **Other Assets:**

Iowa CIPA program initiative; Iowa League of Cities; Woodbury County Juvenile Services; Other Communities

### **Staff Leader:**

Angel Wallace, Assistant to the City Manager

### **3. Multi-Cultural engagement**

#### **Goal:**

A hidden treasure for our City lies in the talent and energies of groups and populations who have historically been underrepresented or underserved. We can increase civic engagement by offering these groups different opportunities to showcase their assets and contribute to the common good.

Our Multi-Cultural Fair: Faces of Siouxland, provides an excellent springboard for tapping the power of diversity in our community. We will grow Faces of Siouxland into the premier multicultural event in the Siouxland area. And we will build on the Multi-Cultural Fair to support and encourage even more civic engagement.

#### **Short-term Action:**

- The Human Rights Commission will establish a committee to assist with planning the annual Multi-Cultural Fair.
- All City Departments will work with the Human Rights Commission to strengthen civic engagement efforts through participation in the Fair.

#### **Mid-term Action:**

- The Human Rights Commission will develop a “tool-kit” for use by staff and volunteers to use in planning this annual event.

#### **Long-term Action:**

- Faces of Siouxland will demonstrate growth both in the number of community organizations participating in the event and increased attendance by the community.

#### **Key actors:**

Human Rights Commission staff and commissioners, all City Departments

#### **Other assets:**

Mayor's Youth Commission, local colleges, community organizations, faith community, food vendors

#### **Staff Leader:**

Karen Mackey, Human Rights Director

***B. Organizational capacity-building and leadership***

The City of Sioux City is continuously working to develop our organization. City Staff has worked with two related methodologies that have helped us to succeed. The first is called Asset Mapping, and this is an approach that has helped guide the development of this Strategic Plan. The second we call Diversity Leadership and this is an approach that has helped guide our management, teambuilding, and human resource development efforts.

We will extend on these approaches over the next three years. We will become more skilled in Asset-Based and Diversity-Based thinking and action. And we will offer our lessons and leadership in these approaches to the wider community.

## **1. Asset Mapping**

### **Goal:**

We will deepen our recognition of our assets and the opportunities available to us through bottom-up, "open-sum" leadership that builds on our assets. We will apply asset-based thinking and action in our interdepartmental collaborations and staff leadership efforts. And we will collaborate with other organizations and institutions who are taking an asset-based approach by whatever description.

### **Short-term Action:**

- Apply Asset Mapping approaches on a rotating schedule in Departmental Leadership meetings. At different sessions, use asset mapping techniques to solve problems, devise new approaches, find connections between departments, recognize overlooked resources, and renew our energies and commitments. Use methods such as:
  - § asset appreciation
  - § turning needs into assets
  - § using asset language
  - § using affinity interviews

### **Mid-term Action:**

- Facilitate Quick and Simple Asset Mapping within Departments to do departmental action planning.
- Use asset language and strategy in communications and collaborations with citizens and stakeholders.
- Draw on experiences of other cities and communities who have adopted asset-based approaches.

### **Long-term Action:**

- Offer facilitation in Asset Mapping to community partnerships.

### **Key Actors:**

All Departmental Leaders who went through Asset Mapping training and planning. Asset consultant Luther Snow

### **Other assets:**

Books and websites of Asset-Based Community Development Institute, Iowa League of Cities, and other peer networks. Departmental contacts and relationships

### **Staff Leader:**

Paul Eckert, City Manager

## **2. Diversity Leadership**

### **Goal:**

Every employee of the City of Sioux City has valuable talents to contribute. The diverse talents of different individuals actually represent opportunity - opportunity to complement each other, to learn from each other, and to get things done together we could not get done on our own.

The City of Sioux City will use Diversity Leadership methods to help managers identify and bring out the different gifts and talents of staff, and to help all staff to contribute these talents and benefit from each other's efforts.

### **Short-Term Action:**

- Encourage current Diversity Teams to:
  - § Focus on quality customer service
  - § Treat colleagues and customers with courtesy and respect
  - § Improve communication (communicate appropriately and clearly)
  - § Meet monthly to set new goals and review accomplishments
  - § Create a team spirit of which every member feels a part
  - § Respect individual differences and worth
- Develop Diversity Teams where none currently exist (include all aspects of City government).
- Create more “visible” teams so staff knows of their presence.
- Solicit efficiency proposals from staff (no idea is too small).

### **Mid-Term Action:**

- Participate/effectively communicate with citizens to improve the perception of city employees and services.
- Encourage staff to collaborate with civic groups and to form partnerships with external organizations to promote and enhance diversity principles and equity.
- Invite Human Rights Director to meetings to discuss diversity issues and resources.
- Discuss Strategic Plan goals and initiatives with Diversity Groups to create a better understanding of the City's mission and to encourage all employees to participate in spreading the mission.

### **Long-Term Action:**

- Rotate new members into Diversity Teams to bring new ideas, perspectives and enthusiasm.
- Provide mini leadership training sessions to strengthen work teams.

### **Key Actors:**

City Manager, Department Directors, Division Managers, Labor Supervisors and all city staff members

**Other Assets:** Sioux City Community Schools, Iowa Civil Rights Commission, Human Rights Commission, Media Interaction, Church Groups, and other local agencies

### **Staff Leader:**

Bridey Hayes, Human Resources Director or designee.

### **C. User-friendly Budgeting**

#### **Goal:**

The City Budget is an important public document. In keeping with our mission of good citizen and employee communication, we will develop a budget process which is user friendly to both internal and external customers.

#### **Short-Term Action:**

- Form a working committee to address the issue.
- Develop a staff committee to discuss current process and possible areas for change.
- Meet with external actors to determine their issues with the current budget process.

#### **Mid-Term Action:**

- Develop revised policies and procedures to develop a user friendly budget process.
- Develop alternative budget presentation materials and strategies.
- Provide training to staff on budget policies and regulations.

#### **Long-Term Action:**

- Receive the Government Finance Officers Distinguished Budget Presentation Award.
- Provide staff presentations to the community on budget issues.

#### **Key Actors:**

City Manager; Finance and Administrative Services Director; Finance Staff; Staff from other departments; City Council

#### **Other Assets:**

Government Finance Officers Association; International City and County Managers Association; Other Communities

#### **Staff Leader:**

Bob Padmore, Finance and Administrative Services Director

***D. Stewardship***

The City of Sioux City will be a responsible and fair steward of the public's resources.

## **1. Operating efficiencies**

### **Goal:**

Develop a process to explore organizational efficiencies.

### **Short-Term Action:**

- Meet with Fiscal Policy Committee to discuss goal.
- Develop framework of committees (internal and external) to explore efficiency proposals.
- Solicit efficiency proposals from departments and the community.

### **Mid-Term Action:**

- Solicit efficiency proposals from departments and the community.

### **Long-Term Action:**

- Integrate accepted proposals from the committee into the City Manager's budget proposal.

### **Key Actors:**

City Manager; Finance Department; Fiscal Policy Committee; Tax Research Bureau; City Council

### **Other Assets:**

Government Finance Officers Association; International City and County Managers Association; Other Communities

### **Staff Leader:**

Bob Padmore, Finance and Administrative Services Director

## **2. Investing for tax efficiency**

### **Goal:**

Develop procedures for investing in projects which result in long term tax benefits.

### **Short-Term Action:**

- Research policies of other communities regarding cost benefit analysis of development projects.

### **Mid-Term Action:**

- Work with economic development team to develop a policy for City implantation.

### **Long-Term Action:**

- Receive approval from City Manager and City Council and implement policy.

### **Key Actors:**

City Manager; Finance Department; Community Development Department, Economic Development Department, Chamber of Commerce

### **Other Assets:**

Government Finance Officers Association; International City and County Managers Association; Other Communities

### **Staff Leader:**

Bob Padmore, Finance and Administrative Services Director

## ***E. Intergovernmental Collaboration***

### **Goal:**

The City of Sioux City recognizes the importance of intergovernmental collaboration to improving our community and driving down costs by sharing resources and eliminating duplication of functions with other government entities. Examples of the types of collaboration include WCICC Computers and Communications, Metropolitan Planning Organization, Water and Sewer Utilities, School construction, Transit, Fleet, Purchasing, and Economic Development projects.

### **Short-Term Action:**

- Develop a comprehensive list of current collaboration efforts.
- Develop framework of committees (internal and external) to explore expanding collaboration.

### **Mid-Term Action:**

- Develop necessary agreements, present to political bodies for approval.
- Develop informal agreements with agencies where formal agreements are not required.

### **Long-Term Action:**

- Develop more long-term, permanent collaborative agreements that provide stability and commitment from participating entities.

### **Key Actors:**

City Manager; City Council; Department heads and city staff

### **Other Assets:**

Other Communities and government entities, existing infrastructure, participation agencies resources

### **Staff Leader:**

Paul Eckert, City Manager

### ***F. City Image and Spirit***

There is an intangible element to City development. Image and success work in cycles: when our community spirit and image are strong, we accomplish many things. And when we accomplish things together, our spirit and image grow stronger.

City leadership can help shape and strengthen our image of ourselves, and how others see us. We will work to hold up a "mirror" to all the good assets and successes of our community. In marketing and in visible symbols, we will help communicate this image both inside Sioux City and to outsiders.

## **1. Successful Surprising Sioux City**

### **Goal:**

To reflect and celebrate the strengths and successes of Sioux City, both within our community and to potential newcomers. We will conduct a marketing and promotion campaign based on our new logo, slogan, and market identity efforts.

### **Short-term action:**

- Publicize, disseminate, and use Sioux City's new logo and slogan, "Successful Surprising Sioux City."
- Develop newsletter or regular periodical of strength and success stories.

### **Mid-term action:**

- Expand use of the logo and slogan with community-based projects or contests.
- Launch newsletter.

### **Long-term action:**

- Engage citizens in marketing efforts, through groups and through activities at City-sponsored events.
- Develop events and activities to recognize and celebrate successes and to connect people around those successes.

### **Key actors:**

City Manager's Office, Marketing Consultant, public and community-related staff of all Departments, City Council and Mayor, community and private groups involved in marketing, promotion, and development.

### **Staff leader:**

Paul Eckert, City Manager and Marketing Consultant

## **2. Entryway Beautification**

### **Goal:**

The entry points to Sioux City are more than just exits along I29. These areas can be visible symbols of our city's spirit for both residents and the millions of travelers who come by every year. We will use a collaborative, public/private approach to devise and develop public art and other improvements to our City entryways.

### **Short-Term Action:**

- Establish a committee to select entryways to be included and solicit ideas for improvements.
- Determine funding opportunities and sources.

### **Mid-Term Action:**

- Contact affected property owners/businesses and partner with them in determining improvements.
- Present funding needs to Council where appropriate.

### **Long-Term Action:**

- Begin implementation of improvements.

### **Key Actors:**

Community Development; City Manager; Finance Department; Great Places; City Council; Community Leaders; Business Community; Property Owners

### **Other Assets:**

Other Communities

### **Staff Leader:**

Dave Dorsett, Public Works Director

COLLABORATION MATRIX  
Departments Leading or Involved in Strategic Initiatives

**Partnerships in Place**

<i>City Department</i>	<b>Down-town</b>				<b>Neigh - borhood</b>					<b>I29 Corridor</b>			
	Team	Infra-structure	Parking	Museum Dev.	Planning	Multi-culture	Faith-based	Value Dev.	In-Fill	Road	South-bridge	Airport Area	Other land
Economic Development	X	X	X	X				X	X	X	LEAD	LEAD	LEAD
Planning + Neighborhood Housing	LEAD			X	LEAD	X	LEAD	LEAD	LEAD		X	X	X
Recreation					X		X						
Art Center	X												
Public Museum	X			LEAD									
Library	X												
Convention+Tourism	X												
Police													
Fire													
Environmental Services													
Inspectional Services						X							
Public Works		LEAD								LEAD	X	X	
Transportation										X	X		
Airport												X	
WCICC											X		
Parking			LEAD	X									
Council + Mayor					X		X	X	X	X			
City Manager					X		X						
Legal													
Finance + Administration		X		X	X								
Human Resources													
Human Rights						LEAD							

COLLABORATION MATRIX  
 Departments Leading or Involved in Strategic Initiatives

**Community Partnerships**

<i>City Department</i>	Safety Network	Arts		Traffic Safety Partners	Park-building			Connectivity	Community Response		
		Sioux-land	Public Arts		New Parks	Camp-ground	Trails		Disaster	Emer-gency	Trans-port
Economic Development Planning + Neighborhood Housing Recreation Art Center Public Museum Library Convention+Tourism	X		X	X		X	X	X	X	X	
Police Fire Environmental Services Inspectional Services Public Works Transportation Airport WCICC Parking	LEAD			LEAD X					LEAD	LEAD	
Council + Mayor City Manager Legal Finance + Administration	X			X  X	X	X	X	LEAD			
Human Resources								X	X	X	
Human Rights											

COLLABORATION MATRIX  
Departments Leading or Involved in Strategic Initiatives

**Municipal Leadership and Accountability**

<i>City Department</i>	<b>Civic Engage-ment</b>			<b>Organi- zational Leader- ship</b>	Diversity Leaders	<b>User- friendly Budgeting</b>	<b>Steward- -ship</b>		<b>Inter- govern- mental</b>	<b>Image and Spirit</b>	
	Leader- ship	Perfor- mance	Multi Culture	Asset Mapping		Efficien- cies	Tax Invest		Mark- eting	Entryway	
Economic Development Planning + Neighborhood Housing Recreation Art Center Public Museum Library Convention+Tourism	X X X X X X X X X	X X X X X X X X X	X X X X X X X X X	X X X X X X X X X	X X X X X X X X X	X X X X X X X X X	X X X X X X X X X	X X X X X X X X X	X X X X X X X X X	X X X X X X X X X	X X X X X X X X X
Police Fire Environmental Services Inspectional Services Public Works Transportation Airport WCICC Parking	X X X X X X X X X X	X X X X X X X X X X	X X X X X X X X X X	X X X X X X X X X X	X X X X X X X X X X	X X X X X X X X X X	X X X X X X X X X X	X X X X X X X X X X	X X X X X X X X X X	X X X X X X X X X X	X X X X X X X X X X
Council + Mayor City Manager Legal Finance + Administration	X X X X	LEAD X X X	X X X X	LEAD X X X	X X X X	X X X LEAD	X X X LEAD	LEAD X X X	LEAD X X X	LEAD X X X	X X X X
Human Resources Human Rights	X LEAD	X X	X LEAD	X X	LEAD X	X X	X X	X X	X X	X X	X X