

Section 1: Planning Process and Participation

The Comprehensive Plan for the City of Sioux City has been created from a team effort involving not only City staff, but also a citizen Steering Committee, a Technical Resource Group and a citizen Task Force along with the Planning Commission and City Council, all working together with Gould Evans Goodman, a planning consulting firm. The Comprehensive Plan is made with the general purpose of guiding and accomplishing coordinated development of the City, which will, in accordance with existing and future needs, best promote the general welfare, as well as efficiency and economy in the process of development. As such, the Plan's policies, strategies, and recommendations are intended to be used as flexible guides to decisions regarding land use, transportation and streets, economic development, public facilities, and natural features.

Legal Authority for Comprehensive Planning:

Sioux City, Iowa is authorized to develop a comprehensive plan for the city through its right to establish a zoning ordinance "in accordance with a comprehensive plan" (*Code of Iowa Section 414.3*), and its right to regulate subdivisions to be consistent with and conform to its "comprehensive plan" (*Code of Iowa Sections 354.1 and 354.8*). Subdivision regulations, platting, and, therefore, the comprehensive plan are intended to "balance...the land use rights of individual landowners and the economic, social, and environmental concerns of the public." (*Code of Iowa Section 354.1*),

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and to "encourage orderly community development."
(Code of Iowa Section 354.1) Within the context of this authority, the Sioux City City Council and Planning and Zoning Commission have created this comprehensive plan to guide land use and development activities for the future of Sioux City, Iowa.

Nature and Purpose of the Comprehensive Plan:

The general purpose of the Comprehensive Plan is to guide the City's development so that it occurs in a coordinated, efficient, and effective manner. The plan and planning process is intended to determine community needs and preferences, anticipate problems and propose solutions, balance competing interests, and define and pursue common goals. The plan is, thus, an advisory document and may be amended over time as conditions and/or community preferences and visions change. Unlike zoning, however, these changes require study of the broad and comprehensive effects of such changes on the city as a whole, rather than the impacts on immediate or adjacent properties.

On a more specific level, the Sioux City Comprehensive Plan is designed to guide the city's day-to-day activities within the context of a long-range future vision. Toward this end, the Comprehensive Plan:

- *Is based on a vision:* The plan necessarily balances competing interests. Therefore broad input from diverse stakeholders is essential to identify, discuss, analyze issues, and to build consensus on a future direction. The "vision" provides this essential foundation for the plan. A common vision can inspire and motivate all members of the community.
- *Has a long-range time frame:* "Long-range" means that the plan should be looking forward and that it should attempt to provide for the future needs of the community insofar as it is possible to make reasonable projections and judgements. The plan should inject a common long-range overview into numerous short-range actions, so that more

informed decisions can be made.

- *Is general and should remain general:* The term “general” means that the plan should not address issues in great detail, but it should instead outline a desirable future development scenario by showing the general location, character, and extent of physical development and its relationship to the city as a whole. Rather than a specific set of rules, a plan often identifies various ways that the goals can be met, or the general standards for which future and specific implementation will be measured.
- *Is comprehensive in scope:* “Comprehensive” means that the plan should address the city as a complete and integrated working system. Thus, the plan focuses on the most significant physical elements of the community; the plan also considers the social and economic factors influencing future development as part of the analysis and recommendations.
- *Focuses on the physical development of the City:* Physical development issues are those involving the coordination of basic “building blocks” of the built and natural environment including infrastructure, streets and rights-of-way, buildings and land use, public facilities, topography, and natural features.
- *Clearly relates identified issues and goals to proposed policies, strategies, and recommendations:* The vision, as the foundation of the plan, can only be achieved if the plan addresses community issues and goals. The policies recommended in the plan should guide all future decision-making, when they are evaluated and implemented under a common vision aimed at specific issues and goals.

1.1 THE COMPREHENSIVE PLANNING PROCESS

Since early 2003, the participants involved in Sioux City's planning process have followed a rational sequence of steps to develop this update to the existing Vision 2020 comprehensive plan. The comprehensive planning

process includes six steps and is continuous in nature. These steps include:

- Issues identification
- Data gathering and analysis
- Goal Setting
- Formulation of alternatives
- Implementation
- Feedback / evaluation

Such a process relies not only on the expertise of planners and staff, but also on the input of experts from other fields, members of elected and appointed boards and commissions, representative of various community interest groups, and community residents at-large.

In addition to technical analysis of data by the planning team, interviews were held to elicit issues and goals from city staff, elected officials, and residents regarding the future development of Sioux City. Public meetings were conducted for input and feedback.

In addition to the data gathering, data analysis, and public input efforts, alternative growth and development scenarios were evaluated so as to set a framework to move from existing conditions to desired goals for the future.

Comprehensive Plan as a living document

The primary implementation tools for the plan are put in place through land use ordinances, budgetary activities, and other legal and policy documents. As the community changes and priorities shift, the plan and associated planning efforts will need to be adjusted. Thus, the planning process and the Comprehensive Plan are “living” or dynamic in nature. The intent is to ensure annual review and minor updates through continual maintenance of information, monitoring of community issues, and follow up on decisions made by the Planning and Zoning Commission and City Council. Major

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evaluations of the plan should be scheduled on five-year intervals. Such an approach makes the plan a viable instrument, which is flexible and adaptable to unanticipated change.

Plan Implementation as an ongoing activity

Implementation of the Comprehensive Plan, which begins with the adoption of the plan document, should be an ongoing day-to-day process. By itself, the plan does not bring about change except by identifying issues, articulating goals and objectives, defining directions, and providing information regarding the future consequences of present actions. Implementation of the plan is directly connected to daily public and private decisions regarding the allocation of public and private resources and the need to coordinate the actions resulting from those decisions.

The final component to the comprehensive planning process is the acquisition and use of feedback from the community to evaluate the performance of the plan and refine its recommendations. Refinement activities, including the preparation of a Unified Development

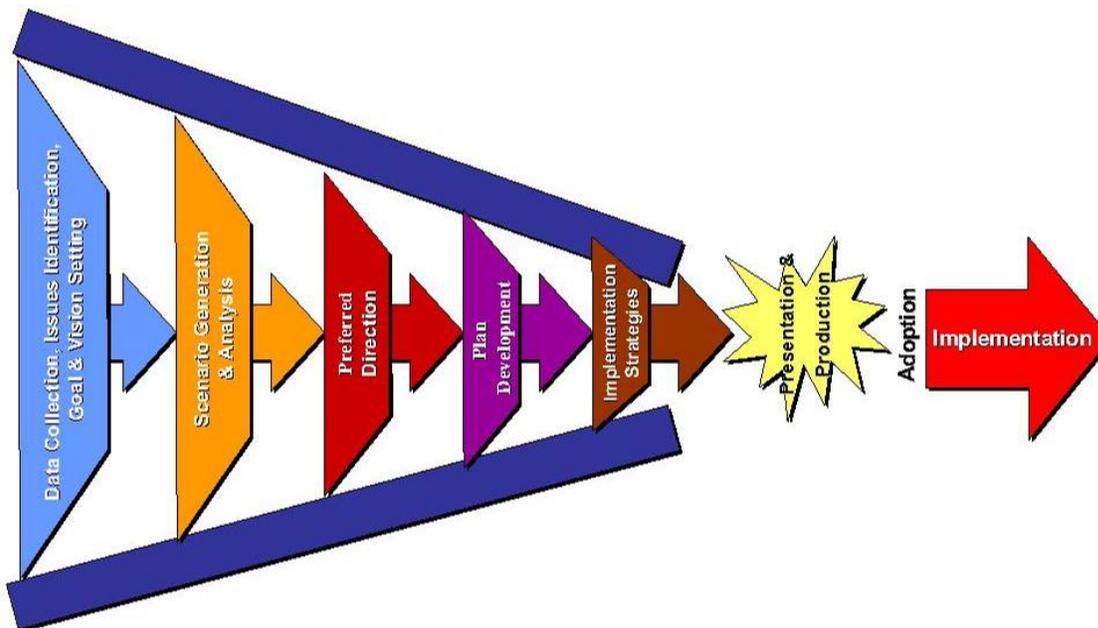


FIGURE TS-1: Sioux City Planning Process

Ordinance and the development of specific area plans, provide a solid sense of direction for policy / decision makers in the public and private sectors. The utilization of feedback creates a plan that is responsive to the needs of the community and is not stagnant.

Participation

The accompanying diagram illustrates the planning process utilized for the development of the Sioux City Comprehensive Plan. A community based process led participants through a series of planning activities that started with broad planning perspectives. The process continued with the development of planning goals and moved through a discussion of alternative futures. The process is completed by the selection of a preferred direction followed by development and adoption of the plan.

The plan was developed through a community participation process and lead by a project steering committee comprised of citizens and community leaders. The plan steering committee gave ongoing advice concerning the planning process, development issues, and plan direction. A technical committee comprised of city representatives also met on a regular basis to ensure that input and feedback regarding city regulations and the process were followed. The planning process commenced with a series of key person interviews with citizens, business, and community leaders to gain a perspective on the issues that face the community. Subsequently, town hall style meetings were held in order to receive input from the broader community, to test draft vision and goals statements, and to analyze proposed future development alternatives.

After a preferred direction was agreed upon by steering committee members and participating citizens, consultants prepared the plan in draft form. After distribution and review of the draft, a final document was produced based on comments and changes made.

The community's concerns and desires have been heard through the solicitation of issues, assets, and goals from various groups and individuals throughout the city. Information has been gathered through various means including, meetings, public forums, one-on-one interviews and small group discussions. The Steering Committee, the Technical Resource Group, the Task Force participants, special interest groups, and the public at-large have all had the opportunity to participate in the process. In addition to the information gathered during this process, past planning documents have also framed a vision for the future development of Sioux City. Information has been taken from these documents for review and conformation by this process and its participants. This gathering and review of information represents only the beginning of the visioning process. The intent of this plan is to record and present what has been collected to date in the process. An unedited list of the issues and goals identified can be found at the end of this document.

1.2 ISSUES

During the first round of meetings issues were identified that can be compiled into six major categories. Participants identified **economic development, transportation, downtown viability, infrastructure and facilities, people, and development building blocks** as those issues that are most important to Sioux City. Based on the six categories, additional meetings, interviews and public forums were designed to elicit specific issues for each category. Within these broad categories, many specific issues were voiced.

With respect to economic development, a need for high-quality, high paying, stable jobs was the most common topic at all the forums held. Many residents felt that the creation, attraction, retention, and diversity of jobs were the most important factors to the future viability of Sioux City and the local economy. Other economic development topics included competition in the region, the negative perception of Sioux City, and

the lack of housing opportunities. Particular concern was voiced regarding the apparent corporate tax advantages that Nebraska and South Dakota possess. This combined with a perceived lack of housing, creates a significant disadvantage for Sioux City according to the participants.

Lack of air service and the east/west road connections across Sioux City were the primary **transportation** issues raised. Each garnered significant support when participants were asked to prioritize their issues. Most participants were frustrated by the minimal air service to and from Sioux City by the major airlines. In looking at a map of Sioux City, the lack of major east/west arterials is evident and supports the claim that they are lacking. Additional transportation issues raised included need for traffic enforcement (speeding), transit accessibility, completion of planned transportation network projects (I-29, Outer Drive, Highways 20 and 60, etc), and completion of the city trails system.

The importance of a healthy **downtown** was an issue that was raised by the participants. Many people felt that the growth and sprawl of the city was a cause of the deterioration of the urban core, evident by the number of vacant buildings. They also felt that downtown was the identifying feature that created a sense of place in Sioux City and that its deterioration was eroding that sense of community. An additional issue raised was the lack of protection/preservation of the historic buildings in downtown. Downtown has the greatest concentration of historic buildings in the city, and the removal of those buildings erodes the urban fabric. The issues of smell, lack of retail, cultural opportunities, and parking were also cited as negatives with respect to downtown Sioux City.

In a city that is almost 150 years old, some **infrastructure** maintenance can be expected. The lack of maintenance of infrastructure and roads was of particular issue to many of the participants. Additionally, many people felt that the industrial smell, particularly

the meat processing plants, was negative to the city's image.

A **community facilities** issue that was raised more than once was the lack of requirements for parkland with development approval. It should be noted that the Iowa Supreme Court has ruled that municipalities cannot require dedication of or like-kind contributions for parkland development as a part of the subdivision process. The addition of and maintenance of parkland to serve the residents of the city can be beneficial, and participants felt that standards should be implemented. It was noted that, in this time of shrinking budgets, providing all services is difficult and that resources should be prioritized to create the greatest possible efficiencies in service delivery. In fact, the city is looking at ways to divest the maintenance burden of existing parkland and currently not pursuing new parkland. Similarly, the lack of community facilities such as libraries, community centers, and swimming pools were an issue. Additional mentioned facility issues were the uncompleted Perry Creek improvement project and the lack of riverfront development.

The overwhelming sentiment of the participants was that the **people of Sioux City** are what make it a special place and that continued efforts to engage and assist people is a priority. Particular attention was paid to providing services for children through education and recreation, as well as cultivating those young people as future leaders of the city. An important key to this was the retention of the youth of the city by creating opportunities to stay in Sioux City. The number one attraction that was identified by the young adults was the presence of good paying, professional jobs. The presence and emphasis on the city's human service providers was identified as an asset to assist in providing continuing services and opportunities to people.

Development in Sioux City has been evident within the last decade. The issues that most often arise when a discussion of development ensues are the Loess Hills

and the lack of housing development. The Loess Hills are a fact of life for most developers and their soils allow them to be easily modified to accommodate development. While an additional cost for development the changing of the hills upsets some residents.

During the past decade as the population of Sioux City and the metropolitan area have grown the housing starts in Sioux City kept pace. However, in recent years the housing starts have slowed and many of the surrounding communities such as South Sioux City and Sergeant Bluff have seen an abundance of housing growth. It appears on the surface that one factor in this change is the cost of development in Sioux City. Many people feel that the fees and charges associated with plans, infrastructure, and construction are higher within Sioux City. This is an issue that needs to be defined and addressed if Sioux City wants to be competitive in the housing market.

The Vision 2020 Plan: A Plan for Change (the previous comprehensive plan) identified issues that were prevalent in 1994 at the time of its preparation. The issues identified by this plan were the result of an extensive public participation process. It is important to review these issues for their content and applicability to the current situation in Sioux City. It is interesting to note that many past issues and concerns still remain today. However, some of the issues are difficult to change and require accommodation and management rather than change. The issues identified in the Vision 2020 Plan include the following:

- *Development Sprawl/Service Provision* – Participants felt that the physical size of Sioux City and the amount of undeveloped land within the city limits promoted an inefficient leapfrog pattern of development. This pattern also required the extension of costly public infrastructure. All property owners within the community ultimately pay the costs associated with this inefficient development pattern.

- *The Tri-State Dilemma* – The benefits of marketing Sioux City as a “tri-state” area are not always beneficial to the city itself. Because of differing taxing structures and laws among the three states, many people choose to live in Sioux City because of the good schools, social services, and cultural and leisure opportunities. However, they locate business and industry in Nebraska or South Dakota to take advantage of the tax benefits. Residential development does not produce a tax base that is sufficient to support necessary infrastructure, let alone the amenities that residents desire.

- *Topographical Constraints* – Sioux City is sited in the loess hills of northwestern Iowa. One of two loess areas in the world, Sioux City is hindered by the challenges of this soil type. Challenges include its instability for building, the strong drainage patterns that are formed by heavy rains and the presence of the hills/cliffs in different areas. In addition to the soil type, the presence of the Missouri River, the Big Sioux, and Floyd Rivers and their periodic flooding has become an issue for Sioux City and many of the river communities. Special measures have been taken to address flooding including the Perry Creek flood control project and associated improvements.

- *Declining Heavy-Industrial Base* – Once a meat-packing capital, Sioux City has been forced to change with the changing face of business. As heavy industries consolidate, downsize, or leave the country, the economy of Sioux City has depended on alternative employment sectors for its employment. Sioux City, however, has been more successful than other heavy industrial towns due to its work ethic, quality education programs, and livability. As the economy and business practices change, Sioux City must remain adaptable to be successful.

- *Declining Wages and Standard of Living* – Related to the decline in industrial base is the decline of wages

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and subsequent standard of living for many of those employed in those heavy industrial jobs. As the higher paying industrial jobs have been replaced by lower wage or part-time positions, the result is a decrease in income and disposable income. This trend has had a large impact on the standard of living for the city because of the large number of residents employed by these types of businesses. Counter to this trend is the influx of high-paying managerial and professional jobs. However, these jobs do not assist in the transition from an economy based on industry to one based on high technology and services.

- *Changing Demographics* – To assist in responding to the changing demand of business and the economy, lower-wage positions have been created in Sioux City. Typically, employees of Hispanic origin have filled these positions. This influx of Hispanic workers has changed the demographics of Sioux City. While the increase has enlivened the cultural environment, it has also caused tension in some neighborhoods. The largest impact has been felt in the school district, where a larger Spanish-speaking student population has forced school officials to alter the curriculum and the manner in which services are delivered.

When compared to the issues raised during this planning process, some of the issues identified by the Vision 2020 Plan are not relevant to today. In particular the “influx of high-paying managerial and professional jobs” and the race and ethnicity of today’s immigrants to Sioux City. Many of the higher income professional jobs have left Sioux City over the past decade, as a result of the Gateway move and the businesses that supported and benefited from their presence. As the higher paying jobs left town lower wage jobs were left and many of those were filled by immigrants to Sioux City. However, different from the Hispanic influx that was seen during the 1990’s, the largest numbers of immigrants today are SE Asian. These two examples are indicators of how the economy, the population, and places change over time.

The successful places are those that deal with change and adapt to meet the challenges it provides.

1.3 ASSETS

Issues are typically defined by those negative items that people see or feel about a community. To get people thinking positively, the assets of a community are important to discuss. The assets can be physical attributes, traits, or values in a community that contribute to the quality of life and perception of that community. Assets serve as a resource to provide guidance or solutions to many of the issues that have been identified, if allocated in an appropriate manner. Similar to the issues the six categories identified **economic development, transportation, downtown viability, infrastructure and facilities, people, and development building blocks** were used to elicit additional assets within the community. The assets that have been identified by the participants are discussed in this section.

Economic Development --

The aspect of economic development that citizens of Sioux City are proud of is the recent accomplishments that have taken place. People most readily point to the construction projects that have been completed; the construction projects include the Tyson Events Center, the Arts Center, Mercy Health Center, the Orpheum Theater, and the redevelopment of Historic 4th Street. People look at the physical accomplishments and they see value for the city. One additional identified asset was the presence and reputation of the local hospitals. The recognition is two-fold, for the jobs they supply and the quality services they provide. The hospitals are seen as a stable economic entity in the community.

Transportation -

"You can get anywhere in Sioux City in 15 minutes." This sentiment was voiced time and again by residents. Most people felt that a benefit of the city and region was the connectedness and the relatively small amount of traffic. Participants cited a well-connected street network

including the present interstate and highway system as a major contributor to this asset. Similarly, the location of Sioux City within the regional transportation network was seen as an asset. The crossroads of the interstate, state highway, and rail systems that converge in Sioux City provide accessibility and exposure that only a few other cities in the region enjoy. In regard to rail transportation, these opinions are supported by the staggering amount of annual goods that originate or pass through the metropolitan area. The refinement of this asset is considered by many as a substantial contributor to the local economy of the future.

Downtown Viability -

Downtown has seen recent investment that alludes to its reemergence. Facilities like the new Tyson Events Center, the Orpheum Theater, the Arts Center, the Martin Luther King, Jr. Transportation Center, the Long Lines Family Center in the restored Municipal Auditorium, and the rebuilding of City Hall signify significant investment in downtown. These large public facilities provide a visible sign that something good is happening in Sioux City. Similarly, areas like Historic 4th Street also add to the reemergence of downtown providing retail opportunities to residents, workers, and visitors. In addition to new facilities, existing facilities provide a stable base for the redevelopment of downtown. Facilities like the reconstructed City Hall and Mercy Medical Center, who continues to make improvements to their campus, contribute to downtown.

Infrastructure and Facilities -

The infrastructure and facilities of Sioux City were not a major concern to many of the process participants. Other than routine maintenance issues, to be expected with an infrastructure system that is in excess of 100 years old in some places, the presence of water and sewer were seen as an asset. Similarly the street infrastructure was seen as a positive element in Sioux City, with some improvements that need to be made. The attention to public infrastructure facilities was also cited as an asset to Sioux City today and in the future.

The recent upgrades to the sewer treatment facility were cited as an example.

In general the public facilities in Sioux City were seen as an asset. In particular the citizens felt that the new schools that have been built were an asset to the community and the future of Sioux City. Most felt that the community centers adequately served the citizens of the city. Also, in contrast to the lack of recreational opportunities cited as an issue by the youth of Sioux City, the presence of differing recreational activities such as trails, the rivers, golf courses, baseball, hockey, etc., to name a few, were cited as an asset for Sioux City. Similarly, the presence of entertainment facilities such as the baseball stadium, events center, and the Orpheum were also named as assets to the community.

People –

According to the participants, the people and community that are present in Sioux City today are considered its greatest asset. Generally everyone agreed that the people and their community pride was what made Sioux City a good place to live, work, and play. From its cultural diversity and heritage to its collaboration and generosity, people felt that Sioux City was a unique community. A particular effort for which people were proud was the mentoring of the youth of Sioux City through recreational activities and their involvement in the community.

In addition to the people, participants echoed that the various and numerous services that public and private organizations provide were a benefit to the community and residents of Sioux City. The services specifically mentioned were those provided by the schools, the local medical system, different cultural organizations, and religious institutions. A component of this planning effort will focus on the human service providers and the coordination of their efforts with the physical growth of Sioux City.

Development Building Blocks -

A feature that was identified as an asset and unique to the region was the presence of the loess hills. Although many people found the loess soils to be unstable, the beauty and impact of the soils formations into rugged hills and bluff is of great value to the region. The loess hills represent a piece of the natural infrastructure of Sioux City. The highly erodible and unstable nature of loess soils, combined with the resulting rugged terrain, present special challenges for urban development.

The physical form and current development undertakings are an asset for Sioux City and its future. The general accessibility and the minimal amount of traffic congestion are a testament to the size of the city and its physical form. Many participants recognized that the city is underdeveloped with large amounts of vacant land. However, most see this as an opportunity to provide additional quality development for the citizens and future citizens of the city. Those too were seen as opportunities to provide unique forms of development. Additional discussion centered on the downtown and its importance, with focus on the assets of the skywalk system and the historic building stock.

Vision 2020 Plan: A Plan for Change -

The Vision 2020 Plan: A Plan for Change, the previous planning effort completed in 1994, also identifies opportunities that were prevalent at the time of its preparation. The opportunities identified would be similar to the assets identified to date in this process. The opportunities identified by the Vision 2020 Plan are the result of an extensive public participation process. It is important to review these issues for their content and applicability to the current situation in Sioux City. The opportunities identified included the following:

- *Recent Economic Initiatives* – The choice of northwestern Iowa as the place to do business has increased with several initiatives implemented to promote this idea.

- *Medical Services* – Home to two major hospitals, Sioux City provides specialized care to the region. As the hospitals continue to grow, expansion needs to be coordinated with surrounding regional hospitals in Sioux Falls and Omaha to avoid unnecessary competition and duplication of services.
- *Educational Services* – A full range of quality education opportunities exist in Sioux City. Beyond the public school system, there are numerous post-secondary and graduate opportunities that include colleges, universities and technical colleges.
- *Tourism* – There are a wealth of tourist attractions that exist in Sioux City that include the Missouri River, historic landmarks, ethnic festivals, restaurants, the Loess Hills, and remnant prairies.
- *Strong Neighborhoods* – The neighborhoods of Sioux City are well defined and residents identify strongly with their neighborhoods. Much of the social activities of Sioux City residents takes place at the neighborhood level and provides a sense of belonging.
- *Resurgence of “Heartland Values”* – The values of friendliness, hard-work, self-reliance, and community involvement are what makes the Midwest a good place to live. Many families are searching for these values in their hometown.
- *Livability* – In addition to strong values, Sioux City possesses the attributes to make it a livable place. A relatively small size, access to recreation, culture and the arts, good medical and educational services, good neighborhoods and housing, access to the Midwest, and an attractive physical setting are the hallmarks of a livable community.
- *Attractiveness to High-Tech/High Paying Service Industries* – A strong local K-12 and collegiate educational system, excellent medical care, strong

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work ethic, and general livability make Sioux City attractive to industry. Sioux City can be marketed as a livable, accessible place with an excellent work force and high quality of life.

- *Compact/Viable Downtown* – Downtown is being rediscovered as a major asset not only to the city, but to the region. Continued reinvestment in downtown should be encouraged.
- *Regional Commercial Draw* – Sioux City is a regional commercial draw for retail businesses. The importance of the metropolitan area as a retailing center has increased with the relative decline of the smaller rural communities. Sioux City can really benefit from this trend.
- *Land Availability* – The vacant land within Sioux City represents an opportunity. The surplus of land should be used as a marketing tool for business and development attraction.

1.4 VISION

Sioux City – My Home, Our Neighborhood, Everyone’s Hometown

This statement captures the spirit and vision of Sioux City as a place where people of many cultures have historically come to carve out a future for themselves, their families, and the neighborhoods and city in which they live. Whether Native American, European, African American, Hispanic or Asian, residents of the past and present have found that Sioux City is a place where neighborhoods can be built with great pride and a city can be a hometown.

Sioux City a place of discovery, adventure, comfort and prosperity!

Sioux City is a place where traveling people can come to rest, adventurous people can come to explore, and

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where people build neighborhoods and lives through industrious and innovative efforts.

Core Values for Achieving the Vision

These core values are the basis for achieving our vision – *Sioux City – My Home, Our Neighborhood, Everyone's Hometown.*

Celebrating Culture – We know that diversity is a strength of our community. From the first Native Americans who traversed the area, to the European explorers looking to a new future, to the immigrants that found jobs and made homes in Sioux City, neighborhoods have been the building blocks for our community. The future of Sioux City lives in its neighborhoods as unique places to live. Connecting these people and places will strengthen the city. We must nurture our cultural heritage, embrace the arrival of additional cultures, and maintain strong and healthy neighborhoods for all people that live in Sioux City.

Enhancing Collaboration – Working together we will all be able to say *Sioux City – My Home, Our Neighborhood, Everyone's Hometown.* Sioux City has developed a reputation for collaboration. Addressing the issues and desires of the future will require a new level of collaborative spirit. Systems, processes and programs of the past and today will be evaluated and when necessary changed in order for Sioux City to achieve its full potential. Whether the issues revolve around physical development or social needs there will be a cooperative spirit for attacking problems and issues proactively and productively. The future is ours and we can achieve great things through a collaborative posture. Collaboration is the way we do business.

Caring Community – If it is the right thing to do, then the community of Sioux City will find a way to do it. Each citizen is important in our community. Providing a variety of living environments, job opportunities and support systems will differentiate Sioux City from any

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other place in the future. Sioux City expects citizens to be responsible and caring individuals. By caring about each other and our community responsible actions and quality standards will be the norm. Caring about our community is reflected by how we treat each other, take care of our property, and resolve problems that face us.

1.5 GOALS

Goals identified by the participating groups and individuals align directly with the issues that were raised including economic development, transportation, and community/people. As with issues and assets, the goals have been organized by the six general categories of **economic development, transportation, downtown viability, infrastructure and facilities, people, and development building blocks.**

Economic development goals are dominated by a desire for more jobs with greater diversity in type. Industries specifically mentioned were those related to the future of the agricultural and animal science. Economic development goals also included expanding some of the recreational opportunities, such as a new arena and citywide trails system. Provision of a diverse housing stock was a goal, including both urban, as well as suburban styles. These goals lead to the vision of Sioux City becoming a substantial regional center for employment, services, living, and recreation.

Many felt that a goal of Sioux City should be to clean-up the "cowtown" image, accomplished by downplaying the history of the stockyards and removing the smell from the air. Others disagreed and felt it was important to embrace the local heritage and use it to promote the city and region.

Transportation goals centered on the general improvement of all transportation within the region including air, rail, auto, truck, bicycle, and transit. A goal of Sioux City as a transportation hub including automobile, truck, rail and air was appealing to participants. However, most were in general agreement

that the lack of air service to Sioux City provided the greatest obstacle to achieve this goal.

The goal for downtown was collectively summarized into the “creation of a place.” A place was defined as an area that people live, work, and play; where they could feel comfortable, and an area that defined Sioux City. Specifically as a part of downtown two goals were identified: the placement of a museum in downtown to add to the existing cultural facilities, and reconnection to and development of the riverfront. The riverfront was a very popular topic of discussion as people envisioned the future of Sioux City.

The goal for Sioux City, in regard to the public spaces, centered on embracing the history and heritage of the area. Ideas such as reconnecting to the riverfront, embracing the prairie heritage, and honoring the area’s Native American history were all topics of discussion. The creation of a world class Native American cultural center with programs and services that celebrate the heritage of the area received favorable support from participants. Ideas that respected and incorporated the natural qualities of the area such as the prairie landscape and the river also received support.

Consistent with their identification as issues and assets, the growth of people and the community of Sioux City were identified as a goal. The goal is defined by the continued improvement of the people and community through tolerance, collaboration, youth mentoring, and other activities that all benefit Sioux City and Siouxland.

1.6 ALTERNATIVES

To convey the different potential methods in which Sioux City can accommodate and manage development and growth in the future, three distinct alternatives were prepared for public review. Each of the alternatives addresses foundation elements and other Sioux City development components in a unique manner. A preferred development scenario was chosen from an assessment of the alternatives and their elements. No

single alternative was seen as the solution in its originally prepared form. The alternatives included:

Alternative #1: Sioux City – The Capital of Siouxland

The Capital of Siouxland represents a concept that recognizes Sioux City as the center of the greater Siouxland region. Sioux City is the regional capital that provides education, research, cultural heritage and innovation to serve the communities of the region. People from the region and outside come to Sioux City, as a destination, for the place that it is and the services and amenities that it offers. The following elements of this alternative are important pieces in defining the future of Sioux City.

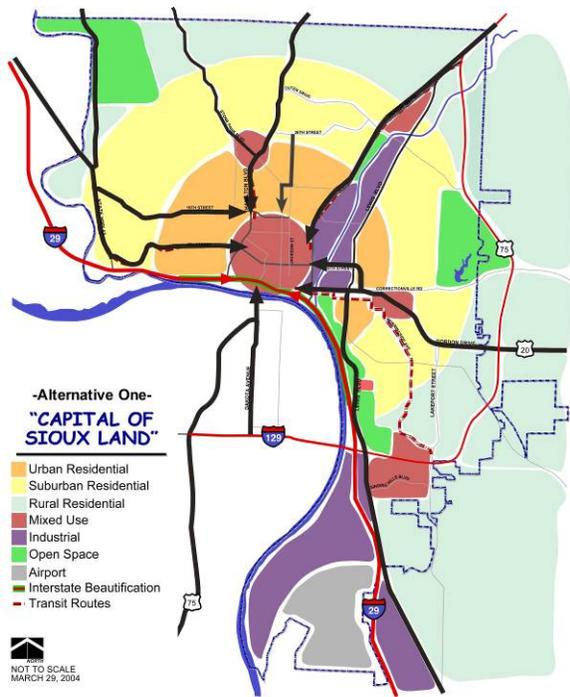


Figure TS-2: Development Alternative One

Commercial Development Pattern – regional commercial activity occurs in downtown and established regional commercial areas, community scale shopping districts supplement the regional areas. Institutional elements are centralized or located as part of commercial areas per acceptable service standards.

Economic Development – focus on medical, educational, research, tourism, unique regional level commercial development, corporate office, and entertainment primarily in downtown.

High-tech network – greatest capabilities, cutting edge applications, etc. focused in downtown.

Neighborhoods – emphasis on downtown residential opportunities, otherwise traditional neighborhoods based on a concentric urban / suburban / rural development pattern as you move further away from downtown.

Physical growth – the city limits may expand but are linked to the availability of a desired urban / suburban / rural development pattern – different levels / standards for services and facility provision are determined for each type of area.

Recreation/Parks – focus on special use facilities and complexes scattered around the city that draw regional or national tournaments, events, and revenues (softball, soccer, golf, baseball, indoor sports, etc.) and serve the local population.

Riverfront – a major commercial and regional event destination, special events draw residents to community-wide activities and festivals and a variety of attractions (museums, tourist attractions, commercial venues, etc) draw visitors.

Transportation – get people to downtown (roadways, transit system).

Alternative #2: Sioux City – A City of Communities

The City of Communities alternative recognizes that the neighborhoods of Sioux City are its most valuable asset. The creation of strong, unique living environments that result in an increased pride in neighborhoods and pride in Sioux City is a focus. Recognizing that neighborhoods such as Greenville, Riverside, Morningside, Leeds, and the Near Northside are unique in their development, these neighborhoods should be protected and promoted. Creation of strong neighborhoods for people to identify with and live in but, also to provide locations, facilities and services, and activities and events that bring the community together routinely to strengthen pride in the City. The following elements of this alternative are important pieces in defining the future of Sioux City.

Commercial Development Pattern – based on existing viable neighborhood, community and regional shopping centers (as

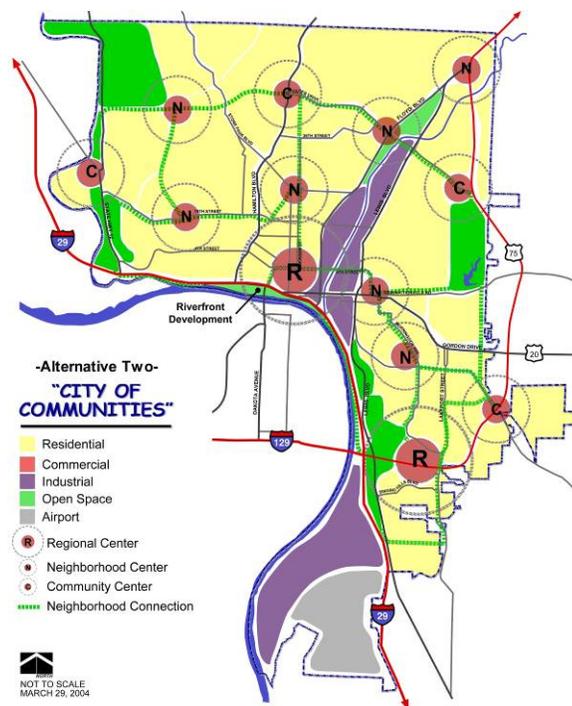


Figure TS-3: Development Alternative Two

My Home, Our Neighborhood, Everybody's Hometown

defined by the International Council of Shopping Centers-ICSC) – spread commercial development throughout the community in appropriate locations to promote strong market trade areas. New development to follow viable market trade area standards.

Economic Development – focus on commercial / retail development, and traditional employment segments (growing existing businesses).

High-tech Network – typical with shared use neighborhood hubs or internet access points in commercial centers.

Neighborhoods – traditional single family pattern with other forms of housing (apts., condos, work/live units) located in and around commercial centers. Higher density housing alternatives located in/around regional centers, less dense alternatives and mixed-use sites in/around neighborhood centers. Strong institutional presence in neighborhoods (churches, schools, government services, etc.).

Physical Growth – existing city limits are the boundaries for physical growth. Unique neighborhoods are the offering that differentiates living in Sioux City from building in other surrounding communities.

Recreation/Parks – traditional regional, community, neighborhood park hierarchy, pedestrian/bicycle paths within neighborhoods lead to parks and commercial destinations in the neighborhood.

Riverfront – public access and parkland are maintained but the context of riverfront development is creating a neighborhood and a dramatic place for community events and activities.

Transportation – focus on internal linkages within neighborhoods and connections to destinations – roadways/key corridors (working with the geography of the area) and transit system development.

Alternative #3: Sioux City – The Connected City

The Connected City seeks to grow a stronger community from within by utilizing the entrepreneurial spirit that exists in Sioux City. The systems that connect neighborhoods and people are important to Sioux City, the region and the nation. Physical systems including roads, air, rails and trails, and technological connections such as telephones, internet, and digital communications are important. Increased importance of these types of connections is evident throughout the United States. Sioux City could position itself to be at the forefront of the growth movement through strong local investment in these existing systems.

Commercial Development Pattern – commercial corridors are created and reinforced.

Economic Development – focus on natural resources / materials, agriculture, low volume/custom manufacturing, distribution utilizing a strong regional / national transportation network. Development of new jobs through the incubation of local entrepreneurial efforts to create new businesses and products (innovation).

High-tech network – every person is “wired in” at home, a true community communication / information utility.

Neighborhoods – residential densities determined by development standards that respond to natural features (i.e. soil conditions, topography, vegetation / habitat, drainage, etc.).

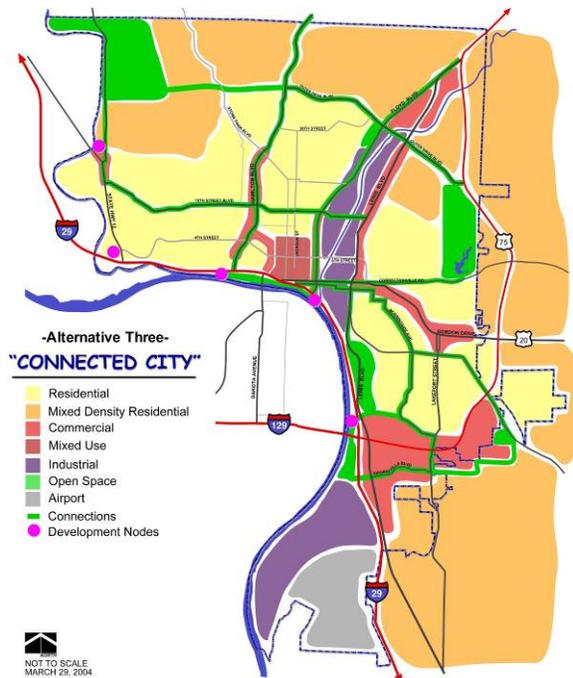


Figure TS-4: Development Alternative Three

Physical growth – expanding city limits with a mixed density residential development pattern.

Recreation/Parks – regional / community scale parks connected by trails, creeks and rivers serve as spines for the trail network.

Riverfront – primarily a passive environment with nodes of development based on a mixed-use philosophy.

Transportation – multi-modal connections (air, rail, truck, bus, barge, auto) from Sioux City to the nation, reestablish a grid system for inside the city circulation.

Each of the alternatives and their elements were evaluated for their impact on the future development of Sioux City. Based on the evaluation a preferred development concept materialized that integrated different characteristics of the three alternatives. As the variety of elements and ideas for the concept were merged the resulting land use and development framework was created.

1.7 SUMMARY

The issues, assets, goals and visions of Sioux City and its residents are very functional in nature. The issues most identified by participants included those items that affect their everyday lives. As expected, issues such as lack of jobs, conditions of the streets, and activities for youth dominated the input received. Similarly, the assets people were most proud of included those everyday items that most people take for granted such as the services available in the city, the quality of the people, and the development of the city. However, a concern that was evident during the planning process was the lack of a forward vision for Sioux City. Most people cited goals that addressed the immediate issues that they were facing. Although admirable, for the city to move forward and continue to grow and be successful, a future common vision needs to be realized. As such, the issues and goals have provided the foundation for that vision.

The issues, assets, goals, and vision detailed will provide an important piece of the foundation to the plan and the planning process. It is evident that the greatest issue and goal for the citizens in Sioux City is the economy and jobs in the future. Jobs are seen as the link to future prosperity for several reasons; these reasons include expanding the economic base, increasing the population by retaining the youth of the area as they graduate from college, and providing stability as the business economy changes from industry to the service sector. A positive influence that was echoed numerous times is the ability of the people and community of Sioux City to handle difficult times and circumstances. It is apparent that the citizens of Sioux City are prepared to face any challenge they may encounter.

The information contained within this plan is the result of a planning process that was responsive to key community issues, guided by the goals, and seeking to make use of the assets identified to achieve the vision. It is this foundation that has provided the necessary support to make the planning process successful.

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