STRATEGIC PLAN
2013 → 2018 → 2027

EXECUTIVE SUMMARY

Mayor and
City Council

Clive, Iowa
August 2013

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Table of Contents

EXECUTIVE SUMMARY

Strategic Planning for the City of Clive	**1**
Clive Vision 2027	**2**
Clive City Government: Mission	**7**
Clive City Government: Core Beliefs	**8**
City of Clive: Plan 2013 – 2018	**9**
City of Clive: Action Agenda 2013 – 2014	**20**

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STRATEGIC FRAMEWORK

VISION 2027

"Desired Destination for Clive"

PLAN 2018

"Map to Clive's Destination"

EXECUTION

"Route for Next Year"

MISSION

"Responsibilities of Clive City Government"

BELIEFS

"How Clive City Government Should Operate"

Clive
Vision 2027

CLIVE 2027
is a *BEAUTIFUL, SAFE AND DISTINCTIVE* (A)
City with *GREAT RESIDENTIAL NEIGHBORHOODS.*(B)

CLIVE 2027
provides *EXCEPTIONAL FAMILY LIVING* (C) and *OPPORTUNITIES FOR PERSONAL WELLNESS.*(D)

CLIVE 2027
has the *CLIVE GREENBELT,* (E) a *TOWN CENTER* (F) for all to enjoy, and a *REVITALIZED 86TH URBAN NEIGHBORHOOD.*(G)

We take *PRIDE IN CLIVE!*(H)

PRINCIPLE A	BEAUTIFUL, SAFE AND DISTINCTIVE

- **Means**
  1. Well designed, well maintained city infrastructure, streetscapes, ROW, and parks
  2. Property owners taking responsibility for their buildings, homes and landscaping meeting city standards and codes
  3. Residents feeling safe and secure at home, in the neighborhood and throughout the Clive community with no tolerance for crime
  4. Timely response to emergency calls for service or assistance
  5. Well maintained major corridors and neighborhoods
  6. Public art throughout the city

PRINCIPLE B	GREAT RESIDENTIAL NEIGHBORHOODS

- **Means**
  1. Full range of high quality homes for different lifestyles and generations
  2. Variety of well planned, distinctive neighborhoods
  3. Well maintained community spaces and infrastructure
  4. Linked to Clive Greenbelt and trail system
  5. High percentage of homeownership
  6. Easy access to shopping and community amenities
  7. NW Clive developed as a new planned neighborhood with large homes (north) and traditional homes (south) with limited neighborhood retail

PRINCIPLE C	EXCEPTIONAL FAMILY LIVING

- **Means**
  1. Great place to raise children
  2. Housing for grandparents to live near their grandchildren
  3. Family oriented recreational programs and activities for all generations
  4. Children are safe in their neighborhood and at school – no concern for parents
  5. Quality educational programs and services through the city library
  6. Pet friendly parks and amenities
  7. Home offices with parents able to work at home
  8. Preferred place for family living in Des Moines region

PRINCIPLE D	OPPORTUNITIES FOR PERSONAL WELLNESS

- **Means**
  1. Community valuing and supporting personal wellness
  2. Convenient access to quality medical and healthcare services
  3. Facilities and programs for personal fitness and wellness – biking, running, walking, exercise
  4. Opportunities for outdoor and indoor personal exercise
  5. Strong faith based institutions
  6. Availability of local fresh food for healthy choices, including Farmers Market, community garden(s), etc.
  7. Integrating body, mind and spirit
  8. Library outreaching to meet the needs of the community and residents

PRINCIPLE E	CLIVE GREENBELT

- **Major Access Points:**
  a. University Blvd: Mixed Use Development
  b. 86th: Urban Neighborhood – Retail
  c. Country Club Blvd. Dam: Public Access and Use (park)
  d. Brownell Sports Complex: Walnut Creek Little League Field and Park
  e. Emerald Isle: Retail
  f. NW Neighborhood: Natural Area
  g. Campbell Park: Park and Recreation

- **Means**
  1. Greenbelt connections throughout the city (and cooperation with other cities)
  2. Regional trail in a natural, beautiful setting
  3. Public access and enjoyment
  4. Greenbelt – Clive branded with wayfinding signs, including NW neighborhood
  5. Well Maintained Greenbelt at a high quality level

PRINCIPLE F	TOWN CENTER

- **Means**
  1. Community destination and focal point
  2. Public space for events, festivals, activities and meetings
  3. Public investment stimulating private partnership in development of center
  4. Family oriented activities with strong community participation
  5. Aquatic Center with a variety of venues
  6. City Campus – a center of government

PRINCIPLE G	REVITALIZED 86TH URBAN NEIGHBORHOOD

- **Means**
  1. Reputation as a "great urban neighborhood"
  2. 86th pass through corridor – moving traffic
  3. Neighborhood park with a variety of activities and equipment
  4. "84th" developed as the main street for the neighborhood
  5. Pedestrian friendly and walkable with Greenbelt link
  6. Neighborhood retail and restaurants
  7. Community Police Sub-Station with community meeting room/space
  8. Well maintained, livable homes and apartments that are increasing in value
  9. Public Transportation connection
  10. City public investment in the neighborhood
  11. Major corridor with design standard (with West Des Moines and Urbandale)

PRINCIPLE H	PRIDE IN CLIVE

- **Means**
  1. Positive reputation for the Clive community in the Des Moines metro area
  2. Strong community and neighborhood events and festivals with active participants
  3. Residents taking pride in saying "I live in Clive" – strong sense of community and small town feeling
  4. Clive becoming residents' "hometown"
  5. Public gathering places throughout the community
  6. Residents, businesses and community organizations participating in and contributing to the Clive community

Clive City Government: Our Mission

OUR MISSION is to provide

HIGH QUALITY, CUSTOMER VALUED MUNICIPAL SERVICES in a

FINANCIALLY RESPONSIBLE MANNER

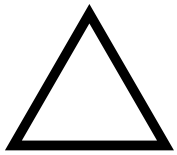
through a **DEDICATED WORKFORCE**

resulting in **SATISFIED CUSTOMERS**

and a **SUSTAINABLE CLIVE COMMUNITY**

COST EFFECTIVE DELIVERY

FORWARD THINKING



CONTINUOUS IMPROVEMENT

Clive City Government: Core Beliefs

CLIVE TEAM

We	**S**	*erve*
We are	**P**	*roductive*
We act with	**I**	*ntegrity*
We take	**R**	*esponsibility*
We are	**I**	*nnovative*
We practice	**T**	*eamwork*

City of Clive
Goals 2017

Financially Sound City Providing Services Valued by Residents

Great Place to Live: The Premier Location for Families

Vibrant Corridors and Town Center

Upgrade City Facilities and Infrastructure

GOAL 1	FINANCIALLY SOUND CITY PROVIDING SERVICES VALUED BY RESIDENTS

▶ Objectives

Objective 1 Responsible low tax rate

Objective 2 City services delivered in the most cost effective and efficient manner

Objective 3 Appropriate resources to support defined city services and levels of service

Objective 4 Leverage city resources through partnerships and shared services / facilities with other entities

Objective 5 Professional, well trained city workforce dedicated to serving the Clive community

Objective 6 High level of customer satisfaction with city services

Objective 7 Maintain a Aa2 bond rating reflecting a responsible debt level consistent with city policies

▶ Short-Term Challenges and Opportunities

1. Developing a long term, sustainable financial model balancing services, service levels and revenues
2. Maintaining a consistently high level of quality City services
3. Uncertain labor and employee relations
4. Selection of new managers and employees
5. Aligning the City Organization with the City's Mission and Core Beliefs
6. Defining and using outcome based performance measures
7. Balancing "low tax rate" with quality/valued City services

▶ Actions 2013 – 2014

	PRIORITY
Policy Agenda	
1. Budget and Financial Sustainability Plan	Top Priority
2. Salary Matrix Recalibration/Performance Evaluation System	High Priority
3. Community Engagement in Metro Activities	High Priority
4. Human Resource Officer: Direction	Mod Priority
5. WestPet Facility Development	Mod Priority
6.. Fee Structure for Use of Parks and Trail Facility	
Management Agenda	
1. Police Negotiations and Contract	Top Priority
2. Fire Standards of Coverage Study	Top Priority
3. Leisure Services Department: Development	Top Priority
4. Affordable Healthcare Act: City Plan and Insurance Adjustment	Top Priority
5. Biannual Citizen Satisfaction Survey	High Priority
6. Bond Preparation	
7. Retirement/Succession Planning	

Management in Progress

1. Records Retention Manual
2. Cash Management Procedures: Council Adoption
3. Clive Community Foundation: Re Launch
4. Technology Cost Reduction Projects
5. Electronic Submission of Budget Document
6. Ambulance Replacement
7. Library System Migration
8. Internet Fiber Redundancy and Bandwidth Increase
9. CityWorks Asset Management System: Phase I Public Works
10. Paperless Court System: Dallas County
11. Police Property and Evidence Bar Coding System: Implementation
12. Ambulance Billing Services: 28E Agreement for Contract Services with West Des Moines
13. Website Redesign: Phase II (Content Management System and Framework)
14. Web based Mapping System Migration
15. Westcom New Radio System
16. Fire/EMS Service Collaboration with Windsor Heights
17. Permanent Records Storage: Council Adoption
18. Fire House Records Management System Updated

▶ Actions 2013 – 2014

PRIORITY

Management in Progress (Continued)

19. Data Storage Capacity and Back Up Improvements: Research
20. City Service Plan for Buildout
21. Electronic Payment/Credit Cards: Evaluation Report with Recommendations
22. Integration of Mobility
23. Field Network Asset Improvements (Wireless Canopy): Research
24. Fire Ladder Truck Replacement
25. Police Patrol Fleet Conversion
26. WRA 28E Agreement Update: Reclassification of Clive: Participation, Initial Council discussion
27. Laserfiche / Archive Police Reports

GOAL 2	GREAT PLACE TO LIVE: THE PREMIER LOCATION FOR FAMILIES

▶ Objectives

Objective 1 Development of Northwest area consistent with city vision and plans

Objective 2 Expanded public use and amenities along the Clive's Greenbelt Trail and Parks

Objective 3 High quality, well maintained single family homes

Objective 4 Maintained/enhanced residential property values

Objective 5 Attractive, safe neighborhoods throughout the city

Objective 6 Greater sense of community spirit and pride

Objective 7 Strong community events and festivals bringing residents together

▶ Short-Term Challenges and Opportunities

1. Differing appearance and property maintenance standards among businesses, property owners, and tenants
2. Increasing single family rentals and property maintenance issues
3. Aging house stock needing maintenance or upgrade
4. Potential development in Northwest Clive
5. Funding for community betterment and livability programs and projects

▶ Actions 2013 – 2014

PRIORITY

Policy Agenda

1.	Comprehensive Plan and Land Use Policy	Top Priority
2.	Greenbelt Trail and Park System Plan and Development	High Priority
3.	Clive – Waukee Boundary Agreement	High Priority
4.	Economic Development Incentives Program / Policy Development	
5.	Property Maintenance Code: Problem Analysis, Direction	
6.	County Club Neighborhood Partnership Trail Extension Gap Reduction	

Management Agenda

1.	Economic Development Action Plan: Implementation and Reporting	High Priority
2.	Crime Free Multi Family Housing Initiative	High Priority
3.	Fire / Building Code: Update	High Priority
4.	Citywide Business License Program	High Priority

Management in Progress

1. Subdivision Development
2. Green and Sustainable Clive: Project Identification
3. Existing Business Visit Program: Major Employers
4. Smoke Detector Program (Grant)
5. Emerald Ash Borer: Public Communications: Materials for Neighborhood Associations / Homeowners; Outreach Strategy
6. NW Trail Extension Land Acquisition
7. City Economic Development eNewsletter
8. Housing Code / Program: Evaluation / Update Report
9. Public Art Internship Program: Development

GOAL 3	VIBRANT CORRIDORS AND TOWN CENTER

▶ Objectives

Objective 1	Attractive 86th corridor: gateway, streetscape and signage
Objective 2	86th Area becoming a urban neighborhood with residential opportunities, small retail shops, quality restaurants and entertainment venues
Objective 3	Town Center as Government Center with public spaces fro community gatherings and events
Objective 4	Town Center developing mixed uses of small retail, quality residential through public-private partnerships
Objective 5	Attractive Hickman Road corridor: streetscape, signage, median

▶ Short-Term Challenges and Opportunities

1. Defining the City's role and level of financial participation
2. Producing visible results on 86th Street corridor
3. Late night weekend safety concerns and police deployment in response
4. Land for sale at strategic locations: should the City acquire for redevelopment
5. City's role in shaping development and redevelopment
6. Conflicting visions and priorities with limited resources
7. Developing public-private partnerships for 86th Street corridor, Town Center

▶ Actions 2013 – 2014

PRIORITY

Policy Agenda

1. Town Center Neighborhood Master Plan and Development — Top Priority
2. 86th Area Project for 2014 — High Priority
3. Land Acquisition Policy: Adoption

▶ Major Projects 2013 – 2014

1. 86th Streetscape Phase III (Park Access Drive to Walnut Creek Bridge)

GOAL 4	UPGRADE CITY FACILITIES AND INFRASTRUCTURE

▶ Objectives

Objective 1	Effective public safety facilities that support the defined emergency response times and presence in the community
Objective 2	Well designed Streets maintained at a "50" or better grade residential street, connectors
Objective 3	Well designed, well maintained Clive Greenbelt Trail with a variety of venues and activities – border to border
Objective 4	Well designed, well maintained parks and recreational areas with amenities for up to all family generations
Objective 5	Effective stormwater management system for flood protection and erosion control

▶ Short-Term Challenges and Opportunities

1. Balancing funding for today's services and investing in the future City facilities and infrastructure
2. Preserving and enhancing Clive's major asset: Clive Greenbelt Trail
3. Aging City infrastructure needing maintenance, upgrade or replacement
4. Funding operation and maintenance of existing and new City infrastructure
5. Collaborating with other cities and agencies on water management in the Walnut Creek basin

▶ Actions 2013 – 2014

PRIORITY

Policy Agenda

1. Government Center Development — Top Priority
2. Greenbelt Trail Improvements: Direction, Funding — Top Priority
3. Franchise Fee Projects and Funding
4. Citywide Stormwater Management Plan and Funding

Management Agenda

1. Walnut Creek Watershed Regional Authority — Top Priority
2. Outdoor Warning Sirens Upgrade

Management in Progress

1. Residential Meter Change Out Program
2. Retro Reflectivity Sign Changes
3. Hickman / I – 35 / 80 Interchange: Diverging Diamond Operation Study
4. Wetlands Mitigation Tree Replacement
5. Fiber Optic Network: Clive / West Des Moines University Avenue 28E Agreement
6. Operational SOG's for Roadway Maintenance, Traffic Control and Water Distribution
7. Metro Debris Management Plan (Capital Crossroads Initiative)
8. Metro Management Right of Way Permitting and Oversight (Capital Crossroads Initiative)
9. Drought Recovery Program: Trees and Plants

▶ Major Projects 2013 – 2014

1. Windsor Heights / Urbandale on North Walnut Creek Sewer Relocation Project
2. Stream Bank Stabilization Demonstration Project
3. Public Works Facility Overhead / Walk in Door Installation
4. Crack and Joint Sealing for Roadways (25 miles)
5. School Route at Shuler Elementary School
6. NW 100th Place – NW 103rd Subdrain and Pavement Replacement
7. Westcom Radio System: Upgrade
8. Pavement Replacement Program (in-house) (3000 Sq. Yds.)
9. LED Traffic Signals Walk Don't / Don't Walk / Count Down Timers

- **Major Projects 2013 – 2014** ***(Continued)***
  10. Traffic Signal Battery Back Ups and Replacement
  11. Large Water Meter Change Out (2)
  12. 142nd Street Overlay / Reconstruction
  13. PCC Patching Program
  16. Overlay Program
  17. Annual Trail Maintenance Program (2000')

City of Clive
Policy Agenda 2013 – 2014
Targets for Action

TOP PRIORITY

Budget and Financial Sustainability Plan

Town Center Neighborhood Master Plan and Development

Comprehensive Plan and Land Use Policy

Government Center Development

Greenbelt Trail Improvements, Direction, Funding

HIGH PRIORITY

Salary Matrix Re Calibration / Performance Evaluation System

Community Engagement in Metro Activities

Clive – Waukee Boundary Agreement

86th Area Project for 2014

Greenbelt Trail and Park System Plan and Development

MODERATE PRIORITY

Human Resource Officer: Funding

WestPet Facility Development

City of Clive
Management Agenda 2013 – 2014
Targets for Action

TOP PRIORITY

Leisure Services Department: Development

Police Negotiations and Labor Contract

Fire Standard of Coverage: Funding Development

Affordable Healthcare Act: City Plan and Insurance Adjustment

Walnut Creek Watershed Regional Authority

HIGH PRIORITY

Economic Development Action Plan:
Implementation and Reporting

Bi Annual Citizen Satisfaction Survey

Citywide Business License Program Evaluation

Crime Free Multi Housing Initiative

Fire / Building Code Update: Adoption

City of Clive
Management in Progress 2013 – 2014

1. Records Retention Manual
2. Cash Management Procedures: Council Adoption
3. Clive Community Foundation: Re Launch
4. Technology Cost Reduction Projects
5. Electronic Submission of Budget Document
6. Ambulance Replacement
7. Library System Migration
8. Internet Fiber Redundancy and Bandwidth Increase
9. CityWorks Asset Management System: Phase I Public Works
10. Paperless Court System: Dallas County
11. Ambulance Billing Services: 28E Agreement for Contract Services with West Des Moines
12. Website Redesign: Phase II
    (Content Management System and Framework)
13. Web based Mapping System Migration
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City of Clive
Major Projects 2013 – 2014

1. 86th Streetscape Phase III (Park Access Drive to Walnut Creek Bridge)
2. Windsor Heights / Urbandale on North Walnut Creek Sewer Relocation Project
3. Stream Bank Stabilization Demonstration Project
4. Public Works Facility Overhead / Walk in Door Installation
5. Crack and Joint Sealing for Roadways (25 miles)
6. School Route at Shuler Elementary School
7. NW 100th Place – NW 103rd Subdrain and Pavement Replacement
8. Westcom Radio System: Upgrade
9. North Walnut Creek Sanitary Trunk Sewer
10. Sewer Main Rehabilitation (3700')
11. Pavement Replacement Program (in-house) (3000 Sq. Yds.)
12. LED Traffic Signals Walk Don't / Don't Walk / Count Down Timers
13. Traffic Signal Battery Back Ups and Replacement
14. Large Water Meter Change Out (2)
15. 142nd Street Overlay / Reconstruction
16. PCC Patching Program
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