

# STRATEGIC PLAN 2017 → 2022 → 2032



**Clive, Iowa**  
**August 2017**



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# **STRATEGIC PLANNING FOR THE CITY OF CLIVE**

# Strategic Planning Model for the City of Clive

Value-based principles that describe the preferred future in 15 years

**VISION**

Destination  
“You Have Arrived”

Strategic goals that focus outcome-based objectives and potential actions for 5 years

**PLAN**

Map  
“The Right Route”

Focus for one year – a work program: policy agenda for Mayor and Council, management agenda for staff; major projects

**EXECUTION**

Itinerary  
“The Right Direction”

Principles that define the responsibility of City government and frame the primary services – core service businesses

**MISSION**

Vehicle  
“The Right Bus”

Personal values that define performance standards and expectations for employees

**CORE BELIEFS**

Fuel  
“The Right People”

# **CLIVE VISION 2032**

# *Clive Vision 2032*

## **CLIVE 2032**

is a *BEAUTIFUL and SAFE* <sup>(A)</sup>  
City with *GREAT RESIDENTIAL NEIGHBORHOODS.* <sup>(B)</sup>  
through Buildout

## **CLIVE 2032**

provides *EXCEPTIONAL FAMILY LIVING* <sup>(C)</sup>  
and *OPPORTUNITIES FOR PERSONAL WELLNESS.* <sup>(D)</sup>

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## **CLIVE 2032**

has the *DISTINCTIVE CLIVE GREENBELT,* <sup>(E)</sup>  
and a *REVITALIZED 86<sup>th</sup> CORRIDOR/NEIGHBORHOOD.* <sup>(F)</sup>

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**We take *PRIDE IN CLIVE!*** <sup>(G)</sup>

# *Clive Vision 2032*

## **PRINCIPLE A**

### **BEAUTIFUL AND SAFE**

#### **► Means**

1. Well designed, well maintained city infrastructure, entrances, streetscapes, ROW, and parks
2. Well maintained major corridors and neighborhoods
3. Residents feeling safe and secure at home, in the neighborhood and throughout the Clive community with no tolerance for crime
4. Property owners taking responsibility for their buildings, homes and landscaping meeting city standards and codes
5. Timely response to emergency calls for service or assistance
6. Public art throughout the City
7. Trees preserved and replaced
8. Attractive buildings and commercial areas that are designed for beauty and are well maintained
9. Well maintained landscapes: homes and commercial areas

## **PRINCIPLE B**

### **GREAT RESIDENTIAL NEIGHBORHOODS**

#### **► Means**

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

## 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
9. High-end apartments: well designed, with amenities

## 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
7. Integrating body, mind and spirit
8. Library outreaching to meet the needs of the community and residents
9. Parks with amenities meeting community needs
10. Adequate space for recreational programming and activities



## PRINCIPLE E

### DISTINCTIVE CLIVE GREENBELT

#### ► Major Access Points

- a. University Blvd: Mixed Use Development
- b. 86<sup>th</sup>: Urban Neighborhood – Retail
- c. Country Club Blvd. Dam: Public Access
- d. Brownell Sports Complex: Walnut Creek Little League Field and Park
- e. Emerald Isle: Retail
- f. Northern Neighborhoods: 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
6. Business development along the Greenbelt
7. Greenbelt Trail connected through Country Club
8. Community focal point at 114<sup>th</sup>: venue with a variety of amenities

## PRINCIPLE F

### REVITALIZED 86<sup>th</sup> CORRIDOR/NEIGHBORHOOD

#### ► Means

1. Reputation as a “great neighborhood”
2. Neighborhood parks with a variety of activities and equipment
3. Vibrant corridor that is pedestrian friendly and walkable with Greenbelt link
4. Variety of retail and restaurants
5. Enhanced public safety facility with community meeting rooms/space
6. Well maintained businesses, livable homes and apartments that are increasing in value
7. Enhanced public transportation connections
8. City public investments in the neighborhood
9. Major corridor with design standard (with West Des Moines and Urbandale)

## **PRINCIPLE G**

### **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, businesses and community organizations participating in and contributing to the Clive community
4. Public gathering places throughout the community
5. Residents taking pride in saying “I live in Clive” – strong sense of community and small town feeling
6. Clive becoming residents’ “hometown”

***CLIVE CITY GOVERNMENT***  
**OUR MISSION**

# *Clive City Government*

## *Our Mission*

OUR MISSION is to provide

**HIGH QUALITY, CUSTOMER VALUED  
MUNICIPAL SERVICES** in a

**FINANCIALLY RESPONSIBLE MANNER**

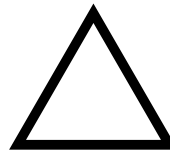
through a **DEDICATED WORKFORCE**

resulting in **SATISFIED CUSTOMERS**

and a **SUSTAINABLE CLIVE COMMUNITY**

**COST  
EFFECTIVE  
DELIVERY**

**FORWARD  
THINKING**



**CONTINUOUS  
IMPROVEMENT**

# *Clive City Government*

## *Our Mission*

### **PRINCIPLE 1**

#### **HIGH QUALITY, CUSTOMER VALUED MUNICIPAL SERVICES**

##### **► Means**

1. Understanding and defining customer expectations: service and value
2. Balancing customer expectations and willingness to pay
3. Delivering an appropriate level of service – avoid over delivering
4. Maintaining the Clive community quality of life
5. Providing a timely response to customer requests

### **PRINCIPLE 2**

#### **FINANCIALLY RESPONSIBLE**

##### **► Means**

1. Defining core city services, service priority and service levels
2. Maintaining financial reserves consistent with city policies and national standards
3. Acting as a steward of the public resources
4. Clean Audit (every year)
5. Strategic investing in the repair and replacement in the City's infrastructure and facilities
6. Maintaining bond rating: AA<sub>2</sub>
7. Providing appropriate resources to support defined city services
8. Spending less than available resources

### **PRINCIPLE 3**

#### **DEDICATED WORKFORCE**

► **Means**

1. Maintaining positive labor-management relations
2. Developing a talented workforce with skill sets for their position
3. Hiring, retaining top quality employees
4. Having fair, competitive compensation
5. Acting with Clive Team S-P-I-R-I-T
6. Operating in an environment that emphasizes continuous improvement
7. Having city employees committed to serving the Clive community

### **PRINCIPLE 4**

#### **SATISFIED CUSTOMERS**

► **Means**

1. Understanding the needs and managing expectations of the customer
2. Striving to exceed/meet customer expectations
3. Providing city service in a friendly, helpful manner
4. Providing a timely response: emergency and non-emergency
5. Dealing with customers honestly and fairly
6. Developing methods for measuring customer satisfaction
7. Customers share their positive experiences with others

## **PRINCIPLE 5**

### **SUSTAINABLE COMMUNITY**

#### **► Means**

1. Quality, well maintained city infrastructure and facilities
2. Revitalizing major corridors and commercial areas
3. Maintaining a beautiful and safe community – protecting property values and reputation
4. Preserving unique neighborhoods with quality housing
5. Developing, enhancing Clive community identity, pride and spirit
6. Recreating, enhancing the quality of life in Clive – reason we live here
7. Preserving Clive as the Premier Residential Community in the Des Moines region
8. Defining, redefining and refining Clive’s vision and goals
9. Leaving Clive better than when we arrived

## **PRINCIPLE 6**

### **COST EFFECTIVE DELIVERY**

#### **► Means**

1. Knowing the true cost of city services
2. Looking for and implementing ways to reduce the cost of service delivery
3. Evaluating service delivery options: city as the provider, partnering, contracting
4. Reducing service duplication within the City operations
5. Value engineering city service delivery to defined service level
6. Developing metrics for measuring services

## **PRINCIPLE 7**

### **FORWARD THINKING**

#### **► Means**

1. Identifying new, innovative approaches to city service delivery
2. Planning for city infrastructure, facilities and services
3. Understanding national trends and changing customer patterns and apply to the Clive community
4. Taking calculated risks – experimenting with a new idea/concept
5. Understanding their role and developing creative ideas and concepts to improve organization
6. Challenging current practices and the status quo

## **PRINCIPLE 8**

### **CONTINUOUS IMPROVEMENT**

#### **► Means**

1. Defining the outcomes and evaluating the processes
2. Determine areas for the most productive improvements – return of investment
3. Identifying and implementing ways to improve processes and expand capacity
4. Identifying and implementing ways to add value to better serve our customers
5. Reducing duplicated processes and services
6. Acting as champion for an organizational culture of process improvement



***CLIVE CITY GOVERNMENT***  
**CORE BELIEFS**

# *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*

# *Clive City Government Core Beliefs – Definition*

## **BELIEF 1**

### **SERVE**

#### ► **Means**

1. Listening in Clive’s customers – their needs, concerns and expectations
2. Striving to exceed based upon our customers’ expectations
3. Developing, using service metrics to measure the quality of your service
4. Acting in a polite, courteous, fair and friendly manner
5. Looking for better ways to serve our customers
6. Looking for ways to say “yes”
7. Demonstrating in daily activities and actions a commitment to serve others
8. Providing a timely response to a service request
9. Making decisions on the best available data
10. Providing the best service possible

## **BELIEF 2**

### **PRODUCTIVE**

#### ► **Means**

1. Planning work activities to maximize available resources
2. Taking a proactive approach – not satisfied with today, anticipating and taking the initiative
3. Taking pride in your work “product” putting your name on it
4. Completing tasks or assignments on time, within/below budget
5. Maintaining/enhancing knowledge and skill sets
6. Evaluating outcomes, learning to be better tomorrow
7. Knowing the “best practice” in your field and applying to Clive
8. Going the extra mile; giving the extra effort
9. Making decisions on the best available data
10. Showing up on time and prepared for work
11. Providing accurate, thorough reports and information

### **BELIEF 3**

#### **INTEGRITY**

► **Means**

1. Acting in an ethical, honest manner – above question
2. Acting in a professional manner – meeting or exceeding professional standards
3. Delivering on commitments and promises – following through
4. Respecting others as a person, their ideas and opinions – treating others the way you want to be treated
5. Doing the right thing the first time – when no one is looking
6. Being loyal to the city and the Clive community
7. Providing an open, direct answer to a question
8. Telling the truth – being honest
9. Presenting unbiased, analytical reports with recommendations based on merits
10. Giving your best effort in the circumstances provided

### **BELIEF 4**

#### **RESPONSIBILITY**

► **Means**

1. Taking personal responsibility for your actions, decisions, behaviors
2. Holding self and others accountable for the results
3. Taking ownership in the city and your job
4. Connecting the dots – vision, goals, mission linked to decisions and actions
5. Knowing and using Clive’s vision, goals, mission and core beliefs
6. Solving the problem or referring the customer to the person who can take responsibility
7. Learning from set backs or “failures” and not repeating mistakes
8. Addressing issues – no whining or complaining
9. Making timely decisions in your area of responsibility

## **BELIEF 5**

### **INNOVATIVE**

#### **► Means**

1. Having an open mind to new ideas or approaches
2. Anticipating problems and developing solutions
3. Taking steps to improve organization processes
4. Looking to the future – forward thinking, not satisfied with “status quo”
5. Looking for ways to add value to our customers and our community
6. Linking process to outcomes for the community and customers
7. Identifying, evaluating and presenting new ideas or concepts
8. Trying a new idea in your daily activities
9. Coming up with a new way of conducting the city business

## **BELIEF 6**

### **TEAMWORK**

#### **► Means**

1. Looking at the “big picture” – avoiding “tribalism” and “silos”
2. Using the City’s goals and mission to guide team and individual actions
3. Focusing on “We” rather than “I”
4. Knowing your role, responsibilities and performance standards
5. Communicating and keeping others informed
6. Actively participating on a work team or project team
7. Looking for opportunities to engage or involve others
8. Taking time to celebrate city successes and their value to the Clive community
9. Working with others – departments, work units, community
10. Placing employees where they have a likelihood to be successful

# **CITY OF CLIVE PLAN 2017 – 2022**

# *City of Clive* *Goals 2022*

**Financially Sound City Providing Services Valued by Residents**

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**Upgraded City Facilities and Infrastructure**

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**Distinctive Clive Greenbelt**

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**Great Place to Live: The Premier Location for Families**

# Goal 1

## Financially Sound City Providing Services Valued by Residents

### OBJECTIVES

1. Professional, well trained city workforce dedicated to serving the Clive community
2. Maintained a AAA bond rating reflecting a responsible debt level consistent with city policies
3. Responsible, competitive low tax rate
4. City services delivered in the most cost effective and efficient manner
5. Leverage city resources through partnerships and shared services / facilities with other entities
6. High level of customer satisfaction with city services
7. Appropriate resources to support defined city services and levels of service
8. Investing long term, effective City service delivery and community value: City resources and facilities

### VALUE TO RESIDENTS

1. Value for their tax dollars and fees
2. Confidence in responsible financial stewardship by city leaders and managers
3. City services delivered in a customer friendly, personal manner
4. Timely response to a call for service-emergency and non-emergency
5. Low tax rate for the city services received



### **SHORT TERM CHALLENGES AND OPPORTUNITIES**

1. Managing City service contracts and preventing the eroding of service levels when citizen expectations are high
2. Developing and supporting a long term, sustainable financial model balancing services, service levels and revenues
3. Impacts of new Property Tax Legislation, limiting tax base growth and affecting City's ability to continue to provide high quality City services with a potential \$400,000 reduction in state funding – Backfill
4. Addressing local option sales tax – Dallas County and Polk County
5. Funding for managing and operating new facilities, infrastructure and parks
6. Collaborating with other local, state and federal governments for efficient service delivery
7. Increasing workloads and service demands with limited City organization capacity
8. Regional organizations: governance, funding and service
9. Organizational adjustments to a new City Manager

### **LONG TERM CHALLENGES AND OPPORTUNITIES**

1. Maintaining and funding a consistently high level of quality City services
2. Tapping and managing community volunteers and self help
3. Maintaining trust between Mayor/City Council and City Staff
4. Controlling employee costs: salaries, benefits-pensions, health insurance
5. Federal and state mandates and regulations impacting City revenues, expenditures and services
6. Limited revenue options for the City
7. Highly satisfied, civic apathetic citizenry
8. Future community and civic leaders – Identifying and cultivating the next generation
9. Balancing major big projects funding with funding current services
10. Operating in a metropolitan service delivery environment and control of City's destiny
11. Difficulty in recruiting quality candidates in selected positions

**POLICY ACTIONS 2017 – 2018**

	<b>PRIORITY</b>
1.1 Local Option Sales Tax: Dallas County and Polk County	Top Priority
1.2 Fire Station: Urbandale and West Des Moines Agreement	Top Priority
1.3 Regional Water Governance	High Priority
1.4 Cyber Security Plan	High Priority
1.5 Registration and Facility Management Software	
1.6 City Led Community Volunteer Program/Coordinator	
1.7 DART: Funding and Service Model	

**MANAGEMENT ACTIONS 2017 – 2018**

1.8 City Manager Selection	Top Priority
1.9 Backfill Strategy and Plan “B”	Top Priority
1.10 Long Range Financial Model and Plan: Phase 1	Top Priority
1.11 Parks and Recreation Staff Expansion	High Priority
1.12 Employee Wellness Program	High Priority
1.13 Financial Policies: Updates – Phase 2	High Priority
1.14 Bi Annual Citizen Satisfaction Survey	

**MANAGEMENT IN PROGRESS 2017 – 2018**

1. Annual Computer Replacement
  - a) Public Works
  - b) Administration
2. Server Software Upgrades/Migrations
3. GIS: Metrics/Interdepartmental Collaboration
4. Dashboard (View Point): Implementation and Training
5. Payment of Parking Tickets: License Renewal (Dependent upon Polk County)
6. Closest Unit Response with Urbandale: (East of 180<sup>th</sup>) Implementation
7. Animal Licensing (City of Clive): Completion
8. Electronic Timecards System: Phase 1
9. Electronic File Clean Up
  - a) Police
  - b) Fire
10. Public Safety Wi-Fi
11. Police Accreditation (CALEA)
  - a) Training
  - b) Contract
12. Annual Capital Improvement Plan: Update (Council)
13. iMap Web Framework Conversion
14. Records Management System (Image Trend)
15. Human Resources Web Presences
16. Backup System: Software Upgrade/Replacement
17. Paperless Utility Billing Service Orders: Implementation and Training
18. FY 2018 – 2019 Budget Development (Council)
19. Paperless Employment Application Process

## **MANAGEMENT IN PROGRESS 2017 – 2018**

20. On Site Review: Safety Procedures
21. Physical Server Replacement
22. IAPELRA- Website
23. GIS Software Upgrade
24. Equipment Replacement
  - a) SCBA
  - b) Ambulance Remount
25. Waukee Fire/EMS Coverage West of 156<sup>th</sup> Short Term Agreement Extension (Council)
26. Utility Bills: Printing and Mailing: Contract
27. Formalized Employee Orientation Program
28. Formalized Safety Training Program
29. Additional Network Security Layer
30. Public Works Asset Management System: Completion
31. Citywide Process Improvement: Department Report (Council)
32. Police Laser Fiche and Archive Reports

## **ON THE HORIZON 2018 – 2022**

1. Des Moines CVB: Direction
2. State Lobbyist: Direction
3. Multi Phase Review Employee Compensation, Benefits and Insurance
4. Community/Regional Engagement and Communications Plan
5. Long Term City Staffing Review
6. Clive Community Summit
7. Stormwater Utility Rate Structure
8. Parks/PAAC/Library board Configuration
9. Library Services Regionalization
10. Citywide Technology Plan
11. Asset Management Expansion: Parks
12. Electronic Newsletter: Development
13. City Organizational Values and Process Development
14. Police Alternative Shift and Staffing Plan

# Goal 2

## Upgraded City Facilities and Infrastructure

### OBJECTIVES

1. Effective Fire facilities
2. Well designed streets maintained at a “70” PCI or better grade residential streets and connectors
3. Effective regional and local stormwater management system for flood protection
4. Effective Police facilities
5. Effective regional system for watershed flood mitigation
6. Upgraded/maintained integrated water and sewer systems

### VALUE TO RESIDENTS

1. Protection of property values. More choices for your leisure time in Clive
2. More choices for your leisure time in Clive
3. Opportunities for a healthy life style and living
4. Travel on quality roads with predictable travel times
5. Convenient access to customer friendly facilities that are responsive to residents’ needs and expectations

### **SHORT TERM CHALLENGES AND OPPORTUNITIES**

1. Funding operation and maintenance of existing and new City infrastructure: roads and utilities
2. Collaborating with other cities, counties and agencies on water management in the Walnut Creek Watershed
3. Deferred maintenance and increasing maintenance/replacement costs
4. Funding for competing capital projects with limited resources
5. Declining condition of older parks and leisure facilities
6. Increasing public understanding of City infrastructure and Funding
7. Ensuring compliance with over 200 MS4 stormwater management facilities
8. Shifting direction and balancing from maintenance and repairs by adding replacements

### **LONG TERM CHALLENGES AND OPPORTUNITIES**

1. Balancing funding for today's services and investing in the future City facilities and infrastructure
2. Adjusting City specifications and development standards to create sustainable infrastructure
3. Managing residents' expectations and distinguishing between "needs" and "wants"
4. Having sufficient facility space for City Staff to provide services to a rapidly growing Clive community
5. Determining who should pay for major repairs and replacements
6. Federal mandates and regulations impacting the design and costs of capital projects
7. Constructing quality projects – limited contractors
8. Telecommunication infrastructure in public ROW without City control
9. Decentralization of development/construction management – roles and responsibilities

**POLICY ACTIONS 2017 – 2018**

	<b>PRIORITY</b>
2.1 Public Safety Bond Referendum	Top Priority
2.2 Fire Station #32 Relocation	Top Priority
2.3 University Flood Mitigation Plan	High Priority
2.4 Hickman Corridor – U.S. 6 Traffic Management and Interchange Plan	High Priority
2.5 Trail Maintenance and Replacement Project [114 <sup>th</sup> to Porter Shelter]	High Priority
2.6 Flood Mitigation Strategy	
2.7 Comprehensive Citywide Landscape Maintenance Plan: Re-Evaluation	
2.8 Stormwater Management Strategy	

**MANAGEMENT ACTIONS 2017 – 2018**

	<b>PRIORITY</b>
2.9 Street System Study: Pavement Management and Capacity Analysis	Top Priority
2.10 Community Rating System	Top Priority
2.11 City Monument Signs	Top Priority
2.12 Meredith Road Reconstruction (with City of Urbandale)	High Priority
2.13 Traffic Pre-Emption System: Update	High Priority
2.14 Citywide Water Quality Monitoring Program Implementation Phase 2	High Priority
2.15 2018 Sanitary Sewer System Study	High Priority
2.16 Citywide Land Survey Benchmarks: Updates	
2.17 Security Cameras at Aquatic Center	
2.18 Fats – Oils – Grease Ordinance: Revision (WRA)	

### **MANAGEMENT IN PROGRESS 2017 – 2018**

1. Capitol Crossroads: Public Works/PCC Specification
2. West Area Development Model: Northern Neighborhoods Hydrological Model
3. Indian Hills Watershed Assessment
4. Alice’s Road Property Acquisition/Demolition
5. IDALS WQ1 Grant – Stormwater Detention Refit: Application
6. Private Storm Sewer (Retention Facilities) Mapping
7. Emerald Ash Borer Program: Implementation

### **MAJOR PROJECTS 2017 – 2018**

1. Linnan Park Updates
2. Wildwood Pickle Ball Courts
3. NW 86<sup>th</sup> Streetscape Project – Phase 4
4. Park Maintenance Vehicles Replacement
5. Ox Bow Reconstruction Project
6. Aquatic Center/Special Events Building LED Replacement
7. Special Events Building: Updates
8. Douglas Parkway Extension: ROW Acquisition

### **MAJOR PROJECTS 2017 – 2018**

*(Continued)*

9. 2017/2018 Sanitary Sewer Lining Project
10. Boston Parkway Culvert Outlet Repair
11. Campbell Park Bleacher Replacements
12. Little Walnut Creek Trunk Sewer Extension
13. Douglas Avenue Water Main Extension
14. Stream Stabilization Restoration Project – Swanson Depot
15. Hickman Road Adaptive Traffic Signal System
16. Walnut Creek Sanitary Sewer Crossing (between NW 75<sup>th</sup> and NW 78<sup>th</sup>)
17. 2018 Pavement Rehabilitation Project
18. Little Walnut Sewer Protection Project
19. North Neighborhood III Little Walnut Creek Crossing (s): Preliminary Design, Permits
20. Meredith Drive Reconstruction and SW Management
21. NW 104<sup>th</sup> Street Roadway Extension and intersection Project
22. Water Main Replacement Program – Short Term/Long Term

## **ON THE HORIZON 2018 – 2022**

1. City Facilities Maintenance Funding Program: Direction
2. ROW Management Ordinance and Fee Schedule
3. Mobility Plan
4. 114<sup>th</sup> Street/Clark Street Transportation Plan
5. Civic Campus Implementation: Campus Drive/114<sup>th</sup> Street
6. Sidewalk Safety Plan (ADA Compliance Assessment – Phase 1)
7. Water System Master Plan: Policy and Rate Structure
8. Library Circulation Desk/Entry Improvements
9. Public Wi-Fi: Campbell Park and Aquatic Center Upgrade
10. Access Control to Parking Area at Shops
11. Stormwater Management Program (County Club Watershed Assessment)
12. Water System Master Plan
13. Linnan Park: Upgrade
14. Aquatic Center Upgrade/Expansion
15. Riparian Park
16. Neighborhood Parks Development/Redevelopment
17. County Club Lake Water Quality
18. Pedestrian Crossing on 114<sup>th</sup>
19. Alice's Road Improvement Project
20. Buffalo Road Water System Reinforcement
21. Franchise Fee: Renewal
22. Meredith Drive Asphalt Overlay Project
23. Special Events Building: Remodel/Expansion Rebranding



# Goal 3

## Distinctive Clive Greenbelt

### OBJECTIVES

1. Neighborhoods connected to the Clive Greenbelt
2. Easy access to the Clive Greenbelt with effective wayfinding signage
3. Improved flood mitigation projects and maintenance
4. Stabilized Walnut Creek
5. Extended, well maintained trail
6. Expanded park amenities adjacent to Clive Greenbelt Trail

### VALUE TO RESIDENTS

1. Preservation and enhancement of Clive's major asset – the Greenbelt
2. Opportunities to enjoy the Greenbelt
3. Easy, convenient access to the trail and Greenbelt
4. Beautiful Walnut Creek
5. Greenbelt – a major community destination

### **SHORT TERM CHALLENGES AND OPPORTUNITIES**

1. Managing water and flood control, including erosion
2. Seeking outside funding sources including grants, private contributions, Community Foundation
3. Aging, deteriorating trail needing major repairs, replacement and project funding
4. Vegetation control and invasive plant species
5. Solving connectivity problems to neighborhoods
6. Trail connectivity through the Country Club Neighborhood

### **LONG TERM CHALLENGES AND OPPORTUNITIES**

1. Reducing blind turns/corners and overall trail user safety
2. Working with Dallas County, Polk County – Soil and Water District
3. Attracting and developing appropriate businesses along the Greenbelt
4. Coordination with adjacent property owners
5. Parking and access to the trail
6. Safety and patrolling the Greenbelt and trail
7. Developing and sustaining long term partnerships: Nature Conservancy and other Groups
8. Accurate water quality data and water monitoring system

**POLICY ACTIONS 2017 – 2018**

	<b>PRIORITY</b>
3.1 Greenbelt Master Plan Implementation: Phase 1	High Priority
3.2 Walnut Creek Watershed Plan: Implementation	High Priority
3.3 Walnut Creek Bank Stabilization (Proactive)	
3.4 Invasive Plants and Vegetation Control	

**ON THE HORIZON 2017 – 2021**

1. North Walnut Creek/Greenbelt Extension (73<sup>rd</sup> Street)
2. Greenbelt Business Plan
3. Country Club Trail Extension Gap Reduction
4. Neighborhood Access Plan and Projects
5. West Park Development

**MANAGEMENT IN PROGRESS 2017 – 2018**

1. Water Trail Plan (Regional) and Clive Projects
2. Interpretative/Information Signs Program –  
Water Quality/Historical Flood

# Goal 4

## Great Place to Live: The Premier Location for Families

### OBJECTIVES

1. Development of Northwest area consistent with city vision and plans
2. Maintained/enhanced residential property values
3. Attractive, safe neighborhoods throughout the city
4. Revitalization of 86<sup>th</sup> Corridor: gateways, streetscapes, signage, new businesses
5. Maximized value from residential in buildout areas and redevelopment
6. High quality, well maintained single family homes
7. Development of the 114<sup>th</sup> Corridor

### VALUE TO RESIDENTS

1. Enhanced single family home values
2. Convenience with easy access to leisure and recreational activities and program
3. Neighbors knowing and helping neighbors and contributing to a better Clive community
4. Choice of great neighbors and quality homes
5. Taking pride in saying "I live in Clive"

### **SHORT TERM CHALLENGES AND OPPORTUNITIES**

1. Producing visible results on 86<sup>th</sup> Street Corridor
2. Aging housing stock needing maintenance or upgrade
3. Increasing traffic volume and limited road capacity
4. Increasing single family rentals and property maintenance issues
5. Differing appearance and property maintenance standards among businesses, property owners, and tenants
6. Potential development in northwest Clive
7. Defining the City's role: degree of regulations/enforcement and shaping development and redevelopment
8. Increasing rental costs from school districts for use of sports and program facilities
9. Impacts of increasing senior population on City services

### **LONG TERM CHALLENGES AND OPPORTUNITIES**

1. Limited lots currently available for development
2. Working with property owners
3. Changing community demographics and cultural values
4. Different leisure trends among different generations and cultures
5. Split in Clive Community: East and West
6. Managing expectations of “Community Health and Wellness”

**POLICY ACTIONS 2017 – 2018**

	<b>PRIORITY</b>
4.1 86th Corridor Redevelopment	Top Priority
4.2 114 <sup>th</sup> Corridor Development	Top Priority
4.3 Greenbelt Park Area Redevelopment	Top Priority
4.4 Park Development: Angel Park	High Priority
4.5 Rental Home Regulations and Inspection Program: Evaluation Report	
4.6 School Strategy and City Actions	
4.7 City Housing Strategy: Data Framework	
4.8 Zoning/Subdivision Ordinance: Revision	

**MANAGEMENT ACTIONS 2017 – 2018**

4.7 Clive-Waukee Boundary: Phase 3	Top Priority
4.8 Public Art Master Plan Update	High Priority
4.9 Community Health and Wellness Initiative	
4.10 Tobacco Free Park Policy	
4.11 Massage Establishment Control Ordinance: Adoption	

**MANAGEMENT IN PROGRESS 2017 – 2018**

1. School Resource Officer: Implementation
2. Walnut Creek Watershed Festival
3. LEAP Software for Library Circulation
4. Development Review Process (intake/review) Reorganization
5. Walnut Creek Watershed Coalition Invasive Species Removal Project
6. Crime Free Multi Family Housing Program: Update
7. Trail and Bridge Obstruction: Enhanced Enforcement
8. Economic Development Action Plan Implementation
9. Existing Business Visit Program
10. Home Show 2018
11. Citywide Comprehensive Plan Metrics/Benchmarking Project

**ON THE HORIZON 2018 – 2022**

*(Continued)*

1. Northern Neighborhood Master Concept Plan (North of Creek)
2. Community Events/Festivals: Expansion
3. Community Code Revision/Municipal Citation
4. Complete Streets: Implementation
5. Hickman Corridor Development/Redevelopment Strategy
6. Douglas Mixed Use Development (Alice's)
7. Architectural Standards: Direction
8. City Cemetery: Direction
9. Developer Feedback on Standards and Regulations: Report
10. Linnan Park Master Plan and Projects
11. Alice's Road Park Development Plan
12. Community Memorials: Direction
13. Berkshire Office Park Development
14. Emerald Isle Development
15. Business Licenses: Direction
16. City External Marketing and Communications Plan
17. Western Suburbs Economic Development Coalition
18. Fireworks Ordinance: Review
19. Buckeye Partners Property Site Ownership/Maintenance Conversion/Long Term Plan
20. Park Development: Alice's Park, Shuler Park
21. Library Website: Update
22. 1<sup>st</sup> District Neighborhood Plan

# **CITY OF CLIVE ACTION AGENDA 2017 – 2018**



# *City of Clive* *Policy Agenda 2017 – 2018*

## **TOP PRIORITY**

**Local Option Sales Tax: Dallas County and Polk County**

**Fire Station: Urbandale and West Des Moines Agreement**

**86<sup>th</sup> Corridor Redevelopment**

**Public Safety Bond Referendum**

**Fire Station #32 Relocation**

**114<sup>th</sup> Corridor Development**

**Greenbelt Park Area Redevelopment**

## **HIGH PRIORITY**

**University Flood Mitigation Plan**

**Hickman Corridor – U.S. 6 Traffic Management and Interchange Plan**

**Park Development: Angel Park**

**Regional Water Governance**

**Trail Maintenance and Replacement Project [114<sup>th</sup> to Porter Shelter]**

**Greenbelt Master Plan Implementation: Phase 1**

**Cyber Security Plan**

**Walnut Creek Watershed Plan: Implementation**

# *City of Clive* *Management Agenda 2017 – 2018*

## **TOP PRIORITY**

**City Manager Selection**

**Backfill Strategy and Plan “B”**

**Street System Study: Pavement Management and Capacity Analysis**

**Long Range Financial Model and Plan: Phase 1**

**Clive – Waukee Boundary: Phase 3**

**Community Rating System**

**City Monument Signs**

## **HIGH PRIORITY**

**Meredith Road Reconstruction (with City of Urbandale)**

**Parks and Recreation Staff Expansion**

**Traffic Pre-Emption System**

**Employee Wellness Program**

**Citywide Water Quality Monitoring Program Implementation Phase 2**

**2018 Sanitary Sewer System Study**

**Public Art Master Plan**

**Financial Policies: Updates – Phase 2**

# *City of Clive*

## *Management in Progress 2017 – 2018*

**Annual Computer Replacement: Public Works, Administration**

**Server Software Upgrades/Migrations**

**GIS: Metrics/Interdepartmental Collaboration**

**Dashboard (View Point): Implementation and Training**

**Payment of Parking Tickets: License Renewal**

**Closest Unit Response with Urbandale: (East of 180<sup>th</sup>) Implementation**

**Animal Licensing (City of Clive): Completion**

**Electronic Timecards System: Phase 1**

**Electronic File Clean Up: Police, Fire**

**Public Safety Wi-Fi**

**Police Accreditation (CALEA): Training, Contract**

**Annual Capital Improvement Plan: Update**

**iMap Web Framework Conversion**

**Records Management System**

**Human Resources Web Presences**

**Backup System: Software Upgrade/Replacement**  
**Paperless Utility Billing Service Orders: Implementation and Training**  
**FY 2018 – 2019 Budget Development**  
**Paperless Employment Application Process**  
**On Site Review: Safety Procedures**  
**Physical Server Replacement**  
**IAPELRA- Website**  
**GIS Software Upgrade**  
**Equipment Replacement: SCBA, Ambulance Remount**  
**Waukee Fire/EMS Coverage West of 156<sup>th</sup> Short Term Agreement Extension**  
**Utility Bills: Printing and Mailing: Contract**  
**Formalized Employee Orientation Program**  
**Formalized Safety Training Program**  
**Additional Network Security Layer**  
**Public Works Asset Management System: Completion**  
**Citywide Process Improvement: Department Report**  
**Police Laser Fiche and Archive Reports**  
**Capitol Crossroads: Public Works/PCC Specification**  
**West Area Development Model: Northern Neighborhoods Hydrological Model**

**Indian Hills Watershed Assessment**  
**Alice's Road Property Acquisition/Demolition**  
**IDALS WQ1 Grant – Stormwater Detention Refit: Application**  
**Private Storm Sewer (Retention Facilities) Mapping**  
**Emerald Ash Borer Program: Implementation**  
**Water Trail Plan (Regional) and Clive Projects**  
**Interpretative/Information Signs Program – Water Quality/Historical Flood**  
**School Resource Officer: Implementation**  
**Walnut Creek Watershed Festival**  
**LEAP Software for Library Circulation**  
**Development Review Process (intake/review) Reorganization**  
**Walnut Creek Watershed Coalition Invasive Species Removal Project**  
**Crime Free Multi Family Housing Program: Update**  
**Trail and Bridge Obstruction: Enhanced Enforcement**  
**Economic Development Action Plan Implementation**  
**Existing Business Visit Program**  
**Home Show 2018**  
**Citywide Comprehensive Plan Metrics/Benchmarking Project**

# ***City of Clive***

## ***Major Projects 2017 – 2016***

**Linnan Park Updates**

**Wildwood Pickle Ball Courts**

**NW 86<sup>th</sup> Streetscape Project – Phase 4**

**Park Maintenance Vehicles Replacement**

**Ox Bow Reconstruction Project**

**Aquatic Center/Special Events Building LED Replacement**

**Special Events Building: Updates**

**Douglas Parkway Extension: ROW Acquisition**

**2017/2018 Sanitary Sewer Lining Project**

**Boston Parkway Culvert Outlet Repair**

**Campbell Park Bleacher Replacements**

**Little Walnut Creek Trunk Sewer Extension**

**Douglas Avenue Water Main Extension**

**Stream Stabilization Restoration Project – Swanson Depot**



**Hickman Road Adaptive Traffic Signal System**  
**Walnut Creek Sanitary Sewer Crossing (between NW 75<sup>th</sup> and NW 78<sup>th</sup>)**  
**2018 Pavement Rehabilitation Project**  
**Little Walnut Sewer Protection Project**  
**North Neighborhood III Little Walnut Creek Crossing (s): Preliminary Design, Permits**  
**Meredith Drive Reconstruction and SW Management**  
**NW 104<sup>th</sup> Street Roadway Extension and intersection Project**  
**Water Main Replacement Program – Short Term/Long Term**