



AGENDA
CITY COUNCIL STUDY SESSION
COUNCIL CHAMBERS – HUTCHINSON, KANSAS
January 23, 2018
8:30 a.m.

- I. Review of Comprehensive Plan
 - a. Strategic Plan – 2017 Status Update
 - b. Strategic Plan – 2018
 - c. Strategic Plan - 2019

INTEROFFICE MEMORANDUM

TO: CITY COUNCIL MEMBERS
FROM: JOHN DEARDOFF, CITY MANAGER
SUBJECT: COMPREHENSIVE PLAN
DATE: JANUARY 19, 2018

As part of the adoption of the *2017-2037 Comprehensive Plan*, the Council approved a 5-year Strategic Plan (Appendix C of the Plan). The Strategic Plan includes specific projects (strategies) that are intended as implementation measures for the Plan. The Comprehensive Plan forward states: "These strategies are recommendations only and should not be considered to commit current or future City Councils to funding. Annual review of the Strategic Plan is important to monitor Plan progress."

As we begin preparation for the 2019 budget process and establishing City Council priorities, I wanted to discuss the 2017 strategies and progress we have made, as well as take a look at the 2018 and 2019 strategies. A narrative update for the 2017 strategies is included in the attached. The 2018 and 2019 strategies are in list format without the goals and other narrative. I have asked the Department Directors to be prepared to discuss the 2017 accomplishments, as well as the 2018 and 2019 strategies where their Department is listed as the lead.

Due to the timing of the Plan adoption, some of the 2018 strategies may not have been fully funded this year and may require deferral. From discussions with Planning, I feel comfortable that strategies can be deferred, delayed and even canceled (if infeasible to accomplish or no longer a priority) without amending the Plan. Adding new strategies may require Plan amendments.

Strategic Plan: 2017 Status Update

G.1.1.a. Historic buildings and properties are maintained, rehabilitated and protected from deterioration and loss.

<u>Strategy</u>	<u>Lead Party</u>	<u>Start Date</u> <u>End Date</u>	<u>Update Narrative</u>	<u>Status</u>
S.1.1.a.1. Implement and make periodic updates to the City of Hutchinson 2016 Historic Preservation Action Plan and preservation ordinance.	PLAN	3/1/2017 12/31/2037	The 2016 Plan has been completed. The Landmarks Commission is working on a new plan for adoption in early 2018.	Complete & Ongoing

G.1.2.a. Downtown Hutchinson has high-quality, market rate, residential development, is walkable and appealing and has mixed uses.

<u>Strategy</u>	<u>Lead Party</u>	<u>Start Date</u> <u>End Date</u>	<u>Update Narrative</u>	<u>Status</u>
S.1.2.a.2. Explore options to streamline the development review process for Downtown property owners.	PLAN	7/1/2017 12/31/2018	This project has been started. A few of the Planning-related items include revising landscape and fencing requirements in the Downtown (C-5) District.	In Progress
S.1.2.a.4. Examine the City's Zoning Regulations to determine if changes need to be made to facilitate mixed uses Downtown.	PLAN	7/1/2017 6/30/2018	Mixed uses are allowed in the Downtown Zoning District or as part of a Planned Unit Development. Planned changes to the Use Table will allow for additional mixed use opportunities.	In Progress

G.1.2.b. Downtown is the City's entertainment core and offers events, plays, movies, festivals and other activities year-round.

<u>Strategy</u>	<u>Lead Party</u>	<u>Start Date</u> <u>End Date</u>	<u>Update Narrative</u>	<u>Status</u>
S.1.2.b.2. Encourage Downtown shops to shift operating hours to extend to 7 PM to allow for shopping past the normal office business day.	DM	7/1/2017 12/31/2037	Plan 2018 events and activities to bring more shoppers, diners and customers to Downtown Businesses on evenings like Third Thursdays.	Ongoing

Strategic Plan: 2017 Status Update

G.1.4.a. Hutchinson residents and businesses are protected from the negative impacts of flood events.

<u>Strategy</u>	<u>Lead Party</u>	<u>Start Date</u> <u>End Date</u>	<u>Update Narrative</u>	<u>Status</u>
S.1.4.a.1. Develop and implement a new Storm Water Management Master Plan, annual Capital Improvement Program and Green Space Plan.	ENG	3/1/2017 12/31/2017	The Storm Water Master Plan has been developed. Joint CIP projects with Public Works and Engineering have commenced. Our Green Space Plan is still in the planning stages	In Progress
S.1.4.a.2. Continue to collect storm water fees to finance storm water system improvements identified in the Storm Water Management Master Plan.	FIN	3/1/2017 12/31/2037	The collection of storm water fees is ongoing and will continue to be.	Ongoing

G.1.4.b. The City's flood prone areas are community assets that are protected from the adverse impacts of development.

<u>Strategy</u>	<u>Lead Party</u>	<u>Start Date</u> <u>End Date</u>	<u>Update Narrative</u>	<u>Status</u>
S.1.4.b.1. Require flood prone areas to be dedicated as easements as part of new development.	PLAN	7/1/2017 12/31/2017	Floodprone areas are required to be dedicated as part of new subdivision development.	Complete

G.1.4.c. Hutchinson residents are adequately prepared for natural hazards and are protected from the negative impacts of hazard events.

<u>Strategy</u>	<u>Lead Party</u>	<u>Start Date</u> <u>End Date</u>	<u>Update Narrative</u>	<u>Status</u>
S.1.4.c.5. Establish guidelines which outline the City's and residents' responsibilities following an ice storm or wind storm event.	PW	1/31/2017 7/31/2018	The Street Superintendent and Public Works Director attended a Debris Management Planning Course in October 2017 as a first step to developing a Debris Management Plan. Reno County will be a key team member in helping to develop the plan. In 2018, the plan development process will begin assuming that Reno County is interested in participating.	In Progress

Strategic Plan: 2017 Status Update

G.1.5.a. Hutchinson's workforce is well-educated, highly skilled and prepared to work in local businesses and industries.

<u>Strategy</u>	<u>Lead Party</u>	<u>Start Date</u> <u>End Date</u>	<u>Update Narrative</u>	<u>Status</u>
S.1.5.a.1. Improve marketing strategies to promote Hutchinson as a desirable community with a low cost of living.	IT	7/31/2017 12/31/2037	The Communications Specialist position is plugged into all of Hutchinson's marketing partners. We do a great deal of marketing on our TV and YouTube channels, Facebook, Twitter, various website, etc. We regularly attend state wide, regional, and local training and strategy sessions.	Ongoing

G.1.5.b. Attract and grow a wide variety of employers, especially those primary employers that attract sector clusters or generate secondary jobs.

<u>Strategy</u>	<u>Lead Party</u>	<u>Start Date</u> <u>End Date</u>	<u>Update Narrative</u>	<u>Status</u>
S.1.5.b.1. Seek to diversify the economy by developing shovel-ready properties across a wide variety of sectors.	CM	3/1/2017 12/31/2021	City Manager and Mayor serve on a Industrial Site Task Force Team consisting of representatives from City, County, Chamber and business community. Purpose of the task force was to identify potential new industrial site locations. The group initially identified 20 potential locations. The working committee narrowed the list to 10 sites for further study on cost of development. The list was then reduced to 3 potential sites for us to focus on. During 2017 the staff of the City, County and Chamber have been working on a couple specific sites with the focus being primarily on site control. Staff of the City of Hutchinson, City of South Hutchinson, Reno County and the Chamber are studying a few specific locations which involves infrastructure costs and site control options. The work will be ongoing throughout 2018. In addition, Chamber and City Staff are doing groundwork for potential future development of the Airport property for industrial purposes.	In Progress

Strategic Plan: 2017 Status Update

G.1.5.c. Tourism is a strong economic driver and reflects the unique attractions and amenity mix of Hutchinson.

<u>Strategy</u>	<u>Lead Party</u>	<u>Start Date</u> <u>End Date</u>	<u>Update Narrative</u>	<u>Status</u>
S.1.5.c.2. Examine arrangement and timeline for upgrading the Atrium and ensure targets are being met.	CM	4/1/2017 12/31/2018	<p>Atrium-City entered into a facility renovation agreement with the Atrium ownership group in May of 2015. The agreement sets forth terms in which the City will make available 2% of the transient guest tax specifically for projects that involve the renovation or improvement of the Convention Center space. The project/improvements must be approved by the City prior to advancing. The duration of the agreement was five (5) years, although the City has the ability to terminate early should the owner fail to maintain the hotel and restaurant at a level necessary to provide consistent quality service to effectively support the convention center.</p> <p>Status: The City has funded two projects over the past two years. The first project included the replacement of 17 rooftop heating and cooling units for the Convention Center space. The project was completed in 2015 at a cost of \$175,000. The second project completed in December of 2017 was the replacement of carpet throughout the convention center space at a cost of \$221,000. Staff has discussed internally whether the Atrium is fulfilling the performance requirements set forth in the agreement and will be discussing next steps with the City Council in early 2018.</p>	In Progress

G.1.6.b. The City's street network is efficient and well-maintained.

<u>Strategy</u>	<u>Lead Party</u>	<u>Start Date</u> <u>End Date</u>	<u>Update Narrative</u>	<u>Status</u>
S.1.6.b.3. Continue to work on implementing a comprehensive pavement management system to help the City choose cost effective strategies for maintaining the City's streets.	ENG	3/1/2017 12/31/2037	<p>IMS has been contracted for 2018 to assist in evaluating our current Street Program and Pavement Management System. Based on their recommendations our system will be refined. We have been networking with other communities and paving contractors to review their techniques as applicable.</p>	In Progress

Strategic Plan: 2017 Status Update

G.1.6.c. The City's street network accommodates a variety of users (vehicles, cyclists, pedestrians, public transit).

<u>Strategy</u>	<u>Lead Party</u>	<u>Start Date</u> <u>End Date</u>	<u>Update Narrative</u>	<u>Status</u>
S.1.6.c.3. Conduct educational seminars for bicycle and pedestrian safety.	POL	4/1/2017 12/31/2022	The Police Department conducted two seminars for bicycle and pedestrian safety in 2017. One in April at Avenue A school and another in June in conjunction with the bicycle races held in Hutchinson.	In Progress

G.1.6.d. The City has an ample supply of safe water to support residents and industry and can deliver it at a reasonable price.

<u>Strategy</u>	<u>Lead Party</u>	<u>Start Date</u> <u>End Date</u>	<u>Update Narrative</u>	<u>Status</u>
S.1.6.d.4. Replace problem area water mains with new and larger pipes as funds are available, with a goal of replacing three miles per year by 2025.	PW	3/1/2017 12/31/2037	Replaced 5,500 linear feet of 6-inch & 8-inch waterline with 8-inch waterline and replaced 2,800 linear feet of 8-inch waterline with 12-inch waterline in 2017. Total construction cost for the waterline replacement projects was \$1,233,000. Five years of water rate increases were approved by City Council beginning in 2018. The rate increases will help fund waterline replacement projects in the future.	In Progress
S.1.6.d.5. Identify and inventory galvanized and lead water service lines and develop a plan to replace them.	PW	3/1/2017 3/1/2019	Plan to have an estimate of the number of galvanized and lead services by January 2018. Once the estimate is complete, a replacement plan will be developed to eliminate galvanized and lead services on the City's side of the water meter.	In Progress

Strategic Plan: 2017 Status Update

G.1.6.e. The City's sanitary sewer system is in good condition and efficiently conducts and treats waste flows, with the capacity for future growth.

<u>Strategy</u>	<u>Lead Party</u>	<u>Start Date</u> <u>End Date</u>	<u>Update Narrative</u>	<u>Status</u>
S.1.6.e.1. Focus on preventive maintenance and extending the useful life of existing infrastructure.	PW	3/1/2017 12/31/2037	Cleaned 93 miles of sanitary sewer lines...approximately 35% of the total system. Bid a sewer rehab project that will line 3.4 miles of 6-inch to 27-inch diameter sanitary sewer. The project will be completed in 2018 and the construction cost is approximately \$1,500,000. In 2018, a Wastewater Treatment Plant (WWTP) Facility plan will be developed to evaluate and prioritize needed upgrades at the plant. Five years of sewer rate increases were approved by the City Council beginning in 2018. The rate increases will help fund sewer rehab and WWTP projects in the future.	In Progress
S.1.6.e.2. Conduct sewer line inspections to identify root intrusion problems. Continue using chemical root control and preventive maintenance measures.	PW	3/1/2017 12/31/2017	Inspected 2 miles of sanitary sewer lines...approximately 1% of total system. Note that the majority of inspection time was spent on the storm sewer system. Treated 6 miles of sanitary sewer lines for roots.	In Progress

G.1.6.f. Hutchinson's public transportation system succeeds in providing an affordable, safe and easy-to-use means of transportation to all residents, especially to the elderly and to those of low-income, and has ever-increasing ridership.

<u>Strategy</u>	<u>Lead Party</u>	<u>Start Date</u> <u>End Date</u>	<u>Update Narrative</u>	<u>Status</u>
S.1.6.f.1. Coordinate with RCAT to identify locations for fixed-route bus stops, pull-outs, sidewalks and shelters and plan for their installation in conjunction with City street projects and new development proposals.	ENG	3/1/2017 12/31/2037	This strategy is complete and has been a success to implement the Public Transportation Element within the City.	Complete

Strategic Plan: 2017 Status Update

G.1.7.a. Hutchinson has a friendly and predictable development process that generates attractive developments.

<u>Strategy</u>	<u>Lead Party</u>	<u>Start Date</u> <u>End Date</u>	<u>Update Narrative</u>	<u>Status</u>
S.1.7.a.1. Revise the City's zoning ordinance to reduce the number of uses to broad use categories.	PLAN	7/1/2017 12/1/2017	This project is underway. The residential use table has been completed and the Steering Committee met on 12/19/17 to discuss.	In Progress
S.1.7.a.2. Revise the City's zoning ordinance to reduce the number of uses requiring special permitting and to include mitigation measures for as many uses as possible as part of the regulations.	PLAN	7/1/2017 12/1/2017	This project is underway. The residential use table has been completed and the Steering Committee met on 12/19/17 to discuss.	In Progress
S.1.7.a.6. Develop a zoning district to support the Airport and compatible uses.	PLAN	3/1/2017 7/1/2017	This project has been completed. Planning Staff is working with the Airport Manager and the Chamber to market this property.	Complete

G.1.7.b. Hutchinson has plenty of land available to grow into the future.

<u>Strategy</u>	<u>Lead Party</u>	<u>Start Date</u> <u>End Date</u>	<u>Update Narrative</u>	<u>Status</u>
S.1.7.b.1. Work with Reno County to establish extraterritorial jurisdiction, shared jurisdiction, a mandatory annexation zone or some other option that protects the City's borders and allows for expansion to 2037 and beyond.	PLAN	7/1/2017 12/1/2018	Due to staffing constraints, this project has not commenced.	Delayed - Staffing

Strategic Plan: 2017 Status Update

G.2.1.a. Hutchinson has a variety of quality housing across the entire city.

<u>Strategy</u>	<u>Lead Party</u>	<u>Start Date</u> <u>End Date</u>	<u>Update Narrative</u>	<u>Status</u>
S.2.1.a.3. Focus efforts in feature neighborhoods to maximize impact and improve valuation.	PLAN	1/1/2017 12/31/2037	Concentrated work is almost complete in the College Grove and Southwest Bricktown neighborhoods. The Healthy Neighborhoods Initiative is moving into the Farmington Neighborhood, as well as potentially the Lincoln Neighborhood for 2018.	Other
S.2.1.a.4. Change the replacement/new home mobile home standard to "no more than 20 years."	PLAN	7/1/2017 12/1/2017	This strategy will need to be removed, as it is not in compliance with HUD regulations.	Cancelled

G.2.1.b. Hutchinson is a desirable community for residential development, including the area south of 11th Avenue.

<u>Strategy</u>	<u>Lead Party</u>	<u>Start Date</u> <u>End Date</u>	<u>Update Narrative</u>	<u>Status</u>
S.2.1.b.2. Review current regulations for barriers to infill development and discretionary items that increase development costs.	PLAN	7/1/2017 12/31/2018	The Residential Infill Development Study Implementation Plan is underway and has been reviewed by the Steering Committee. Implementation recommendations include adoption of a new Zoning District with lesser setbacks and more flexibility.	In Progress

G.2.1.c. Hutchinson residents take pride in their neighborhoods and feel confident about the housing market.

<u>Strategy</u>	<u>Lead Party</u>	<u>Start Date</u> <u>End Date</u>	<u>Update Narrative</u>	<u>Status</u>
S.2.1.c.3. Provide ongoing housing and neighborhood education, offering residents opportunities to learn about a variety of housing topics.	PLAN	1/1/2017 12/31/2037	Through a grant with the Hutchinson Community Foundation, 6 educational seminars were offered in 2017. The Department has budgeted for educational workshops for 2018, with a goal of offering one per quarter.	Complete & Ongoing

Strategic Plan: 2017 Status Update

G.2.3.a. Key City entrances and corridors are attractive and inviting.

<u>Strategy</u>	<u>Lead Party</u>	<u>Start Date</u> <u>End Date</u>	<u>Update Narrative</u>	<u>Status</u>
S.2.3.a.1. Conduct periodic First Impression Surveys to monitor progress toward meeting aesthetic goals.	PLAN	5/1/2017 12/31/2037	A first impression survey was developed and distributed as part of the Brew Fest. Additional surveys will be included as part of upcoming events.	In Progress

G.2.4.b. Hutchinson residents are strong and hardy, reflecting our prairie heritage.

<u>Strategy</u>	<u>Lead Party</u>	<u>Start Date</u> <u>End Date</u>	<u>Update Narrative</u>	<u>Status</u>
S.2.4.b.1. Conduct ongoing education efforts with Law Enforcement and Fire personnel in Crisis Intervention skills when dealing with Mental Health Consumers, Drug Offenders and the Homeless.	POL	6/30/2017 12/31/2037	The majority of officers of the Hutchinson Police department have completed Crisis Intervention Training (CIT). We are in the process of scheduling this training in 2018 for those that have not received it yet. This will be an ongoing process due to the amount of turnover we are experiencing.	Ongoing

G.3.1.a. Hutchinson Parks are accessible, safe and attractive for all residents.

<u>Strategy</u>	<u>Lead Party</u>	<u>Start Date</u> <u>End Date</u>	<u>Update Narrative</u>	<u>Status</u>
S.3.1.a.4. Develop trail connections between City parks.	PARKS	3/1/2017 12/31/2037	In 2017, the Parks Department performed maintenance on existing trails and began the design phase of a trail connection between Orchard Park and Dillon Nature Center. Also, in 2017, the Parks Director engaged the Vitality Team, a group of Reno County citizens who promote healthy and active living, to prioritize and develop strategies to extend GVI trail west from Plum St to Monroe St. This section of trail will be a key part of connecting 2 of our existing trails, the GVI trail and the Jim Martinez trail.	In Progress

Strategic Plan: 2017 Status Update

G.3.4.a. Hutchinson's open spaces serve the ecological, economic and aesthetic needs of the City.

<u>Strategy</u>	<u>Lead Party</u>	<u>Start Date</u> <u>End Date</u>	<u>Update Narrative</u>	<u>Status</u>
S.3.4.a.1. As part of the Stormwater Master Plan: 1) establish regulations that encourage multi-use stormwater management areas which utilize alternative practices such as bioswales and rain gardens and 2) allow dual-use parks/storm drainage facilities (see strategy S.3.1.a.1).	ENG	3/1/2017 7/1/2017	Strides have been made in this strategy but it will be a living document and consistent effort. We look forward to the coming year for additional implementation.	In Progress

Strategic Plan: 2018

Strategy	Lead Department	Start Complete	Budget Estimate	Council Direction
S.1.3.b.1 Provide Spanish language brochures and/or website information for the City's major programs.	CM	1/1/2018 7/15/2019	\$11,000	
S.1.5.a.2 Partner with local school districts and private schools, as well as Hutchinson Community College, to improve educational attainment in Hutchinson.	CM	1/1/2018 12/31/2037	\$12,000	
S.2.3.b.2 Create a Contextual Plan that would utilize public art as a tool for reinforcing community identity.	CM	1/1/2018 6/1/2019	\$8,000	
S.3.1.a.2 Prioritize parks and open space acquisition as part of the City's Capital Improvement Program (CIP).	CM	4/1/2018 12/31/2018	\$75,000	
S.1.2.a.1 Promote more residential living spaces and live/work units Downtown.	DM	7/31/2018 12/31/2020	\$75,000	
S.1.4.b.2 Conduct a study to determine the feasibility of conversion of existing storm water system components (i.e., drainage canals, storm drain basins) into dual use facilities to enhance the City's recreation network.	ENG	1/1/2018 12/31/2018	\$80,000	
S.1.5.c.3 Improve pedestrian access and connectivity in areas near hotels and tourist attractions by including such improvements in the CIP.	ENG	1/1/2018 12/31/2037	\$150,000	
S.1.6.b.1 Draft a policy to address the timing requirements and payment responsibilities for new street infrastructure.	ENG	1/1/2018 12/31/2018	\$0	
S.1.6.b.2 Evaluate traffic signal timing and warrants to keep up with changing traffic patterns.	ENG	1/1/2018 12/31/2037	\$30,000	
S.1.6.b.5 Maintain or increase CIP funding levels for streets.	ENG	1/1/2018 12/31/2037	\$1,000,000	
S.1.6.c.1 Continue to evaluate the need and feasibility for incorporating bicycle and pedestrian facilities in all street construction, reconstruction and redesign projects.	ENG	1/1/2018 12/31/2037	\$500,000	

Strategic Plan: 2018

Strategy	Lead Department	Start Complete	Budget Estimate	Council Direction
S.1.6.d.1 To protect water quality, explore changes to the city code to: 1) reduce the amount of impervious pavement required for new development, and 2) reduce the amount of storm water runoff onto into City streets and storm drains.	ENG	1/1/2018 12/31/2037	\$25,000	
S.1.5.c.1 Explore increasing the transient guest tax to raise revenues for marketing tourism, reduce expenditures from the General Fund and give attractions a facelift.	FIN	1/1/2018 12/31/2020	\$500	
S.3.3.a.1 Establish a performance reporting program, measuring return on investment for all Hutchinson community assets receiving City funding.	FIN	1/1/2018 12/31/2037	\$5,000	
S.1.3.b.2 Offer incentive pay for City employees qualified to serve as interpreters and translators.	HUM	1/1/2018 12/31/2018	\$12,000	
S.1.3.a.1 Reduce barriers to economic development, including building and fire code barriers.	INS	1/1/2018 12/31/2018	\$500	
S.2.1.a.1 Develop a targeted demolition plan that maximizes reuse of properties.	INS	1/1/2018 6/30/2018	\$5,000	
S.1.6.g.1 Develop an Airport Business Plan to include: 1) Marketing and outreach; 2) Identification of the Airport as a key Gateway for the City; 3) Establishment of fees for heavy aircraft; and 4) A long-term strategy for Airport sustainability.	PARKS	1/1/2018 12/31/2019	\$50,000	
S.3.1.a.1 Develop a parks master plan to: 1) ensure adequate parkland is set aside in new subdivisions; 2) develop a strategy for parks and open space acquisition for infill areas; 3) consider the option of dual-use parks/storm drainage facilities; 4) include park safety design standards for existing and future parks; 5) establish aesthetic standards for parks; and 6) consider surrounding land uses when acquiring future park space	PARKS	1/1/2018 7/1/2019	\$50,000	

Strategic Plan: 2018

Strategy	Lead Department	Start Complete	Budget Estimate	Council Direction
S.3.1.a.3 Work with school districts to enhance public use of playgrounds.	PARKS	7/1/2018 7/1/2019	\$5,000	
S.3.4.b.5 Raise awareness of Hutchinson's tradition as a designated Tree City USA.	PARKS	1/1/2018 12/31/2019	\$1,000	
S.1.1.a.2 Explore providing funding in the City's budget for ongoing preservation consultation services to assist property owners with compliance with historic standards.	PLAN	1/1/2018 8/1/2018	\$5,000	
S.1.2.a.3 Conduct educational seminars for Downtown property owners on tax credits, building codes and other issues of interest and actively lobby for retaining tax credits at the state level.	PLAN	1/1/2018 12/31/2022	\$500	
S.1.4.c.3 Revise City Regulations to ensure that drilling of oil wells and fracking are not allowed within the city limits.	PLAN	1/1/2018 12/1/2018	\$0	
S.1.4.c.4 Modify landscaping regulations to encourage xeriscaping and drought tolerant, low water use plantings in public and private landscaping projects to conserve water and mitigate the impact of droughts.	PLAN	1/1/2018 12/31/2018	\$5,000	
S.1.7.a.3 Eliminate ambiguous zoning districts – EN, CR, C-3 & I-2 – in order to reduce the number of nonconforming uses and clarify the status of these properties.	PLAN	1/1/2018 12/1/2018	\$500	
S.2.1.b.1 Implement the recommendations of the Infill Development Study.	PLAN	1/1/2018 1/1/2019	\$10,000	
S.2.1.c.1 Map all neighborhood boundaries within the City.	PLAN	1/1/2018 6/1/2018	\$0	
S.2.1.c.2 Create a Neighborhood Development Plan that provides an outline for neighborhood revitalization and includes tools for healthier neighborhoods to use to remain healthy.	PLAN	1/1/2018 7/1/2018	\$500	

Strategic Plan: 2018

Strategy	Lead Department	Start Complete	Budget Estimate	Council Direction
S.2.4.a.1 Invite medical professionals to join or participate in City commissions and initiatives.	PLAN	7/1/2018 12/31/2037	\$0	
S.2.4.a.3 Facilitate active living through development design requirements.	PLAN	7/1/2018 12/31/2019	\$0	
S.3.2.b.3 Develop a sidewalk connection incentive plan for new development, allowing for reductions in parking requirements or other incentives where sidewalks are constructed beyond the frontage of the development property.	PLAN	7/1/2018 12/31/2018	\$5,000	
S.1.6.b.9 Explore winter projects to maximize the use of available City personnel.	PW	1/1/2018 12/31/2037	\$500	
S.1.6.d.2 To improve water infrastructure condition, plan for gradual, moderate annual increases in user rates to keep up with maintenance costs and major capital improvements.	PW	1/1/2018 12/31/2037	\$1,000	
S.1.6.d.7 Develop a water utility pro forma that can be updated by staff that includes capital improvement projects, revenues, reserve funding, bonds and salaries to estimate rates and spread out increases over time. (This could be done in conjunction with Strategy S.1.6.e.7.)	PW	1/1/2018 12/31/2018	\$0	
S.1.6.e.7 Develop a sanitary sewer pro forma that can be updated by staff that includes capital improvement projects, revenues, reserve funding, bonds and salaries to estimate rates and spread out increases over time. (This could be done in conjunction with Strategy S.1.6.d.7.)	PW	1/1/2018 12/31/2018	\$0	

Strategic Plan: 2019

Strategy	Lead Department	Start Complete	Budget Estimate	Council Direction
S.2.5.b.3 Partner with local school districts and HCC to promote civic engagement and recruit the public employee workforce for tomorrow.	CC	1/1/2019 12/31/2037	\$30,000	
S.2.3.b.1 Develop a community brand.	CM	10/1/2019 10/1/2020	\$12,000	
S.1.1.a.3 Explore updating the Downtown Design Guidelines.	DM	1/1/2019 12/31/2019	\$30,000	
S.1.6.a.2 Explore options and financing sources for improving the safety of railroad crossings with upgrades to signage, signals, gates, pavement design, pavement markings and geometric design.	ENG	1/1/2019 12/31/2037	\$50,000	
S.1.6.b.7 Consider using special inspectors for oversight of street projects constructed by private contractors to ensure work is held to a high standard.	ENG	1/1/2019 12/31/2037	\$240,000	
S.1.6.c.2 Improve truck route and engine brake ordinance signage.	ENG	1/1/2019 12/31/2020	\$20,000	
S.3.2.a.2 Consider a dedicated bike and pedestrian improvement funding source that is proportional to street improvement funding.	ENG	1/1/2019 8/1/2019	\$50,000	
S.1.4.c.1 Conduct a fire hazard education program to inform residents and businesses about prairie fire risks and prevention measures.	FIRE	3/1/2019 12/31/2037	\$500	
S.2.2.a.1 Conduct a community risk and hazard analysis.	FIRE	1/1/2019 12/31/2019	\$5,000	
S.2.2.a.3 Provide a 3 to 5 year strategic plan focused on specific Fire Department goals and objectives that communicate the manpower and resources required to protect the community. This should include budget and funding considerations.	FIRE	1/1/2019 12/31/2019	\$30,000	
S.2.2.b.1 Remove complaint only enforcement of key property maintenance and zoning codes. Require all properties to maintain a minimum standard of safety.	INS	10/1/2019 12/31/2037	\$500	

Strategic Plan: 2019

Strategy	Lead Department	Start Complete	Budget Estimate	Council Direction
S.2.4.a.2 Test pilot the use of outdoor exercise equipment in City parks. If successful, promote inclusion of exercise equipment and classes in parks & trails programming.	PARKS	7/1/2019 7/31/2020	\$75,000	
S.1.6.b.1 To reduce infrastructure costs per development, explore amendments to the zoning and subdivision regulations to encourage more compact development patterns.	PLAN	1/1/2019 12/31/2022	\$0	
S.1.7.a.4 Simplify the City's landscape regulations.	PLAN	1/1/2019 12/1/2019	\$5,000	
S.1.7.a.5 Revise existing parking standards to meet both the needs of vehicles and pedestrians.	PLAN	1/1/2019 7/31/2019	\$4,000	
S.1.7.b.2 Develop a utility extension and annexation policy.	PLAN	1/1/2019 12/31/2019	\$500	
S.2.4.b.2 Remove regulatory barriers for placement of adult day care, treatment facilities and recovery homes in the community.	PLAN	6/1/2019 6/1/2020	\$0	
S.2.2.a.2 Explore a variety of patrol development strategies based upon analytical data in an effort to reduce and prevent crime.	POL	1/1/2019 3/31/2019	\$80,000	
S.1.4.c.6 Establish a City-wide water conservation policy including the option for mandatory water use restrictions during summer months and during droughts.	PW	1/1/2019 12/31/2019	\$500	
S.1.6.b.8 To improve output and save costs, consider employing the use of City personnel and City equipment on street projects, including reconstructions, mill and overlays and alley maintenance.	PW	1/1/2019 12/31/2037	\$30,000	
S.1.6.d.3 Prioritize the replacement and upgrade of critical water infrastructure to reduce service interruptions and to increase fire protection.	PW	1/1/2019 12/31/2037		
S.1.6.e.3 Develop a Fats, Oil and Grease (FOG) program.	PW	1/1/2019 12/31/2019	\$30,000	

Strategic Plan: 2019

Strategy	Lead Department	Start Complete	Budget Estimate	Council Direction
S.1.6.e.4 Conduct an infiltration and inflow (I & I) study to identify areas with excessive I & I problems.	PW	1/1/2019 12/31/2019		
S.1.7.c.2 Fund a brine well study that identifies locations of abandoned wells and contains a mitigation plan and proposed funding sources in order to foster redevelopment in these areas.	PW	1/1/2019 12/31/2020	\$75,000	