

ED: ECONOMIC DEVELOPMENT

OBJECTIVE	ACTION	TIME-LINE	TYPE	RESPONSIBLE PARTY	PARTNER(S)	RESOURCES
GOAL ED-1: ATTRACT, RETAIN, AND EXPAND COMMERCIAL AND INDUSTRIAL BUSINESSES						
ED-1-A: Establish a business-friendly environment	ED-1-A-i: Develop new and expand existing relationships with economic development partners, such as colleges, school districts, non-profits, and lenders to provide resources to support business growth	Short/Ongoing	Task	Chamber, CED	Simpson, Schools	City staff time
	ED-1-A-ii: Identify workforce development needs to satisfy market demands	Short/Ongoing	Task	Chamber	CED	Economists, IWD
	ED-1-A-iii: Develop financial incentives to support business development	Short/Ongoing	Code/Policy	CED	Chamber	IEDA
	ED-1-A-iv: Review site development and business licensing procedures to identify opportunities to streamline applications and reduce review timelines	Short	Code/Policy	CED	Chamber, Developers	City staff time
	ED-1-A-v: Use land use and zoning regulations in a variety of scenarios, including mixed uses and home-based businesses, to attract diverse business	Medium	Code/Policy	CED	Chamber	City staff time
	ED-1-A-vi: Maintain use of landscaped buffers between incompatible land uses	Ongoing	Code/Policy	CED	Businesses	City staff time
	ED-1-A-vii: Develop a code that uses architecture and urban design to establish compatibility between existing and future land uses	Short	Code/Policy	CED	Chamber	Urban Designers

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ED-1-B: Proactively seek new businesses that will diversify and strengthen the economy	ED-1-B-i: Identify sites suitable for new restaurants and market those sites to restaurateurs	Short	Task	CED	Chamber, HP	City staff time
	ED-1-B-ii: Work with the Iowa Economic Development Authority to designate “Certified Sites” which are ready for industrial development	Short	Task	CED	Chamber	IEDA
	ED-1-B-iii: Identify sites suitable for new, licensed, child day care centers and market those to existing and future providers	Short	Task	CED	Chamber, HP, IEDA	City staff time, IDHS, CDBG
	ED-1-B-iv: Establish a business incubator	Medium	Task	Chamber	CED, HP	Funding
GOAL ED-2: ENCOURAGE AND SUPPORT LOCAL BUSINESSES						
ED-2-A: Use citywide marketing to promote tourism and local businesses	ED-2-A-i: Develop a brand and update the logo for the city (<i>Downtown Assessment Visit Report</i>)	Short	Task	CED	Chamber, HP	DAVR, graphic designer, marketing professional
	ED-2-A-ii: Use the brand and logo in marketing (e.g. signage, maps, website, social media, individual business marketing, etc.)	Short/Ongoing	Task	Chamber	CED	DAVR
	ED-2-A-iii: Use public relations to generate interest in downtown (e.g. interesting facts, business owner profiles, historical anniversaries, etc.) (<i>Downtown Assessment Visit Report</i>)	Short/Ongoing	Task	Chamber	CED	DAVR
	ED-2-A-iv: Establish a Convention & Visitors Bureau and hire a Tourism Director (<i>Downtown Assessment Visit Report</i>)	Short	Task	Council	Chamber	DAVR, hotel/motel tax

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ED-2-A: Use citywide marketing to promote tourism and local businesses	ED-2-A-v: Use existing services (e.g. Travel Iowa, Google Maps, etc.) to promote local businesses and special events (<i>Downtown Assessment Visit Report</i>)	Short/Ongoing	Task	Chamber	CED	DAVR, Travel Iowa
ED-2-B: Encourage entrepreneurship and support of local businesses development	ED-2-B-i: Establish grant programs that can assist with local business startups and expansion (<i>Downtown Assessment Visit Report</i>)	Medium	Task	CED	Chamber	DAVR
	ED-2-B-ii: Establish educational, mentorship, and networking programs (<i>Downtown Assessment Visit Report</i>)	Short	Task	Chamber	CED, HP	DAVR
ED-2-C: Review zoning codes and ordinances to make sure that they are up-to-date with current development best practices (DAVR)	ED-2-C-i: Develop architectural standards to improve building appearance	Short	Code/Policy	CED	Chamber	Architects
	ED-2-C-ii: Incorporate more landscaping and streetscaping standards to improve views from roadway and walkability of neighborhoods	Short	Code/Policy	CED	Chamber	DAVR, SGA
GOAL ED-3: MAKE THE DOWNTOWN SQUARE A VIBRANT AND ACTIVE RETAIL NODE						
ED-3-A: Create a downtown identity and unique sense of place	ED-3-A-i: Create a customized brand and logo specifically for the downtown square, but which relates to the city logo	Short	Task	DSA	CED, Chamber, HP	DAVR, Main Street
	ED-3-A-ii: Explore shared marketing campaigns, including print, radio, and social media (<i>Downtown Assessment Visit Report</i>)	Short	Task	DSA	CED	DAVR, Main Street

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OBJECTIVE	ACTION	TIME-LINE	TYPE	RESPONSIBLE PARTY	PARTNER(S)	RESOURCES
ED-3-A: Create a downtown identity and unique sense of place	ED-3-A-iii: Market the downtown square in special events throughout the city (<i>Downtown Assessment Visit Report</i>)	Short	Task	DSA	Chamber	DAVR, Main Street
	ED-3-A-iv: Establish a standard of cross-promotion	Short	Task	DSA	Chamber	DAVR, Main Street
	ED-3-A-v: Install public art (e.g. murals, sculptures, interactive exhibits, selfie stations, etc.) to support the brand and establish a unique sense of place (<i>Downtown Assessment Visit Report</i>)	Medium	CIP	DSA	CED, HP	DAVR, Main Street
ED-3-B: Develop the downtown streetscape described in the City Square Master Plan	ED-3-B-i: Implement a customized wayfinding system that includes signage from Highway 92 and Highway 65 (modified from <i>City Square Master Plan</i>)	Medium	CIP	DSA	CED, Chamber, HP	CSMP
	ED-3-B-ii: Explore unique design elements for the wayfinding system that could include archway/gateway elements (<i>City Square Master Plan</i>)	Medium	Task	DSA	CED, HP	CSMP
	ED-3-B-iii: Implement a phased approach to extend the common design elements of the streetscape into other areas of the downtown (<i>City Square Master Plan</i>)	Long	Task	DSA	CED	CSMP
	ED-3-B-iv: Pursue grant funding opportunities to finance the streetscape enhancement project (<i>City Square Master Plan</i>)	Short	Task	DSA	CED, Chamber, HP	CSMP
	ED-3-B-v: Allow for outdoor dining and limited outdoor sales (<i>City Square Master Plan</i>)	Short	Code/Policy	CED	DSA, Chamber	CSMP

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OBJECTIVE	ACTION	TIME-LINE	TYPE	RESPONSIBLE PARTY	PARTNER(S)	RESOURCES
ED-3-C: Use special events to draw people to the square	ED-3-C-i: Use North Howard Street as a community gathering space in conjunction with the new Justice Center (<i>City Square Master Plan</i>)	Medium	Task	CED	DSA	CSMP
	ED-3-C-ii: Establish an event committee for keeping the square programmed throughout the year (<i>Downtown Assessment Visit Report</i>)	Medium	Task	DSA	Chamber	DAVR, Main Street
	ED-3-C-iii: Create a new signature event in downtown (<i>Downtown Assessment Visit Report</i>)	Medium	Task	DSA	Chamber	DAVR, Main Street
	ED-3-C-iv: Support businesses ability to host experiential events to draw customers (<i>Downtown Assessment Visit Report</i>)	Short	Task	DSA	Chamber	DAVR, Main Street
ED-3-D: Support an ongoing downtown businesses association	ED-3-D-i: Meet on a monthly basis (<i>Downtown Assessment Visit Report</i>)	Ongoing	Task	DSA	Chamber	DAVR, IEDA, Main Street
	ED-3-D-ii: Establish an email distribution list for businesses and support organizations, including a city representative (<i>Downtown Assessment Visit Report</i>)	Ongoing	Task	DSA	Chamber	DAVR, IEDA, Main Street
	ED-3-D-iii: Offer regular tours of each business (<i>Downtown Assessment Visit Report</i>)	Ongoing	Task	DSA	Chamber	DAVR
	ED-3-D-iv: Develop goals and action plans for the downtown square business association (<i>Downtown Assessment Visit Report</i>)	Short	Task	DSA	Chamber	DAVR

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OBJECTIVE	ACTION	TIME-LINE	TYPE	RESPONSIBLE PARTY	PARTNER(S)	RESOURCES
GOAL ED-4: ENHANCE AND STABILIZE THE HISTORIC VALUE OF THE DOWNTOWN SQUARE AND HISTORIC BUILDINGS CITYWIDE						
ED-4-A: Offer programs for building maintenance, restoration, preservation and revitalization	ED-4-A-i: Apply for a Community Catalyst Building Remediation Grant to spur further development (Downtown Assessment Visit Report)	Medium	Task	DSA	CED, IEDA	ComCatGrant, SHPO
	ED-4-A-ii: Consider applying for a CDBG Downtown Revitalization Fund grant from the Iowa Economic Development Authority for historically sensitive façade improvements (Downtown Assessment Visit Report)	Medium	Task	DSA	CED, Chamber, IEDA	CDBG, SHPO
	ED-4-A-iii: Reinstate the former Façade Grant program, possibly modifying program parameters to meet current needs, including business signage (Downtown Assessment Visit Report)	Short	Code/Policy	CED	DSA, IEDA	Recurring Funding Source, RemLoan, TIF
	ED-4-A-iv: Research minimum maintenance agreements to assist with deferred maintenance issues (Downtown Assessment Visit Report)	Short	Code/Policy	CED	DSA	City staff time
ED-4-B: Enhance physical connections with adjacent buildings and neighborhoods	ED-4-B-i: Establish design and landscaping standards to create a desired transition in aesthetic between the Downtown Square and surrounding area	Medium	Code/Policy	CED	DSA	City staff time

HN: HOUSING & NEIGHBORHOODS

OBJECTIVE	ACTION	TIME-LINE	TYPE	RESPONSIBLE PARTY	PARTNER(S)	RESOURCES
GOAL HN-1: PROVIDE A VARIETY OF ATTRACTIVE HOUSING OPTIONS FOR RESIDENTS, ACCOMMODATING ALL INCOME LEVELS AND IN ALL STAGES OF LIFE						
HN-1-A: Increase the availability of housing targeted toward households earning more than the city's median income	HN-1-A-i: Consider tax abatement for new housing over a particular price point	Short	Code/Policy	CED	Developers	City Staff Time
	HN-1-A-ii: Consider tax abatement for renovations and upgrades to housing over a particular price point	Short	Code/Policy	CED	Neighborhoods	City Staff Time
HN-1-B: Ensure the housing stock is safe and attractive	HN-1-B-i: Establish property maintenance standards that address safety, maintenance, parking, and aesthetics	Short	Code/Policy	CED	Neighborhoods, Building, Police, Fire	City Staff Time
	HN-1-B-ii: Develop a policy for identification, notification, and required compliance timeline for properties that are in violation	Short	Code/Policy	CED	Building, Neighborhoods, Police, Fire	City Staff Time
	HN-1-B-iii: Consider a forgivable loan program for safety and repair of exterior elements that could compromise the health and well-being of the occupants, such as roofs, windows, and doors	Medium	Code/Policy	CED	Building, Neighborhoods, Habitat	Recurring Funding Source, CDBG
	HN-1-B-iv: Partner with nonprofit agencies to provide residential clean up, maintenance, and repair services	Medium	Task	CED	Nonprofits, Neighborhoods, HP, Habitat	City Staff Time

HN: HOUSING & NEIGHBORHOODS

OBJECTIVE	ACTION	TIME-LINE	TYPE	RESPONSIBLE PARTY	PARTNER(S)	RESOURCES
HN-1-B: Ensure the housing stock is safe and attractive	HN-1-B-v: Develop an official neighborhood association program in which residents can organize and be recognized by the City as representatives for their neighborhoods	Medium	Task	CED	Neighborhoods, HP	City Staff Time
	HN-1-B-vi: Create a neighborhood improvement mini-grant program for neighborhood associations to be awarded funds for beautification and improvement projects on public property	Medium	Code/Policy; CIP	CED	Neighborhoods, HP	Recurring Funding Source
	HN-1-B-vii: Establish building and site design criteria for multifamily development and major modifications to existing developments	Short	Code/Policy	CED	Developers	City Staff Time
HN-1-C: Expand the variety of housing types	HN-1-C-i: Create a mixed use zoning district for the area surrounding downtown and for neighborhoods (Neighborhood Mixed Use) that allows for a combination of residential and limited office or limited retail uses	Medium	Code/Policy	CED	Neighborhoods, DSA	SGA, APA
	HN-1-C-ii: Create a mixed use zoning district for transportation nodes and corridors (Community Mixed Use) that allows for medium/high density residential, office, and commercial use	Medium	Code/Policy	CED	Neighborhoods, Developers	SGA, APA
	HN-1-C-iii: Amend the zoning code to allow for accessory dwelling units in existing neighborhoods and new developments	Short	Code/Policy	CED	Neighborhoods	SGA, APA

HN: HOUSING & NEIGHBORHOODS

OBJECTIVE	ACTION	TIME-LINE	TYPE	RESPONSIBLE PARTY	PARTNER(S)	RESOURCES
HN-1-C: Expand the variety of housing types	HN-1-C-iv: Amend the subdivision and zoning regulations to allow for smaller lot sizes and smaller setbacks	Medium	Code/Policy	CED	Developers	SGA, APA
	HN-1-C-v: Amend the zoning and subdivision regulations to allow for cluster development techniques, particularly for the purpose of preservation of natural areas, provision of parks or open space, or urban agricultural uses	Short	Code/Policy	CED	Developers	SGA, APA
	HN-1-C-vi: Evaluate the potential of tiny housing and various cooperative housing models	Short	Task	CED	Developers	SGA, APA
	HN-1-C-vii: Promote mixed-density housing developments (for example, a combination of single-family detached and multi-family designed to complement each other)	Short	Task	CED	Developers, IEDA	SGA, APA, WHTC

TR: TRANSPORTATION

OBJECTIVE	ACTION	TIME-LINE	TYPE	RESPONSIBLE PARTY	PARTNER(S)	RESOURCES
GOAL TR-1: ENABLE ALL AGES AND ABILITIES TO MOVE ABOUT THE CITY WITHOUT THEIR OWN VEHICLE						
TR-1-A: Develop a non-motorized connectivity for transportation purposes	TR-1-A-i: Adopt a complete streets policy by 2021	Short	Code/Policy	Streets	CED	NCSC, ITE, DMAMPO
	TR-1-A-ii: Develop trails that separate bicyclists and pedestrians from the roadway and connect trip ends to commercial, residential, educational, and recreational destinations	Ongoing	CIP	Streets	P&R	SUDAS, TAP, SRT, FRT
	TR-1-A-iii: Develop codes or polices to provide end of trip bicycle facilities, such as bicycle parking in compliance with guidelines provided by the Association of Pedestrian and Bicycle Professionals	Short	Code/Policy	CED	CED, P&R	APBP
	TR-1-A-iv: Evaluate the need for sidewalks and crosswalks where currently lacking and in new developments	Short	Task	Streets	Schools	TAP
	TR-1-A-v: Prepare a bicycle and pedestrian master plan covering engineering, education, enforcement, encouragement, equity, and evaluation of the system	Medium	Task	Streets	Parks	Bike League, NACTO Bike, Rural Bike
TR-1-B: Support motorized travel without individual motorized vehicle ownership	TR-1-B-i: Create a city licensing system to enable transportation network companies to provide on-call transportation services (e.g. ride share)	Short	Code/Policy	CED	Businesses, IEDA	City Staff Time, CLET

TR: TRANSPORTATION

OBJECTIVE	ACTION	TIME-LINE	TYPE	RESPONSIBLE PARTY	PARTNER(S)	RESOURCES
TR-1-B: Support motorized travel without individual motorized vehicle ownership	TR-1-B-ii: Revise the zoning code to establish licensing requirements and specify parking areas for car-share programs	Medium	Code/Policy	CED	Businesses	City Staff Time
	TR-1-B-iii: Advertise the option of DART's RideShare Vanpooling program and provide a park and ride location(s)	Short	Task	Streets	DART, CED	DART
	TR-1-B-iv: Coordinate with DART to extend the Heart of Iowa Regional Transit Agency (HIRT) operating hours to include the evenings and weekend	Short	Task	Streets	DART	City Staff Time
	TR-1-B-v: Coordinate with DART to evaluate the potential of bus service to Des Moines	Short	Task	Streets	DART	City Staff Time
GOAL TR-2: CONTINUE TO EXPAND AND IMPROVE THE STREET NETWORK TO IMPROVE TRANSPORTATION SAFETY, EFFICIENCY, EQUITABLE MOBILITY, AND ESTABLISH COMMUNITY CHARACTER						
TR-2-A: Evaluate existing roadways and make necessary improvements	TR-2-A-i: Create a pavement management plan to guide road repairs	Short	Task	Streets	CED	Engineers
	TR-2-A-ii: Create a detailed transportation system master plan	Medium	Task	Streets	CED, Residents	APA, ITE
	TR-2-A-iii: Identify problematic areas and necessary improvements	Short	Task	Streets	Iowa DOT	SUDAS, TEAP
	TR-2-A-iv: Continue coordination with the Iowa DOT on signal operation	Ongoing	Task	Streets	Iowa DOT	City Staff Time

TR: TRANSPORTATION

OBJECTIVE	ACTION	TIME-LINE	TYPE	RESPONSIBLE PARTY	PARTNER(S)	RESOURCES
TR-2-A: Evaluate existing roadways and make necessary improvements	TR-2-A-v: Evaluate the sidewalk network for gaps and the need for improved crossings, with focus on areas near schools and community services	Short	Task	Streets	Schools, P&R	SRTS, TAP
	TR-2-A-vi: Evaluate the bicycle network for gaps, with focus on connections to commercial, residential, educational, and recreational destinations and recommend improvements	Medium	Task	Streets	Schools, P&R	Bike League, NACTO Bike, Rural Bike
	TR-2-A-vii: Consider Intelligent Transportation Systems (ITS) to improve the transportation network	Short	Task	Streets	Police, Fire, Residents	USDOT
TR-2-B: Promote development of a grid street network	TR-2-B-i: Extend streets into priority growth areas while maintaining a grid pattern	Long	CIP	Streets	CED	SUDAS, RISE
	TR-2-B-ii: Prioritize the extension of Hoover Street between Country Club Road and US Highway 65/69	Medium	CIP	Streets	Residents	SUDAS
	TR-2-B-iii: Require all streets in new subdivisions to be connected whenever feasible (natural features and the built environment may necessitate cul-de-sacs or looped roadways)	Ongoing	Code/Policy	Streets	CED	SUDAS
	TR-2-B-iv: Adopt access management plans for the existing and future arterial streets to maintain the capacity of those streets	Ongoing	Code/Policy	Streets	Businesses	SUDAS

TR: TRANSPORTATION

OBJECTIVE	ACTION	TIME-LINE	TYPE	RESPONSIBLE PARTY	PARTNER(S)	RESOURCES
TR-2-B: Promote development of a grid street network	TR-2-B-v: Prioritize the development of access management plans for East Hillcrest Avenue and Hoover Street	Short	CIP	Streets	Businesses	SUDAS
	TR-2-B-vi: Manage access to Highways 92 and 65/69 for new development and redevelopment	Ongoing	Code/Policy	Streets	DOT	SUDAS
TR-2-C: Use the street design to establish a character for the city and neighborhoods	TR-2-C-i: Bury utilities with all new development and with redevelopment whenever possible	Ongoing	Code/Policy	IMU	Streets	SUDAS
	TR-2-C-ii: Follow tree planting guidelines to ensure that street trees will not interfere with utilities, sidewalks, or the adjacent roadway	Ongoing	Code/Policy	Streets	CED, P&R, IMU	SUDAS
	TR-2-C-iii: Plant street trees adjacent to all publicly-owned properties whenever possible	Short	CIP	Streets	CED, P&R	Recurring Funding Source
	TR-2-C-iv: Adopt a zoning overlay to establish the parkway design guidelines	Short	Code/Policy	CED	Streets	APA
	TR-2-C-v: Develop and use Complete Streets and traffic calming polices and design guidelines for new streets and rehabilitation of existing streets	Short	Code/Policy	Streets	CED	ITE, NCSC, DMAMPO

CS: COMMUNITY SERVICES

OBJECTIVE	ACTION	TIME-LINE	TYPE	RESPONSIBLE PARTY	PARTNER(S)	RESOURCES
GOAL CS-1: PROVIDE HIGH QUALITY EDUCATION AT ALL LEVELS FOR ALL MEMBERS OF THE COMMUNITY						
CS-1-A: Ensure that high school students are prepared for college, post-secondary training, or the workforce	CS-1-A-i: Maintain AP course offerings, concurrent credit courses, and partnership with the DMACC Career Academy	Short	Task	Schools	DMACC	School Budget, IDE
	CS-1-A-ii: Increase career technical education course opportunities and partnerships such as registered apprenticeships and school-to-work programs	Short	Task	Schools	Chamber, Businesses, HP	School Budget
CS-1-B: Enrich the workforce	CS-1-B-i: Increase and promote a diversity of trainings, classes, and certifications	Medium	Task	Administration	DMACC, Library, P&R	IDHS, IWD, IDE
	CS-1-B-ii: Offer mentoring programs for personal and professional development	Medium	Task	Chamber	Businesses, HP	Recurring Funding, Volunteerism
	CS-1-B-iii: Support businesses associations and networking programs, including city representatives on committees	Short	Task	Chamber	Businesses, CED	City Staff Time
CS-1-C: Promote and accommodate lifelong learning	CS-1-C-i: Allow businesses to incorporate on-site child care	Short/Ongoing	Code/Policy	CED	Businesses, IEDA	IDHR, CDBG
	CS-1-C-ii: Consider pre-school programming through the City	Medium	Task	P&R	Schools, DMACC	IDE

CS: COMMUNITY SERVICES

OBJECTIVE	ACTION	TIME-LINE	TYPE	RESPONSIBLE PARTY	PARTNER(S)	RESOURCES
CS-1-C: Promote and accommodate lifelong learning	CS-1-C-iii: Provide retirement age and senior classes	Short	Task	P&R	DMACC	Recurring Funding, Volunteerism
GOAL CS-2: CONTINUALLY AIM TO IMPROVE PUBLIC COMMUNITY SERVICES						
CS-2-A: Improve and expand local library facilities and operations	CS-2-A-i: Expand library spaces to accommodate entrepreneurship and small business work space/ programming	Medium	CIP	Library	Chamber, Businesses, HP	Local Funding
	CS-2-A-ii: Develop a plan for future expansion of library facilities	Long	Task	Library	Administration	Local Funding
	CS-2-A-iii: Dedicate annual funding to the enhancement of library services, media and technology	Ongoing	CIP	Library	Administration	Local Funding
CS-2-B: Maintain a high level of communication with the community	CS-2-B-i: Provide proactive and transparent communication, easy-to-access information and materials about government activities and policies	Ongoing	Task	Administration	Residents	City Staff Time
	CS-2-B-ii: Strengthen communication with underserved groups	Ongoing	Task	Administration	Residents	City Staff Time
	CS-2-B-iii: Craft communications materials to promote existing services	Short	Task	Administration	Residents	City Staff Time
	CS-2-B-iv: Hire a communications and marketing professional for the City	Medium	Task	Administration	Chamber	Operating Budget

CS: COMMUNITY SERVICES

OBJECTIVE	ACTION	TIME-LINE	TYPE	RESPONSIBLE PARTY	PARTNER(S)	RESOURCES
CS-2-C: Ensure that the health needs, both physical and mental, of all residents are being met	CS-2-C-i: Provide common medical services locally	Ongoing	Task	WCHS	Administration	City Staff Time, IDHS
GOAL CS-3: PROVIDE HIGH QUALITY PARKS AND RECREATION AMENITIES FOR ALL RESIDENTS OF ALL AGES AND ABILITIES						
CS-3-A: Maintain and improve existing park amenities and add amenities to new parks	CS-3-A-i: Adopt a citywide Park System Master Plan to direct active and passive recreation facilities and programs	Short	Task	P&R	Residents	Local Funding, TPL
	CS-3-A-ii: Dedicate annual funding in the Capital Improvement Plan	Ongoing	CIP	P&R	Residents	Local Funding
	CS-3-A-iii: Inspect grounds, facilities, and equipment to ensure compliance with safety standards	Ongoing	Task	P&R	Building	City Staff Time
	CS-3-A-iv: Add at least 1 splash pad/wading pool by 2025	Medium	CIP	P&R	HP	Local Funding
	CS-3-A-v: Add at least 1 enclosed shelter for year-round rentals by 2030	Long	CIP	P&R	HP	Local Funding
CS-3-B: Connect the existing and future park system with recreational trails	CS-3-B-i: Apply for trail grants on an annual basis	Ongoing	Task	P&R	HP	DMAMPO, Iowa DOT

CS: COMMUNITY SERVICES

OBJECTIVE	ACTION	TIME-LINE	TYPE	RESPONSIBLE PARTY	PARTNER(S)	RESOURCES
CS-3-B: Connect the existing and future park system with recreational trails	CS-3-B-ii: Require dedication of recreational trail easements concurrent with plat approvals by 2021	Short/Ongoing	Code/Policy	P&R	CED	City Staff Time
	CS-3-B-iii: Continue to refer to the 2008 Trails Master Plan for trail design details.	Ongoing	Task	P&R	Streets	City Staff Time
CS-3-C: Provide park space at a rate of 16 acres per 1,000 population and located within a ¼ mile walk of every resident	CS-3-C-i: Modify the parkland dedication ordinance to include maintenance of 16 parkland acres/1,000 population; minimum acreage, location, and accommodation of amenities; and mechanisms for dedication in lieu of land by 2021	Short	Code/Policy	P&R	CED	NRPA
	CS-3-C-ii: Develop parks concurrent with new residential development to meet level of service needs	Ongoing	Code/Policy	P&R	CED	NRPA

ES: THE ENVIRONMENT & SUSTAINABILITY

OBJECTIVE	ACTION	TIME-LINE	TYPE	RESPONSIBLE PARTY	PARTNER(S)	RESOURCES
GOAL ES-1: PROMOTE THE USE OF RENEWABLE ENERGY SOURCES						
ES-1-A: Reduce greenhouse gas emissions	ES-1-A-i: Conduct an energy audit of all public buildings to identify areas for improvement	Medium	Task	Administration	Buildings, IEC, IA Energy	LEED, Bldg-Benchmark
	ES-1-A-ii: Create a city-wide climate action plan	Medium	Task	Administration	Buildings, IEC, IA Energy	LEED
	ES-1-A-iii: Promote biking, walking and transit for transportation purposes	Short	Task	Streets	P&R	Bike League
	ES-1-A-iv: Incorporate electric vehicles and/or those powered by other renewable energy sources into the City's vehicle fleet.	Medium	CIP	Administration	IA Energy	Funding
ES-1-B: Promote renewable energy production such as small scale wind and solar	ES-1-B-i: Amend the zoning code to allow small scale wind energy production	Short	Code/Policy	CED	Buildings, IEC, IA Energy	LEED, Clean Cities
	ES-1-B-ii: Amend the zoning code to allow solar panels	Short	Code/Policy	CED	Buildings, IEC, IA Energy	LEED, Clean Cities
	ES-1-B-iii: Incorporate renewable energy technologies in public projects	Ongoing	Task	Administration	Buildings, IEC, IA Energy	LEED, Clean Cities
	ES-1-B-iv: Create programs to improve energy efficiency and promote use of renewable energy sources	Ongoing	Task	IMU	Buildings, IEC, IA Energy	LEED, Clean Cities, AERLP

ES: THE ENVIRONMENT & SUSTAINABILITY

OBJECTIVE	ACTION	TIME-LINE	TYPE	RESPONSIBLE PARTY	PARTNER(S)	RESOURCES
GOAL ES-2: PROMOTE SUSTAINABLE BUILDING DEVELOPMENT AND GREEN INFRASTRUCTURE						
ES-2-A: Promote sustainable development practices	ES-2-A-i: Develop a list of environmentally sustainable practices and resource tools for implementation (e.g. bioswales/rain gardens, native plantings, recycled/repurposed or renewable building materials, rainwater harvesting, gray water systems, renewable energy production, permeable pavements, etc.)	Short	Task	Administration	Buildings, P&R, CED, Streets	LEED
	ES-2-A-ii: Provide education for city staff, elected officials, developers, and property owners on the benefits and resources for sustainable development	Ongoing	Task	Administration	Buildings, P&R, CED, Streets, IA Energy	LEED, Clean Cities
	ES-2-A-iii: Integrate environmental sustainability elements in all public projects and strive for LEED certification	Ongoing	Task	Administration	Buildings, P&R, CED, Streets, IA Energy	LEED, Clean Cities, AERLP
	ES-2-A-iv: Create a fast-track review process for private projects incorporating environmentally sustainable elements	Short	Code/Policy	CED	Administration	SGA, APA
	ES-2-A-v: Develop an incentive program for private projects to incorporate sustainable development practices and to obtain LEED certification	Medium	Task	Administration	CED	LEED

ES: THE ENVIRONMENT & SUSTAINABILITY

OBJECTIVE	ACTION	TIME-LINE	TYPE	RESPONSIBLE PARTY	PARTNER(S)	RESOURCES
ES-2-A: Promote sustainable development practices	ES-2-A-vi: Develop a rain barrel program	Short	Task	P&R	WCCB	TPL, NRPA
GOAL ES-3: PRESERVE AND RESTORE NATURAL RESOURCES AND WILDLIFE HABITATS						
ES-3-A: Protect wetlands, prairies, stream corridors, and other wildlife habitat	ES-3-A-i: Create a natural resource zoning district (potentially an overlay district) to establish protection measures	Medium	Code/Policy	CED	WCCB	SGA, APA
	ES-3-A-ii: Acquire environmentally sensitive land for protection	Medium/Long	Task	P&R	INHF, WCCB, IDNR	REAP, LWCF, WIG
	ES-3-A-iii: Enter into conservation easement agreements with private land owners	Medium/Long	Task	P&R	INHF, WCCB	TPL
	ES-3-A-iv: Foster community connection, access and awareness of natural resources through wildlife parks, trails, and programs	Ongoing	Task	P&R	WCCB, IDNR	TPL, EG, WIG
	ES-3-A-v: Develop watershed management plans and best practices	Medium	Task	P&R	WCCB, IEC, IEDA, IDNR	DMAMPO, DRG, SRF, WIG
ES-3-B: Expand urban tree canopy	ES-3-B-i: Establish an annual tree-planting program for public and private properties	Short	CIP	P&R	CED	TPL
	ES-3-B-ii: Adopt a tree preservation ordinance	Short	Code/Policy	CED	P&R	TPL

ES: THE ENVIRONMENT & SUSTAINABILITY

OBJECTIVE	ACTION	TIME-LINE	TYPE	RESPONSIBLE PARTY	PARTNER(S)	RESOURCES
ES-3-B: Expand urban tree canopy	ES-3-B-iii: Establish minimum landscaping standards for new developments	Short	Code/Policy	CED	Developers	SGA, APA
ES-3-C: Discourage sprawled urban development of open space and agricultural land	ES-3-C-i: Provide incentives for re-development (using existing buildings) and infill over greenfield development	Medium	Code/Policy	CED	Developers	SGA, APA
	ES-3-C-ii: Create a transfer of development rights program	Medium	Code/Policy	CED	Developers, Neighborhoods	SGA, APA
GOAL ES-4: REDUCE THE NEGATIVE EFFECTS OF HAZARDS AND IMPROVE THE RESPONSE AND RECOVERY TIME OF HAZARDS						
ES-4-A: Reduce the extent of property losses on properties with current and future development and reduce the likelihood of personal injury or loss of life (WCHMP)	ES-4-A-i: Ensure that public infrastructure and critical assets are protected from hazards (adapted from Warren County Hazard Mitigation Plan)	Short	Task	Streets, Police, Fire	WCEM, IEDA	WCHMP, CDBG
	ES-4-A-ii: Use the most effective approaches to protect buildings from flooding, including acquisition or relocation where warranted (Warren County Hazard Mitigation Plan)	Ongoing	Task	CED	WCEM	WCHMP
	ES-4-A-iii: Use the most effective approaches to protect buildings from other hazards using both structural and non-structural methods (Warren County Hazard Mitigation Plan)	Ongoing	Task	CED	WCEM	WCHMP

ES: THE ENVIRONMENT & SUSTAINABILITY

OBJECTIVE	ACTION	TIME-LINE	TYPE	RESPONSIBLE PARTY	PARTNER(S)	RESOURCES
ES-4-A: Reduce the extent of property losses on properties with current and future development and reduce the likelihood of personal injury or loss of life	ES-4-A-iv: Ensure that building codes protect against fire, severe storms, and other hazards (adapted from Warren County Hazard Mitigation Plan)	Ongoing	Code/Policy	Building	Building, WCEM	WCHMP
	ES-4-A-v: Use zoning and building codes to regulate the nature of development in hazard-prone areas (adapted from Warren County Hazard Mitigation Plan)	Short	Code/Policy	CED	WCEM	WCHMP
	ES-4-A-vi: Educate the public on self-protection measures for their properties and their personal safety (adapted from Warren County Hazard Mitigation Plan)	Ongoing	Task	Police, Fire	WCEM	WCHMP
	ES-4-A-vii: Ensure that emergency shelters are well-equipped and available for all residents in need	Ongoing	Task	Police, Fire	WCEM	WCHMP
ES-4-B: Improve public response to hazards and make recovery easier (Warren County Hazard Mitigation Plan)	ES-4-B-i: Enhance the continuity of government during and after storms by prioritizing the recovery of governmental buildings and essential services (adapted from Warren County Hazard Mitigation Plan)	Ongoing	Task	Administration	WCEM	WCHMP
	ES-4-B-ii: Enhance cross-agency and intra- and inter-county communications (Warren County Hazard Mitigation Plan)	Ongoing	Task	Administration	WCEM	WCHMP

ES: THE ENVIRONMENT & SUSTAINABILITY

OBJECTIVE	ACTION	TIME-LINE	TYPE	RESPONSIBLE PARTY	PARTNER(S)	RESOURCES
ES-4-B: Improve public response to hazards and make recovery easier (Warren County Hazard Mitigation Plan)	ES-4-B-iii: Review and then either continue, enhance, or establish mutual aid agreements, training, and exercises (Warren County Hazard Mitigation Plan)	Ongoing	Task	Administration	Police, Fire, WCEM	WCHMP
	ES-4-B-iv: Ensure proper and adequate equipment for first responders (Warren County Hazard Mitigation Plan)	Ongoing	Task	Policy, Fire	WCEM	WCHMP
	ES-4-B-v: Continue to participate in the Warren County Hazard Mitigation Plan updates (adapted from WCHMP)	Ongoing	Task	Administration	Police, Fire, WCEM	WCHMP