

Strategic Plan 2016-2021-2031

MISSION STATEMENT

The Mission of the City of Ankeny is to provide high quality municipal services, excellent customer service, and sound fiscal management. We engage our community - producing a greater quality of life and are advocates for Ankeny - protecting the community's interests.

VISION STATEMENT

Ankeny 2031 has a hometown feel and great community spirit and identity. Ankeny residents enjoy a safe community, an active lifestyle, easy movement and access to the area. Ankeny is a successful business center. "Ankeny – Bringing It All Together"

GOALS 2016-2021

OBJECTIVES

VALUE TO RESIDENTS

SHORT TERM CHALLENGES AND OPPORTUNITIES

LONG TERM CHALLENGES AND OPPORTUNITIES

Goal #1: High Performing City Organization: Financially Sound, Providing Service Value



- Maximize City services at the current tax rate
- Continue to adjust City fees based upon cost recovery, competitiveness in the marketplace and cost of mandates
- Maintain a high performing City Team based upon respect, trust, professional accountability and competence
- Evaluate new service or program requests in light of City mission and service value to residents
- Maintain high level of citizen satisfaction with City services and programs
- Enhance City services and amenities in a financially responsible and responsive manner as the City grows

- Value for property tax dollars and fees
- Reliable, top quality City services
- Financial stewardship by Mayor, Council and Management
- Stable tax rate
- Less tax burden on current residential and commercial taxpayers
- City services delivered in the most cost-effective manner

- Implementing and funding City facilities plan
- Flat City organization with minimal "bench strength"
- Aligning City services and staffing with available resources in a fast-growing community
- External forces impacting the City budget or consolidated tax rate – Des Moines Water Works, WRA, unfunded federal and state mandates, etc.
- Defining, reprioritizing and re-scoping core City services
- Increasing demands for City services with resource constraints and high resident expectations
- Willingness to pay for excellent quality City services
- Managing debt service levy
- Being an "employer of choice" through competitive compensation and a great place to work

- Maintaining and upgrading technology infrastructure
- Ability to attract and retain a qualified City workforce
- Continuing to enhance the trust and teamwork throughout the City organization
- Increasing cost of doing business
- State of Iowa legislative actions: changes in commercial property taxes and "backfill" and future actions impacting City revenues
- Competing for "talent" – private and public sectors
- Future relations and direction of DART
- Increasing number of open records requests
- Rising medical costs in claims and premiums to insurance companies
- Managing cyber security
- Addressing additional storage/facility for Parks maintenance

Goal #2: Responsible Growth and Revitalization



- Maintain neighborhood infrastructure
- Balance future growth guided by the City's vision, plans and development standards
- Facilitate, encourage and promote development of the I-35 and NE 36th Street area and Crosswinds
- Improve mobility and reduce traffic congestion within Ankeny
- Improve storm water management system that is environmentally sensitive and reduces the potential of flooding
- Revitalize older commercial areas; South Ankeny Boulevard Corridor, Ordinance Corridor and Uptown

- Protection and enhancement of property and home values
- Predictable future growth and development
- Growth paying for growth
- Predictable, acceptable travel times within Ankeny
- Protection from flooding
- Easier movement within Ankeny and to the Des Moines region

- Traffic volume and road capacity resulting in congestion
- Limited water system capacity and lack of available purchase capacity from Des Moines Water Works
- Aging neighborhood infrastructure needing maintenance and upgrade
- Determining Capital Improvement Program (CIP) project and funding priorities
- Rate of growth and the capacity of the City to support growth
- Encouraging development that maximizes community benefits for I-35 and NE 36th Street area
- Revitalizing older commercial centers and buildings including incentivizing retail
- Tapping the building momentum in Uptown

- Distinguishing "wants" from "needs"
- City's role in managing storm water runoff
- Future development of Crosswinds
- Lack of contractors (both quality and quantity) for public improvement projects
- Complexity of redevelopment process
- Perception of multi-family housing and residents
- Funding for water transmission system for growth

Strategic Plan 2016-2021-2031

MISSION STATEMENT		VISION STATEMENT	
<p>The Mission of the City of Ankeny is to provide high quality municipal services, excellent customer service, and sound fiscal management. We engage our community - producing a greater quality of life and are advocates for Ankeny - protecting the community's interests.</p>		<p>Ankeny 2031 has a hometown feel and great community spirit and identity. Ankeny residents enjoy a safe community, an active lifestyle, easy movement and access to the area. Ankeny is a successful business center. "Ankeny – Bringing it All Together"</p>	
GOALS 2016-2021			
OBJECTIVES	VALUE TO RESIDENTS	SHORT TERM CHALLENGES AND OPPORTUNITIES	LONG TERM CHALLENGES AND OPPORTUNITIES
Goal #3: Preservation of Ankeny's Hometown Feel			
 <ul style="list-style-type: none"> Foster a strong partnership with School District to support top quality schools and educational programs Maintain Ankeny community identity with easy access to the Des Moines region Reputation as the preferred community for families Maintain and enhance community organizations and institutions working together and contributing to the Ankeny community Maintain a safe community – low crime rate, visible police presence, timely emergency medical services and fire response 	<ul style="list-style-type: none"> Ankeny becoming the "hometown" for all residents Being affordable for families from new families to seniors Opportunities to become involved and contribute to the Ankeny community Neighbors knowing and helping neighbors City government listening and responding to the needs of families Convenience of Ankeny as a self-contained City for services, shopping and entertainment 	<ul style="list-style-type: none"> Complexity of community with a 60,000+ population Maintaining Ankeny's identity while working as a regional partner Increasing number of community special events and expectations related to use of City services and staff Bringing residents together – community gathering places Responding to different generational needs and desires Maintaining affordability for families Growing senior and "super" senior population with living facilities and service needs 	<ul style="list-style-type: none"> Increasing population making it difficult to retain "hometown" feeling Connecting neighbor with neighbor as Ankeny becomes a large city Expanding amenities, leisure activities and services to support families Residents commuting to work Defining "hometown" feeling Expanding Ankeny's regional participation and leadership Code enforcement difficulties in finding responsible parties for maintenance
Goal #4: Ankeny as a Successful Business Center			
 <ul style="list-style-type: none"> Expand the commercial tax base and job opportunities Support the Ankeny Regional Airport's completion of capital improvement projects and development plan Continue reputation as a "business friendly" City that supports economic growth Increase the number of targeted businesses: biosciences, logistics, advanced manufacturing and business services/information technology Maintain partnerships between the City, metro business community and economic development organizations Cultivate small business development 	<ul style="list-style-type: none"> Job opportunities in the City Additional hours in the day with 5-minute commute Opportunities to develop and grow a business Positive environment that supports private investment and business success 	<ul style="list-style-type: none"> Attracting businesses with quality jobs and salaries that allow employees to live in Ankeny Adequate utility and infrastructure to support economic expansion Balancing new business growth with redevelopment of older commercial and industrial areas Regional competition from other communities Growing the City's commercial tax base at a rate greater than residential growth Attracting additional retail businesses to Ankeny Availability of workforce with low unemployment rate in metro region 	<ul style="list-style-type: none"> Potential changes in Tax Increment Financing (TIF) by the Iowa legislature Location with Interstate access: I-35 and I-80; midway between Des Moines and Ames Increasing competition for new commercial development Opportunities to collaborate with economic development partners Land available with infrastructure in place Seeking new office and flex space

Action Agenda 2016-2017

Goal #1: High Performing City Organization: Financially Sound, Providing Service Value

ACTION	RESPONSIBILITY	PRIORITY	ACTIVITIES/MILESTONES	STATUS	Sept-Dec	Jan-Apr	May-Aug	CHANGE
Comprehensive City Facilities Plan Implementation: Fire Station No. 3	City Manager's Office	Policy Top	Council decision: award contract to architect	Not Started				—
			Place order: two engines	Not Started				—
			Issue RFP for construction	Not Started				—
			Council decision: award contract for construction	Not Started				—
			Begin staffing: convert part-time Lieutenant and Engineer positions to full-time	Not Started				—
			Begin construction	Not Started				—
			Conduct civil service promotional examinations for Captain, Lieutenant and Engineer	Not Started				—
Comprehensive City Facilities Plan Implementation: Library	City Manager's Office	Policy Top	Council decision: land acquisition	Not Started				—
			Council decision: award contract to architect	Not Started				—
			Complete conceptual design	Not Started				—
			Council presentation: conceptual design, direction on funding	Not Started				—
Comprehensive City Facilities Plan Implementation: Bond Referendum	City Manager's Office	Policy Top	Finalize conceptual design	Not Started				—
			Initiate community outreach on projects	Not Started				—
			Prepare draft bond referendum language	Not Started				—
			Council decision: bond referendum language, election date	Not Started				—
DART Direction	City Manager's Office	Policy Top	Election: bond referendum	Not Started				—
			Participate in regional meeting	Not Started				—
			Council presentation: DART	Not Started				—
			Research operational/financing	Not Started				—
Median/ROW/Streetscape Direction	Public Works	Policy Top	Council decision: DART direction	Not Started				—
			Council workshop: scope/timing for streetscape improvements in ROW/medians	Not Started				—
			Develop alternatives for improvements	Not Started				—
			Council workshop: alternatives direction	Not Started				—
			Develop CIP proposal	Not Started				—
Park Upkeep Service Level Enhancements	Park and Recreation	Policy Top	Council decision: funding	Not Started				—
			Review current service level	Not Started				—
			Develop budget proposal with options	Not Started				—
Municipal Licenses and Permits: Comprehensive Analysis	City Clerk	Mgmt Top	Council decision: service level/funding level	Not Started				—
			Review current licenses and permits and develop recommended changes	Not Started				—
			Prepare ordinances	Not Started				—
			Council decision: ordinance changes	Not Started				—

Goal #2: Responsible Growth and Revitalization

ACTION	RESPONSIBILITY	PRIORITY	ACTIVITIES/MILESTONES	STATUS	Sept-Dec	Jan-Apr	May-Aug	CHANGE
South Ankeny Boulevard Revitalization Plan	Economic Development	Policy Top	Submit budget: funding request	Not Started				—
			Council decision: funding	Not Started				—
			Issue RFP	Not Started				—
			Council decision: award contract to consultant	Not Started				—
			Complete plan	Not Started				—
			Council decision: plan adoption	Not Started				—
Code Enforcement: Reactive/Proactive	Planning and Building	Policy Top	Review codes and enforcement	Not Started				—
			Develop reports with options	Not Started				—
			Council decision: direction, code amendments	Not Started				—

Goal #2: Responsible Growth and Revitalization, *continued*

ACTION	RESPONSIBILITY	PRIORITY	ACTIVITIES/MILESTONES	STATUS	Sept-Dec	Jan-Apr	May-Aug	CHANGE
Ankeny 2040 Plan Phase 1: Kickoff, Research and Analysis	Planning & Building	Policy High	Kickoff, research and analysis	Not Started				—
Ankeny 2040 Plan Phase 2: Vision, Input and Direction	Planning & Building	Policy High	Special event booths	Not Started				—
			Conduct stakeholder interviews	Not Started				—
			Conduct public workshops	Not Started				—
			Conduct youth workshop	Not Started				—
			Joint council/commission workshop	Not Started				—
Ankeny 2040 Plan Phase 3: Draft - Plan and Evaluation	Planning & Building	Policy High	Draft and plan public workshop	Not Started				—
			Joint council/commission workshop	Not Started				—
Privately Initiated Project Policy: City Participation/ Acceptance	City Manager's Office	Policy High	Review policy and practice	Not Started				—
			Prepare report	Not Started				—
			Council workshop: report presentation	Not Started				—
			Council decision: policy direction	Not Started				—
Parks and Recreation Master Plan: Review/Update and Life Cycle Plan	Parks and Recreation	Policy High	Prepare budget proposal	Not Started				—
			Council decision: funding	Not Started				—
			Council decision: award consulting contract	Not Started				—
			Prepare draft plan	Not Started				—
			Parks and Recreation: plan adoption	Not Started				—
			Council decision: funding	Not Started				—
Comprehensive Pavement Management Program	Public Works	Mgmt Top	Define scope of study, determine costs	Not Started				—
			Develop CIP proposal	Not Started				—
			Council decision: funding	Not Started				—
Building/Fire Codes: Update	Planning and Building	Mgmt High	Council worksession	Not Started				—
			Council decision	Not Started				—

Goal #3: Preservation of Ankeny's Hometown Feel

ACTION	RESPONSIBILITY	PRIORITY	ACTIVITIES/MILESTONES	STATUS	Sept-Dec	Jan-Apr	May-Aug	CHANGE
Ankeny Entrance/Gateway Signage: Interstate	City Manager's Office	Policy High	Develop sign concept	Not Started				—
			Council decision: direction	Not Started				—
			Council decision: funding	Not Started				—
			Council decision: award contract	Not Started				—
			Complete installation	Not Started				—
Tree Policy	Parks and Recreation	Policy High	Prepare report with framework and options: Tree City program, private property tree management, public trees	Not Started				—
			Council workshop: direction	Not Started				—
			Prepare CIP proposal	Not Started				—
			Council decision: funding	Not Started				—
Older Parks Condition Assessment and Renovation Plan	Parks and Recreation	Mgmt Top	Complete condition assessment and renovation plan	Not Started				—
			Prepare budget proposal	Not Started				—
			Council decision: funding	Not Started				—
High Trestle Trail Extension Feasibility Funding Study	Parks and Recreation	Mgmt High	Complete study	Not Started				—
			Develop CIP proposal	Not Started				—
			Council decision: funding	Not Started				—
			Pursue grants funding	Not Started				—

Goal #3: Preservation of Ankeny's Hometown Feel, *continued*

ACTION	RESPONSIBILITY	PRIORITY	ACTIVITIES/MILESTONES	STATUS	Sept-Dec	Jan-Apr	May-Aug	CHANGE
Rental Inspection Program	Planning and Building	Mgmt High	Hire first Code Enforcement Officer I	Not Started				
			Transition administrative component of the rental housing program	Not Started				
			Council decision: funding	Not Started				
			Hire second Code Enforcement Officer I	Not Started				

Goal #4: Ankeny as a Successful Business Center

ACTION	RESPONSIBILITY	PRIORITY	ACTIVITIES/MILESTONES	STATUS	Sept-Dec	Jan-Apr	May-Aug	CHANGE
Bike Tourism Strategy	Economic Development	Policy High	Prepare budget proposal: scope of strategy	Not Started				
			Council decision: legislative priority	Not Started				
			Council decision: funding	Not Started				
			Issue RFP	Not Started				
			Council decision: award consultant contract	Not Started				
			Complete plan/strategy	Not Started				
Local Business Investment Policy: Extension	Economic Development	Mgmt Top	Present proposal revisions to Economic Development Council	Not Started				
			Council decision: policy framework	Not Started				
Urban Renewal Plan Update	Economic Development	Mgmt High	Engage legal counsel and prepare revisions	Not Started				
			Meeting wth taxing entities and public hearing	Not Started				

0% Not Started
 1% to 99%
 100% Complete