

STRATEGIC PLAN *2016 → 2021 → 2031*

EXECUTIVE SUMMARY

Mayor and City Council



Des Moines, Iowa
August 2016



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STRATEGIC FRAMEWORK

VISION 2031

“Desired Destination for the City of Des Moines”

PLAN 2021

“Map to the City of Des Moines’s Destination”

EXECUTION

“Route for Next Year”

MISSION

“Responsibilities of Des Moines’s City Government”

BELIEFS

“How the City of Des Moines Should Operate”

Des Moines Vision 2031

DES MOINES VISION 2031

**DES MOINES 2031 is a
VIBRANT CAPITAL CITY – the PRIDE of IOWA⁽¹⁾
with
GREAT NEIGHBORHOODS⁽²⁾,
ALIVE DOWNTOWN⁽³⁾,
and
THRIVING REGIONAL ECONOMY⁽⁴⁾,
and is a
*RECOGNIZED LEADER IN COMMUNITY
SUSTAINABILITY*⁽⁵⁾.**

**DES MOINES 2031 has
ABUNDANT OPPORTUNITIES FOR LEISURE⁽⁶⁾,
and an
*EFFECTIVE TRANSPORTATION SYSTEM
CONNECTING THE REGION*⁽⁷⁾.**

**In 2031, residents and businesses take tremendous
PRIDE IN THE DES MOINES COMMUNITY⁽⁸⁾!**

Vision 2030

Guiding Principles

PRINCIPLE 1

VIBRANT CAPITAL CITY – THE PRIDE OF IOWA

► Means

1. Regional destination for tourism – historic, sports, state government
2. Quality of life amenities for current residents and attracting new residents
3. Beautiful City with attractive corridors/parks, underground utilities, no tolerance for blight
4. Home of State government and the Iowa State Fair
5. City for all generations: to live and to enjoy
6. Strong working relationship between state government and City of Des Moines
7. City and educational institutions working together for life long learning
8. Major and growing employment center with 21st century jobs
9. One Des Moines

PRINCIPLE 2

GREAT NEIGHBORHOODS

► **Means**

1. Quality, well maintained public infrastructure: streets, utilities, sidewalks, curbs/gutters, storm water, trees
2. People feel and are safe and secure at home and in the neighborhood
3. Quality, well maintained/modernized housing stock
4. Walkable, pedestrian friendly neighborhoods
5. Buildings and homes meeting City codes and standards – no visual blights, rental and owner occupied
6. Neighborhood retail and restaurants serving the needs of neighbors
7. Walkable neighborhood parks with a variety of amenities
8. Neighborhood schools with quality educational programs and joint use with the City and neighborhoods
9. Strong representative neighborhood associations working in partnership the City and each other
10. Connections to regional trail system

PRINCIPLE 3

ALIVE DOWNTOWN

► **Means**

1. Walkable and pedestrian friendly
2. Destination for regional/local events and festivals for residents, the region and the state
3. Range of modern urban housing options using innovative designs and construction techniques: types, prices, rent/ownership
4. Major dining and entertainment venues offering a range of options: multi-screen movie theater, performing theaters, live music
5. Reputation and reality as a “safe, clean and well lighted” place
6. Public park with amenities: playground, splash pad, ball fields, picnic areas with pavilions
7. Retail destination with a range of shopping experiences
8. Preferred location for youth, professional families living in and around Downtown
9. Transportation options for easy access to Downtown
10. Arts and cultural destination for the Des Moines region
11. Well maintained buildings and structures adding value to Downtown
12. Well maintained public infrastructure: streets, sidewalks, traffic signals, street lights, bridges, water system, skywalks, trees

PRINCIPLE 4

THRIVING REGIONAL ECONOMY

► **Means**

1. Strong financial and insurance businesses
2. Variety of growing small, locally owned businesses
3. New airport terminal with convenient and affordable air fares with connections to the world
4. State-of-the-art technology infrastructure serving the needs of current and future businesses
5. Collaborative research and development with businesses and universities
6. Preferred location for national headquarters and major regional offices
7. Workforce development for 21st century job opportunities
8. Major center for medical and healthcare services: cardiac, cancer, children
9. Advanced technologically based manufacturing
10. Strong working relationship among economic development partners – producing results that expand the Des Moines regional economy

PRINCIPLE 5

**RECOGNIZED LEADER IN COMMUNITY
SUSTAINABILITY**

► **Means**

1. Use of solar, wind and geothermal renewable energy sources by the City and in the community
2. Apply state-of-the-art sustainability principles and techniques to the City and the community, including “green” infrastructure
3. Develop "best practices" and innovative techniques
4. Educating the residents and businesses on the impacts of their daily decisions on community sustainability
5. Clean, quality water in all rivers and streams: exceeding national and state standards
6. Multi modal transportation options available and used by residents
7. Mixed use developments in Downtown and neighborhoods
8. Developments and buildings using "green" techniques and methods: LEED Platinum and Gold
9. Recognized as a “5-Star Community”
10. City requiring sustainable buildings and developments permeable surfaces, construction materials

PRINCIPLE 6

ABUNDANT OPPORTUNITIES FOR LEISURE

► **Means**

1. Top quality major and neighborhood parks with a variety of amenities
2. Beautiful Riverfront for all to enjoy
3. Top quality indoor and outdoor aquatic facilities and venues for competition, recreation and leisure enjoyment
4. Well designed, well maintained multi-use trail system and on street bike lanes connected to the region
5. Multiple sports complexes for recreation, tournaments and regional/national competition
6. Affordable, quality golf courses with a range of programs and activities, and capacity for local/regional tournaments
7. ADA accessible parks, facilities and equipment
8. Top quality public library system with a variety of services and programs – recognized as the “best library” in the state
9. Top quality specialty parks: dog, sculpture, skate, etc.
10. Range of affordable, quality recreational programs and activities for all family generations and diverse cultural groups

PRINCIPLE 7

**EFFECTIVE TRANSPORTATION SYSTEM
CONNECTING THE REGION**

► **Means**

1. Well maintained City streets and sidewalks at defined City standards
2. Beautiful, well maintained streetscapes and medians along major corridors
3. Self-sufficient international airport with affordable and convenient connections to the nation and the world
4. Neighborhoods and Downtown that are pedestrian friendly
5. Quality, well maintained bridges throughout the City
6. Southeast Connector
7. Well designed, well maintained regional and City trail system with a variety of amenities
8. Network of trails, paths and lanes to bike for commuting and recreation
9. Dean Avenue Viaduct: E 19th – E 22nd
10. Effective regional public transportation system

PRINCIPLE 8

PRIDE IN THE DES MOINES COMMUNITY

► **Means**

1. Effective methods for engaging the community in City governance and planning the future
2. Strong community events and festivals bringing the community together
3. Regional cooperation and collaboration among local governments recognizing the interdependence of the Des Moines region
4. Strong working relationship between City of Des Moines and various community partners and institutions
5. City and school district employees living in Des Moines
6. Financial return and unique benefits to Des Moines residents for hosting regional facilities, events and festivals
7. Strong neighborhoods associations collaborating with each other and partnering with the City
8. Residents and businesses that take pride in the Des Moines community
9. Well-informed community – residents and businesses – about the City services, finances and activities
10. Great place for disabled population to live
11. City leading and facilitating residents, businesses and community organizations/institutions working together contributing to a better community

Des Moines City Government Mission

**The MISSION of DES MOINES CITY
GOVERNMENT
is to be
FINANCIALLY STRONG⁽¹⁾
and to provide
EXCEPTIONAL MUNICIPAL SERVICES⁽²⁾
in a
CUSTOMER FRIENDLY MANNER⁽³⁾
with an
*INVOLVED COMMUNITY – RESIDENTS
AND BUSINESSES*⁽⁴⁾.**

PRINCIPLE 1

FINANCIALLY STRONG

► Means

1. Investing in the maintenance, operations and replacement of City buildings and infrastructure
2. Collaborating with public institutions on the delivery of municipal services
3. Striving for the highest possible financial ratings while maintaining reserves consistent with City policies and nationally accepted standards
4. Recovering the cost of services through user fees and other charges
5. Protecting the interests of the City at state and federal levels, including the protection of Home Rule
6. Having adequate resources to support defined City services and levels of service
7. Embracing alternative service delivery models
8. Delivering City services in a cost effective, efficient manner
9. Leveraging City resources through grants, partnerships, sponsorships, private contributions
10. Developing alternative revenue sources to support City services and service delivery
11. Committing to a support for assets protection and risk management

PRINCIPLE 2

EXCEPTIONAL MUNICIPAL SERVICES

► **Means**

1. Listening, understanding and responding to the needs of the Des Moines community – residents and businesses
2. Developing and institutionalizing an organization culture that values performance, accountability, learning
3. Having technology systems that enhance City service delivery and productivity
4. Providing City employees and contractors the resources necessary to excel in their defined responsibilities
5. Understanding trends in services and applying to the City of Des Moines
6. Taking a proactive approach – anticipating needs and issues
7. Having an organizational culture that supports creative thinking and innovative action – reputation as “cutting edge”
8. Providing dependable, consistent services throughout the City
9. Exploring ways to increase resources and expand revenues
10. Designing, building, staffing and maintaining City buildings and infrastructure

PRINCIPLE 3

CUSTOMER FRIENDLY

► **Means**

1. Listening to and understanding the customers concerns, issues, problem or expectations
2. Acting in a friendly, courteous, respectful and honest manner
3. Looking for ways to say "Yes" and to solve problems
4. Providing a direct and timely response to the customer
5. Having a “can do” attitude
6. Using technology to better serve the community
7. If you must say "No", taking the time to explain your decisions or actions
8. Having a visible presence in the community – people know you
9. Building effective working relationships with the community based upon mutual trust and respect.

PRINCIPLE 4

**INVOLVED COMMUNITY – RESIDENTS
AND BUSINESSES**

► **Means**

1. Using a variety of methods and techniques to inform the community – residents and businesses
2. Knowing the community – key leaders, key institutions, key organizations
3. Effectively using City boards, commissions and task forces
4. Being open to new, creative ideas and to feedback from residents
5. Engaging our youth
6. Developing effective methods of engaging the community in planning and policy development
7. Supporting community events and festivals
8. Seeking and using community feedback to improve services and governance

**Des Moines City Government:
Core Values**

**DES MOINES CITY GOVERNMENT:
CORE VALUES
PERFORMANCE EXPECTATIONS
AND STANDARDS FOR ALL!**

THE DES MOINES S-P-I-R-I-T

S ervice

P erformance

I ntegrity

R esponsibility

I nnovation

T eamwork

**City of Des Moines
Goals 2021**

FINANCIALLY SOUND CITY

HIGH PERFORMING CITY ORGANIZATION

**SUSTAINABLE COMMUNITY: OUR
NEIGHBORHOODS, OUR DOWNTOWN**

**UPGRADED CITY INFRASTRUCTURE
AND BUILDINGS**

**LIVABLE COMMUNITY: EXPANDED LEISURE,
ARTS AND CULTURAL OPPORTUNITIES**

GOAL 1

FINANCIALLY SOUND CITY

► **Objectives**

1. Provided adequate funding and resources for defined City services and levels of service
2. City services delivered in the most cost effective manner, data driven manner
3. Upgraded City technology and financial systems (including data security)
4. Maintained/improved bond rating
5. Maintained/increased City's financial reserves
6. Leveraged City resources through outside grants, partnerships, sponsorship and private contributions
7. Users paying for cost recovery of the delivery of City services

► **Short-Term Challenges and Opportunities**

1. State of Iowa and legislative actions impacting City services and finances
2. Local option sales tax
3. Funding for aging infrastructure needing repair, maintenance, replacement
4. Defining and prioritizing City services and service levels
5. Cost of employee pensions and healthcare benefits
6. Residents demand for more services and higher level of services
7. Disparity of tax rates with surrounding City
8. Taxpayer lack of understanding City finances
9. Increasing cost of vehicle/apparatus/equipment replacement
10. Establishing a unified voice and message on policy issues and City advocacy

► **Actions 2016 – 2017**

PRIORITY

Action Agenda

1. Local Option Sales Tax
2. Economic Development Financial Policies

Top Priority

Top Priority

Management Agenda

1. Prairie Meadows Revenues: Plan “B”
2. State Lobbyist Contract

Top Priority

High Priority

Management in Progress

1. Airport Services Agreement
2. Rock Creek Sewer Title Acceptance Issues
3. Risk Management and Asset Protection: Review, Staffing/Contract

GOAL 2

HIGH PERFORMING CITY ORGANIZATION

► **Objectives**

1. City services focusing on the customer
2. City government working as a team: Mayor-Council, management, and employees
3. Institutionalize the City Core Values throughout the City organization, including innovation, responsibility, accountability and performance
4. City service delivery systems and processes regularly evaluated and improving
5. Effective performance metrics system measuring outcomes and value to the community
6. Streamlined development and financial processes, which are easy for the customers to use
7. Well-informed community on City vision, goals, services, programs and finances

► **Short-Term Challenges and Opportunities**

1. Work space security
2. Approve/deny subdivision plats within 15 days of submittal
3. Addressing growing number of open records requests
4. Rising costs of employee salaries and benefits
5. Smaller applicant pool with less qualified candidates with increased competition
6. Recognizing and respect professionalism of staff and existing policies
7. Employee expectations and the City's ability to respond or fund
8. Service demands exceeding staff capacity

► **Actions 2016 – 2017**

PRIORITY

Action Agenda

1. Information Technology Upgrade Plan
2. Police Staffing
3. City Website Redesign

Top Priority

High Priority

High Priority

Management Agenda

1. Communications Strategic Plan
2. Legacy Enterprise System

Top Priority

High Priority

Management in Progress

1. Leadership Academy Phase II – Managing and Evaluating Employee Performance
2. Summer Video Productions (18)
3. Supervisor Boot Camp
4. Guardian Project
5. Employee Self Service (ESS)
6. Police Body Cameras: Implementation
7. Fire NEMESIS 34 – e PCR Software Evaluation
8. Fire Reporting System
9. Employee Goal Setting/Performance Evaluation System: Tyler – Munis
10. Performance Management/Metric Program
11. Police In-Car Cameras Update: Installation
12. Data Storage for In-Car and Body Camera Data and Video
13. ERP Work Order System
14. Consolidated Deferred Compensation Plan
15. Fire Training Academy
16. Police Vehicle Mobile Hotspot
17. CISS Primary Care Coordination (DMFD and Primary Health Care): Reduce Emergency Responses/Emergency Room Visits, Written HIPAA Responsibilities, and Supplant the Business Associates Agreement
18. DMTV Broadcast Equipment Update
19. Fire/Arson Investigation Expansion
20. Water Emergency Team (WET): CIP Decision
21. Network Security Policy
22. Tyler – Munis Data Conversion
23. Police/IT Facility and Workspace Needs Report
24. Worksite Wellness Assessment Action Plan

► **Actions 2016 – 2017** (*Continued*)

PRIORITY

Management in Progress

25. Fire Station Study Updates
26. Fire Accreditation
27. Health Insurance Review Committee System
28. Online Safety and Compliance Training
29. Position and Organizational Review

Major Projects

1. Fire Mobile Data Terminals (MDT): Installation
2. Police Station Elevator: Upgrade
3. Police Station: West Stairs Reconstruction
4. Warehouse Demolition (South of Police Station)

GOAL 3

**SUSTAINABLE COMMUNITY: OUR
NEIGHBORHOODS, OUR DOWNTOWN**

► **Objectives**

1. Strong neighborhood associations working in collaboration with the City
2. Revitalized neighborhood retail and commercial areas
3. Upgraded/modernized older housing stock
4. Removal of blight – buildings and homes meeting City codes and standards or demolition
5. More/expanded businesses in Downtown: major business headquarters, small businesses
6. More pedestrian friendly neighborhoods and Downtown

► **Short-Term Challenges and Opportunities**

1. Attracting businesses to Des Moines
2. More attractive gateways and major corridors
3. Integrating new investors, existing developers in neighborhood revitalization
4. Aging, vacant and underutilized commercial centers needing major improvements or repurposing
5. Aging housing stock needing major remodel or replacement
6. Irresponsible property owners not complying with City code or investing in the maintenance or upgrade of their properties
7. Protecting TIF and other economic development tools
8. Competition among neighborhoods for resources and priority
9. Development pressure regarding infrastructure needs
10. Embracing alternative transportation modes – protected bike lanes, increase DART services
11. Establishing a cost sharing policy to address development pressures and requests for city subsidy, incentive or expectations

► **Actions 2016 – 2017**

PRIORITY

Action Agenda

1. Zoning Ordinance
2. Citizens’ Sustainability Task Force Renewal
3. Public Transit
4. Relationship to Neighborhood Associations
5. Streetscape Master Plans

Top Priority

Top Priority

High Priority

High Priority

High Priority

Management Agenda

1. Market District Development
2. Convention Hotel Development
3. Federal Courthouse Location
4. Preparation for Major Incident
5. Younkers Redevelopment
6. Social Equity

Top Priority

Top Priority

Top Priority

High Priority

High Priority

High Priority

Management in Progress

1. Mobile Home Park Enforcement
2. Business Retention and Visitation Program: Regular Update
3. Vacant Public Nuisances
4. Historic Preservation Plan (including Landmark Protection)
5. Private Property Tow Contract: Update
6. Housing Service Office Relocation to River Place
7. Public Housing Program: Online Application
8. Section 8 Housing Assistance Checks: Direct Deposit
9. Relocate 28 Residents of Elliott Apartments Fire (Housing Choice Voucher Holders)
10. Pawnshop Ordinance: Revision

Major Projects

1. Public Housing Units: Capital Improvement Projects
2. Walnut Streetscape Phase I: 5th and 8th
3. Roosevelt Cultural District Streetscape

GOAL 4

UPGRADED CITY INFRASTRUCTURE AND BUILDINGS

► **Objectives**

1. Upgraded streets
2. Upgraded/replaced bridges
3. Effective storm water management compliant with federal requirements
4. Increased underground utilities
5. Upgraded City/community information technology infrastructure – affordable and faster
6. Upgraded sidewalks
7. Upgraded/replaced City Hall
8. Upgraded forestry program

► **Short-Term Challenges and Opportunities**

1. Aging City infrastructure with deferred maintenance
2. Rapidly deteriorating bridges
3. Lack of federal and IDOT funding
4. Federal and state mandates and changing standards and requirements without funding
5. Competition among projects for limited resources
6. Flooding and upstream regulations
7. Creating a more walkable, bike friendly city
8. Climate change and the potential impacts on City infrastructure

► **Actions 2016 – 2017**

PRIORITY

Action Agenda

1. Public Works and Fleet Relocation

Top Priority

Management Agenda

1. City Hall Project
1. Walkability Study: Traffic Modeling
1. Parking Garages Facility Condition

Top Priority

High Priority

High Priority

Management in Progress

1. WMA Agreement
2. Sewer System: Additional Televising
3. Tree Disposal Site: Clean Up and Management
4. Sanitation Collection Routes: Review
5. Harriet Street Composting Operational Plans
6. ERU Audit
7. Levee System Assessment and Evaluation Report – Southeast Des Moines
8. Levee Penetrations Televising
9. Inspection and Approval of Deduct Water Meters (Lawn Irrigation/Cooling Towers) Policy with Des Moines Water Works
10. Comprehensive Pump Station and Generator Maintenance Plan: Development
11. Fiber Management in Public Right-of-Way
12. Emerald Ash Borer Program (Year 3)
13. Organic Recycling Program Feasibility Study and Pilot Project
14. Sewer Inventory Using Lucity EAM Software
15. Major Equipment Purchases
16. NE Fire Station Siting: Land Acquisition
17. Levee Accreditation Feasibility Study: Completion
18. Project Civic Access: ADA Sidewalk Ramps

Major Projects

1. 7th and Grand Parking Garage Demolition
2. 5th and Walnut Parking Garage Demolition
3. Parking Garage Structural Repairs
4. Annual Street Maintenance Program 2017
5. Jackson Street Bridge: Opening 2017
6. WRA Gas Recovery Project
7. Yeader Creek Stabilization Project
8. Leetown Creekway Chanel Improvements

► **Actions 2016 – 2017** (*Continued*)

Major Projects

9. City Hall Parking Garage Construction: Opening 2017
10. City Hall LED Project
11. Grand Avenue Bridge: Reconstruction
12. Reduce Backlog of Dead/Hazardous Tree Removal
13. WRA Phosphorous Recovery Project
14. Pump Station I, II, III: Design Construction
15. Skywalk HVAC and Roof Replacement Projects

GOAL 5

**LIVABLE COMMUNITY: EXPANDED
LEISURE, ARTS AND CULTURAL
OPPORTUNITIES**

► **Objectives**

1. Well-maintained, upgraded parks and sports complexes
2. Convenient access to neighborhood parks
3. Expanded nightlife and entertainment venues
4. Expanded recreational programming for all generations and cultures
5. Connected multi-use trail for the region
6. Regionalized library system cooperation with regional resources and programming
7. Riverwalk with amenities and businesses

► **Short-Term Challenges and Opportunities**

1. Funding for maintenance of current facilities
2. Poor condition of cemeteries (7) and funding for perpetual maintenance
3. Working restroom at every park
4. Changing recreational trends and patterns – emerging multi-cultural/generational activities and alternative sports
5. Funding for leisure amenities, programs and facilities
6. Funding for the ongoing maintenance, staffing and replacement of new facilities
7. Funding and support for community events and festivals

► **Actions 2016 – 2017**

PRIORITY

Action Agenda

1. Riverview Park Improvement
2. Restrooms in Parks

High Priority

High Priority

Management Agenda

1. Des Moines River Trail, Phase 2

Top Priority

Management in Progress

1. Gray’s Lake Master Plan: Update Adoption
2. P & R Marketing Plan
3. Library RFID Anti-Theft Security System

Major Projects

1. Four Mile Community Center Remodel: Phase 1
2. Ewing Park Nature Trail Phase II
3. Neal Smith Trail Renovation
4. Stream Bank Stabilization
5. Prospect Park Disc Golf Course
6. Redhead Park Improvements
7. Library Isolated Security Camera System: Installation
8. Glendale Abbey Restoration
9. Allen Park Community Garden
10. Automated 24/7 Kiosk Library (Ward 4)
11. Pioneer Park Road
12. Golf Course Irrigation Improvements
13. Ewing Park Lilac Arboretum Donor Plaza
14. Pioneer – Columbus Community Center Remodel: Phase 2
15. Fairmont Park Playground
16. Sheridan Park Sprayground
17. Mac Rae Park
18. Waveland Golf Course: Hole #1 Dredging
19. Glendale Cemetery Stormwater Improvements
20. Invasive Species Removal

City of Des Moines Policy Agenda 2016 – 2017 Targets for Action

TOP PRIORITY

**Local Option Sales Tax
Economic Development Financial Policies
Information Technology Upgrade Plan
Zoning Ordinance
Citizens’ Sustainability Task Force Renewal
Public Works and Fleet Relocation**

HIGH PRIORITY

**Riverview Park Improvement
Police Staffing
Public Transit
City Website Redesign
Relationship to Neighborhood Associations
Streetscape Master Plans
Restrooms in Parks**

**City of Des Moines
Management Agenda 2016 – 2017
Targets for Action**

TOP PRIORITY

**City Hall Project
Prairie Meadows Revenues: Plan “B”
Communications Strategic Plan
Market District Development
Convention Hotel Development
Federal Courthouse Location
Des Moines River Trail, Phase 2**

HIGH PRIORITY

**Walkability Study: Traffic Modeling
Preparation for Major Incident
Parking Garages Facility Condition Study
Younkers Redevelopment
State Lobbyist Contract
Legacy Enterprise System
Social Equity**

City of Des Moines

Management in Progress 2016 – 2017

► Management in Progress 2016 – 2017 *(Continued)*

1. Airport Services Agreement
2. Rock Creek Sewer Title Acceptance Issues
3. Risk Management and Asset Protection: Review, Staffing/Contract
4. Leadership Academy Phase II – Managing and Evaluating Employee Performance
5. Summer Video Productions (18)
6. Supervisor Boot Camp
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28. Fire Station Study Updates
29. Fire Accreditation

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31. Online Safety and Compliance Training
32. Position and Organizational Review
33. Mobile Home Park Enforcement
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36. Historic Preservation Plan (including Landmark Protection)
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55. Organic Recycling Program Feasibility Study and Pilot Project
56. Sewer Inventory Using Lucity EAM Software
57. Major Equipment Purchases
58. NE Fire Station Siting: Land Acquisition
59. Levee Accreditation Feasibility Study: Completion
60. Project Civic Access: ADA Sidewalk Ramps
61. Gray's Lake Master Plan: Update Adoption
62. P & R Marketing Plan
63. Library RFID Anti-Theft Security System

City of Des Moines

Major Projects 2016 – 2017

► Major Projects 2016 – 2017

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2. Police Station Elevator: Upgrade
3. Police Station: West Stairs Reconstruction
4. Warehouse Demolition (South of Police Station)
5. Public Housing Units: Capital Improvement Projects
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7. Roosevelt Cultural District Streetscape
8. 7th and Grand Garage Demolition
9. 5th and Walnut Parking Ramp Demolition
10. Parking Garage Structural Repairs
11. Annual Street Maintenance Program 2017
12. Jackson Street Bridge: Opening 2017
13. WRA Gas Recovery Project
14. Yeader Creek Stabilization Project
15. Leetown Creekway Chanel Improvements
16. City Hall Garage Construction: Opening 2017
17. City Hall LED Project
18. Grand Avenue Bridge: Reconstruction
19. Reduce Backlog of Dead/Hazardous Tree Removal
20. WRA Phosphorous Recovery Project
21. Pump Station I, II, III: Design Construction
22. Skywalk HVAC and Roof Replacement Projects
23. Four Mile Community Center Remodel: Phase 1
24. Ewing Park Nature Trail Phase II
25. Neal Smith Trail Renovation
26. Stream Bank Stabilization
27. Prospect Park Disc Golf Course
28. Redhead Park Improvements
29. Library Isolated Security Camera System: Installation
30. Glendale Abbey Restoration
31. Allen Park Community Garden

► **Major Projects 2016 – 2017** (*Continued*)

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33. Pioneer Park Road
34. Golf Course Irrigation Improvements
35. Ewing Park Lilac Arboretum Donor Plaza
36. Pioneer – Columbus Community Center Remodel: Phase 2
37. Fairmont Park Playground
38. Sheridan Park Sprayground
39. Mac Rae Park
40. Waveland Golf Course: Hole #1 Dredging
41. Glendale Cemetery Stormwater Improvements
42. Invasive Species Removal