

THE INDIANOLA PLAN

A Strategic Action Plan

Prepared October 2000, for

The City of Indianola

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Summary: The City of Indianola has displayed great foresight in developing a strategic plan to ensure the city is being proactive rather than reactive to problems associated with rapid growth.

Section I – Introduction

A. Purpose and Overview

The purpose of this Strategic Action Plan is to assist the City of Indianola with development strategies to protect qualities that have attracted new residents and enhance services for existing and new residents in Indianola.

Iowa's rural population is steadily shifting to urban population centers across the state. Families will dominate Indianola's population increase with strong connections to small town lifestyles. Whether these new families are relocating from urban core or from small rural communities, there is a strong desire to maintain small town attributes that are attractive to families, but with services and amenities similar to those enjoyed in urban areas.

Balanced growth must carefully analyze the impact it will have on the designated indicators that sustain a livable community. A prerequisite to balanced growth is to have an informed, focused, progressive, and visionary city government that has strong leadership determined to carry forward community-supported projects.

This plan addresses the issue of Balanced Growth and the strategies that the City of Indianola must take in order to meet the desired goals and objectives.

Indianola is uniquely situated to provide a community that is attractive, well planned and able to meet its mission.

B. Balanced (Smart) Growth

Balanced growth recognizes connections between development and quality of life. It leverages new growth to improve the community. The features that distinguish smart growth in a community vary from place to place. In general, smart growth invests time, attention, and resources in restoring community and vitality to center cities and older suburbs.

New smart growth is more town-centered, is transit and pedestrian oriented, and has a greater mix of housing, commercial and retail uses. It also preserves open space and many other environmental amenities. Successful communities do tend to have one thing in common—a vision of where they want to go and of what things they value in their community—and their plans for development reflect these values.

C. Guiding Principles

Mission Statement:

The mission of the Indianola Strategic Plan is to help the City of Indianola plan for growth and encourage expansion of economic opportunities for its residents while providing essential city services and enabling Indianola to keep its separate identity and sense of community.

Vision Statement:

The City of Indianola should strive to be a livable cutting edge residential and business community while retaining its small town traditions and charm to preserve its identity in an effort to provide a high quality of life for all of its current and future residents.

Strategic Planning Committee

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Section II – City Wide Goals

A. Introduction

The primary purpose of the City of Indianola's Strategic Plan is to guide the City Council and City Staff decisions for the next five to ten years. To accomplish this purpose, the following City-wide goals were developed to guide the objectives and action steps of each area of city government and program.

The City-wide goals are expressions of the desired end results for the city and truly represent the highest order of business to be accomplished to meet the city's mission. They provide the vision required to set and meet objectives. The short-term goals are the driving force for attaining the City-wide goals. In developing the Strategic Plan, buy-in to the City-wide goals from the City Council and City Staff is imperative, since all of their short-term goals ultimately must support the vision of the City of Indianola.

The Strategic Planning committee recommends that the City form an ongoing board or commission who will continually evaluate the progress of both the City-wide goals and objectives throughout the life of this plan to determine if the goals are still applicable.

B. City Wide Goals

1. Broaden the tax base and opportunities by intensifying efforts to expand industry, business, retail, and jobs.
2. Maintain and improve municipal services and infrastructure.
3. Improve Indianola's transportation and traffic system
4. Improve Indianola's image and sense of community by enhancing the appearance and function of the square and strengthening city beautification efforts.
5. Plan for balanced growth that integrates all elements of the community.

Section III – Objectives

A. Introduction

The Strategic Planning co-chairs and their teams each developed strategies for achieving the overall City wide goals. These strategies were then categorized under particular goals and used to form short-term objectives.

As new projects develop over the next several years, City Council and City Staff should first determine which one of these short-term objectives the project would fit under. Each time the City Council or City Staff evaluate the progress of the Strategic Plan, all goals, objectives, strategies and action steps will be reviewed to determine if they are still viable.

B. Objectives

- Identify unique business opportunities of Indianola and develop a marketing plan that capitalizes on these opportunities.
- Conduct a comprehensive needs assessment (including city services) and prepare a Facilities plan.
- Inventory and assess Indianola's street systems for circulation adequacy.
- Assess Indianola's current street maintenance program and plan for required improvements.
- Identify visual elements that define Indianola and identify opportunities for visual enhancement.
- Develop a plan to preserve and improve the Town Square.
- Develop an aggressive and creative strategy / master plan to capitalize on local resources and maintain small town character.
- Seek out and develop partnering opportunities.

Goal One - Broaden the tax base and opportunities by intensifying efforts to expand industry, business, retail, and jobs.

Objective:

Identify unique business opportunities of Indianola and develop a marketing plan that capitalizes on these opportunities.

Strategy One: Identify qualities that make Indianola a unique community for business opportunities.

Action Steps:

- Review existing research on Warren Co. from IDC, WCEDC, and other organizations (such as agricultural asset map, labor surveys, housing, etc.)
- Review telecommunications options, investments by IMU, and private-sector plans/trends.
- “Take a fresh look at what we have & what works”

Strategy Two: Review factors that inhibit business opportunities in Indianola.

Action Steps:

- “Take a look at the past & what didn’t work”
- Review public policies & summarize findings of other strategic planning committees (i.e. transportation issues)
- Review infrastructure limitations in the current Comprehensive Plan
- Open dialog with existing businesses on factors that limit their growth
- Monitor private marketing (i.e. web links, Des Moines Register, etc.) that we don’t control & public perceptions about Indianola

Strategy Three: Identify unmet business opportunities.

Action Steps:

- Ensure sub-committee input into the Comprehensive Plan on growth for commercial & industrial areas.
- Identify baseline vs. existing “business support services” such as meeting spaces, shared offices & support services, restaurants, technology, outsourcing contractors, etc.
- Review existing research and/or conduct new research on under-represented commerce in the area
- Review opportunities arising from existing community attractions, destination events, and destination retail businesses
- Continue dialog with existing businesses on potential growth opportunities

Strategy Four: Identify current strategies for marketing Indianola.

Action Steps:

- Public marketing strategies
- Public incentives

Strategy Five: Establish a vision/goals of the "preferred" business environment in Indianola.

Action Steps:

- Realistic look at commerce that enhances the "quality of life" and the retail environment
- Identify key "macro-economic" trends at the state & local level that will affect the business environment both in the Des Moines metro area and Indianola
- Make a recommendation on "what to focus on and do it well" vs. "indecision on direction & letting detractors prevail"
- Inclusion of ag-related or value-added manufacturing provided from raw materials/resources in the county/area

Strategy Six: Identify key areas where the current environment needs to change to progress towards the "preferred" environment and recommend changes.

Action Steps:

- Review drafts/completed reports of (1), (2), (3), (4), (5), the Comprehensive Plan, planned transportation enhancements, etc. Combine into a working draft of a "business environment" report.
- Again include efforts of other applicable Strategic Planning sub-committees
- Identify outside supports (i.e. state, federal agencies, public/private partnerships) to attract new types of businesses and real estate development.

Strategy Seven: Initiate redevelopment within a 2-block area each direction from the current square

Action Steps:

- Establish a role for an IDC-type effort (a public/private partnership) to stimulate commercial development within this zone
- The goal is to establish a viable central commercial district with a broad base of professional jobs, specialty retail, restaurants, and entertainment establishments
- Develop progressive public incentives as needed

Strategy Eight: Adopt a plan for expansion of Indianola's industrial tax base.

Action steps:

- Explore the best use of the present industrial site.
- Determine the types of industrial expansion desired.
- Determine where new industrial expansion should occur.
- Implement steps to promote industrial development in planned areas including:
 - updated planning and zoning documentation
 - plan for and implement necessary infrastructure development (utilities, roads, technology access, etc.)
 - identification of incentives
 - ensure promotion of industrial expansion through marketing initiatives.

Strategy Nine: Coordinate a Marketing Plan with IDC, WCEDC, the Chamber of Commerce, the City of Indianola, and other organizations.

Action Steps:

- Determine & review the costs vs. benefits of various changes to the “business environment” to establish a priority of resources (time, money, etc.)
- Determine the level of additional resources needed
- Incorporate the results of reports & plans as they are completed; don't wait for final products to move forward

Strategy Ten: Implement the Marketing Plan and establish a periodic review process to determine its effectiveness.

Action Steps:

- Connect with regional initiatives to attract both citizens and businesses. Examples include “returnees”, Simpson grads, Indianola grads, etc.
- Market the plan to our own citizens, keeping a core informed & involved
- Target those with entrepreneurial assets vs. existing businesses. Examples include small business centers, SBA personnel, business brokers, consultants, etc.
- Promote what we do have in terms of “business supports” in conjunction with existing businesses

Goal Two – Maintain and improve municipal services and infrastructure.

Objective:

Conduct a comprehensive needs assessment (including city services) and prepare a Facilities plan.

Strategy One: Assess current space utilization of each City Department and recommend changes that would maximize current facility usage. (Note: an assessment was completed in 1999 for the City Hall offices, this document should be considered, but may not be inclusive.)

Action Steps:

- City Hall offices should be relocated to the South entrance of the City Hall, where Parks and Rec. has been located. This would provide the community and city administration a more visible, citizen friendly, entrance and reception area. The Police Department would be located in the northwest side of City Hall. Hopefully this would give the police department the space and security that is needed.

Strategy Two: Assess the future needs of the community, analyze the existing facilities and delivery of services, explore funding requirements for suggested improvements, and prepare a Facilities and Delivery of Services Master Plan, which allows for balanced growth over the next five to ten years.

Action Steps:

- **Fire and Police Facilities-** assessment should recommend adding on to City Hall or building at a new site. If a new site is recommended (or multiple substations) land should be acquired, as it becomes available.
- **IMU** assessment should include-
 - Consideration of administration offices being combined with city administration offices.
 - The addition of another water well
 - Whether the City/IMU technology plan is progressing as planned
 - Assess whether some communication services should be publicly or privately provided
- **Parks and Recreation** assessment should include-
 - Recommendation of a youth facility and programming
 - Consideration of a community center with indoor pool and gym
 - Recreation trail system
 - Green spaces and parks in developing neighborhoods- land should be acquired, as it becomes available.

- **Sewer Service** assessment should determine-
 - If the current site needs expanded or esthetically improved.
 - If a new site is desirable and where it should be located. If a new site is recommended, the land should be acquired as soon as it is available.
- **City building and service** assessment should include-
 - Consideration of hiring an urban planner as part of the administrative staff
 - Consideration of hiring a grant writer
 - Recommendations for city administration office space
 - Recommendations for maintaining city buildings
 - Assess whether services should be publicly or privately provided

Strategy Three: Develop a timeline and plan for implementing the Facilities and Delivery of Services Master Plan.

Action Steps:

- Summarize the assessments
- Prioritize assessment implementation
- Present the Services Master Plan

Goal Three - Improve Indianola's Transportation & Traffic System

Many Indianola residents have complained that traffic volumes and speeds in and around the City have contributed to a decline in quality-of-life. This trend will ultimately lead to population and property value decline in congested areas.

A proliferation of closed street systems and cul de sac streets resulting from sporadic development without adherence to a local street system plan throughout the City have forced some neighborhood residential streets to collect traffic and channel it on a progressively higher order through limited access points to a few major arterial such as U.S. Highway 65/69 or Iowa Highway 92. Over time, this pattern of streets results in high demand at major junctions, resulting in severe congestion and an environment that discourages walking and bicycling. Local traffic, even for short trips, is forced onto the arterials adding to the congestion.

After much discussion and study, the Committee believes the City should adopt and promote street patterns that result in dispersion of traffic throughout the City system and provide multiple direct street connections for local traffic, pedestrians and bicyclists. This implies a system of streets with multiple routes and connections serving the same origins and destinations, a system of parallel routes and cross connections within the area. These parallel routes should be properly classified and sized. Longer-distance through traffic should remain on U.S. Highway 65/69, Iowa Highway 92 and County Road R63. Steps should be taken to discourage infiltration of longer distance through traffic. Ultimately, a bypass for U.S. Highway 65/69 should be created since the current road location bisects the City and is needed for local street connections.

The Committee recognizes that certain local parallel streets will serve as minor arterials and major collectors. Key connections to the major arterial street system need be assessed and improved to reduce congestion and improve safety. Traffic flow on these arterial and collector streets should be balanced through an inter-connective street system. It is important that heavy traffic flow on any given existing residential neighborhood streets be stabilized or reduced. This is especially true on existing residential neighborhood streets that have become collectors by default, and not by design, due to poor connectivity of similar residential neighborhood streets.

Relatively heavier traffic flow should only be encouraged on streets that have been designed and sized for such use and are located outside existing neighborhoods.

With these findings in mind, the Committee believes that the City should begin a balanced program that addresses existing deficiencies and increases connectivity through improvements to existing streets and by the strategic construction of new streets. The Committee believes that the most important step in that direction is to eliminate the funneling of City traffic through a few narrow residential neighborhood streets.

Objective:
Inventory and assess Indianola's street systems for circulation adequacy.

Strategy One: Review Transportation element of the Comprehensive Plan for changes

Action Steps:

- Update the comprehensive plan to clearly define criteria and design parameters for Street classifications consistent with the adopted Des Moines Metro Area Design Standards Manual. These standards, such as access spacing, street width, pavement thickness and right of way width are critical to the development and continued performance of the street network.
- Identify areas where transportation improvements would encourage planned development
- Identify key transportation links that are responsibilities of more than one governmental body and increase cooperation for potential improvement. Agreements could contain specific language regarding the city reimbursing the county upon annexation of property
- Identify the role of transportation to enhance quality of life
- Adopt a policy such that a petitioner desiring to amend the City's Comprehensive plan to allow a more intense development that will create increased traffic flow to and from the development the petitioner, at their cost should measure the impact to the adjacent street system by completing a traffic impact study.
- Further that if the study indicates a need for additional street infrastructure that is not planned for in the current capital program or comprehensive plan; the developer be responsible for costs associated with the improvements needed to meet the increased traffic demand.
- Recognize the potential for a Bypass of US Highway 65/69 and encourage the planned development of a bypass route that benefits the desire for through traffic critical to Iowa's economy while promoting sustainable local development.

Strategy Two: Prepare a Comprehensive Traffic Study to address congestion and safety

Action Steps:

- Contract with a qualified consultant to prepare a comprehensive traffic study to identify existing capacity deficiencies and safety concerns on major and minor arterials.
- Update the existing comprehensive plan to include changes in the existing major street system, i.e., minor arterials and major collectors.
- Discourage the practice of allowing variances on streets designated as major arterials, minor arterials, and major collectors. Encourage them to comply with the intent of the roadway.
- Improve traffic flow and elevate congestion by actively supporting reduction of the number of vehicle trips made by Indianola residents. Measures might include:
 - City support and subsidizing car-pooling, vanpooling and park and ride programs.
 - Development and support of city-wide bicycle facilities
 - Investigate temporary in-town transit services during the Balloon Classic.

Strategy Three: Develop a Capital Project List for recommended thoroughfare improvements

Action Steps:

- Prioritize capital improvements to achieve a balanced transportation system. As a key first step, the Committee recommends that Hoover Street, which is currently outside of the northern City limits, be improved from U.S. Highway 65/69 west to County Road R63. This should be accomplished through a joint intergovernmental agreement with Warren County. The road should be wide and should include turn lanes with deep setbacks.
- The City should consider funding capital improvements through various sources including the general fund, Road Use Taxes, special assessments, Tax Increment Financing as well as various state and federally sponsored fund sources.
- The capital improvements plan should be reconciled with the maintenance program for possible efficiencies and with the comprehensive program to achieve the desired balance in traffic across the system.
- The committee has reviewed the existing major arterial, minor arterial and collector streets as identified in the current comprehensive plan and will provide the Council with the proposed classifications.

Objective:

Assess Indianola's current street maintenance program and plans for required improvements.

The existing street network represents a significant investment of public funds. It is important that the street network is maintained at a high level of service not only to provide a high quality of life, but to protect the capital investment in the transportation system. It is more economical to maintain a pavement in good repair than to allow the pavement to deteriorate to a level requiring extensive rehabilitation or reconstruction. Road-user costs, such as maintenance, repairs and gas mileage have been shown to be less on well-maintained good condition roadways.

Based on the desire for continued high service levels which lead to a quality of life and economical maintenance and operation the committee offers the following Action Plans:

Strategy One: Inventory and assess current street maintenance conditions

Action Steps:

- The city should engage a qualified engineering consultant to prepare a comprehensive Pavement Management system with the capability to assess the current average pavement condition, forecast pavement condition given various maintenance strategies and budget parameters.

Strategy Two: Establish acceptable maintenance level categories and assign to each street

Action Steps:

- The City should establish a threshold level of service indices for each street classification (local, collector & arterial) and, utilizing the system developed above, forecast the budget demands to achieve and maintain those threshold levels.
- Based on the forecasted maintenance program, the City should endeavor to maintain the street system at a higher condition level such that maintenance activities are preventive and more cost effective.
- The City should review its current policy of special assessments as a funding source for preventive maintenance activities, and consider alternative funding sources.

Goal Four - Improve Indianola's image and sense of community by enhancing the appearance and function of the square and strengthening city beautification efforts

Objective:

Identify opportunities for visual enhancements in Indianola.

Strategy One: Identify visual (positive & negative) elements that define Indianola

- Positive features most often mentioned
 - Simpson College
 - Indianola city parks system
 - Nature trails
 - Athletic facilities
 - The best of our residential areas
 - The square
 - Churches
 - Widened streets & decorative lighting

- Negative features most often mentioned
 - Unattractive properties
 - Appearance of the town from highways
 - City/County jail
 - Mobile home parks
 - Unkempt, overgrown public areas
 - Narrow streets
 - Overhead wires

Strategy Two: Identify visual elements (positive & negative) that define the approaches to Indianola

- Positive features most often mentioned
 - Open, uncluttered highway approaches to the city
 - Limited sprawl; open countryside
 - Town signage at entrances

- Negative features most often mentioned
 - Several canyon-like features
 - Threat of strip businesses along highway to the North

Strategy Three: Develop strategies to overcome negative attributes and/or attitude.

Action Steps:

- Review existing ordinances and practices for improving the appearance of both public & private properties
- Widening of streets throughout the city
- Develop a program for beautification, plantings, lighting of streets and elimination of overhead wires along the streets
- Review & improve volunteer clean-up of neglected areas, including adopt-a-street program
- Seek funding to finance public visual improvements and to offer assistance to private enterprises for similar efforts

Strategy Four: Identify gateway areas & develop a theme for visual improvement

Action Steps:

- Review entrances to Indianola from each direction
- In cooperation with those who develop a theme for the renovation of the square, create for the 4 highway entrances an attractive, identifiable, consistent pattern with that theme
- Develop an inviting entryway into the square from Highway 65/69 (Jefferson Way), at Ashland & Salem Ave
- Develop the Sesquicentennial park at intersection of Jefferson Way & Salem
- Develop an inviting entryway into the square from Hwy 92 at Howard St.

Strategy Five: Identify areas of funding for improvement projects

Action Steps:

- There are a series of state grants (lottery funds, departmental grants) available for community improvement projects
- Certified Local Government Grant
- Historic Resource Development Grants
- City Funding

Objective:

Develop a plan to preserve and improve the Town Square

Strategy One: Perform a through analysis of the Square.

- Positive features of the existing square
 - Safety
 - Small Town Atmosphere
 - At present, all of the buildings on the square are occupied
 - Creative, friendly, resilient proprietors & professionals;
 - Free parking
 - Court House
 - Viable destination businesses

- Negative features of the existing Square
 - Traffic flow/not pedestrian friendly
 - Jail with barbed wire
 - Poor landscaping & plantings
 - No public facilities
 - No architectural integrity
 - Store hours
 - Attitude of parking
 - Attitude of apathy
 - Uncertainty of funding

Strategy Two: Set goals for Square revitalization

Action Steps:

- Obtain funding from multiple state, local & private funding sources
- Develop the town square to become aesthetically pleasing and a consumer-friendly environment
- Increase the customer base of the town square
- Encourage all businesses on the town square to work together to benefit the community
- Develop the gateway approach to the town square

Strategy Three: Perform a market analysis of the Square

Action Steps:

- The principal aim of a marketing plan for the square should be to attract a greater proportion of unique retail establishments
- Review current customer bases of current businesses on square
- Develop ways reach new customers
- Look at trends in other like communities
- Develop strategy to create more retail business
- Review historical data about buildings
- Review possibility of creating office park suitable for relocation of professional businesses
- Create a working aerial map of downtown (directory)
- Hire a consultant to help determine marketing strategies and retail draws

Strategy Four: Identify missing retail, residential & commercial opportunities

Action Steps:

- Review current needs in community
- Expand on current festivals & markets
- Create more diversity in shopping (bakery, art shops, quality men's, women's & children's clothing)
- Find & locate niche businesses which show promise of success in this location

Strategy Five: Create a theme for the Square

As you stroll around Indianola's town square you journey back in time to a gentler era. Experience once again, the personal attention of friendly proprietors in our shops & eateries. The hometown heritage and relaxed pace will nourish your spirit. The town square is a cultural compass that will delight your senses and intellect. It's a place like you always wanted home to be.

Strategy Six: Identify strategies for Square revitalization

Action Steps:

- The Fine Arts / Community Beautification Commission and Downtown Development Group are working together to pursue the 5 goals as stated above & work on market analysis
- Assistance has been secured from the Urban Design program at Iowa State University to develop a plan that is aesthetically pleasing and consistent with the Square theme. This will include a review of historical data about the buildings
- Conduct retail customer service seminars
- Identify and work closely with building owners & proprietors/occupants of enterprises in order to ensure maximum cooperation

Strategy Seven: Implement a revitalization strategy

Action Steps:

- Create presentation of plan
- Create a positive public relations campaign that focuses on businesses and buildings on the square

Goal Five - Plan for balanced growth that integrates all elements of the community

Objective:

Develop an aggressive and creative strategy / master plan to capitalize on local resources and maintain small town character.

Strategy One: Identify existing conditions and projected needs of the community. Develop a program that recognizes current and future needs of the City, the Schools, Transportation, Housing and Commerce.

Beautification

- **Sustain**
 - Simpson Campus Day
 - Chamber Beautification Award Program
 - Well Maintained streets and public properties
 - Programs to encourage attractive homes and businesses

- **Attain**
 - Chamber should involve, educate and provide incentives for entire community
 - Ensure subdivision regulations require developers set aside land suitable for a neighborhood park.
 - Ensure city develops and maintains vacant undeveloped lots that were originally designated for parks when the development was approved
 - Encourage bike and walking paths
 - Get youth involved (those who hang out on the square also)

Economic Development

- **Sustain**
 - Continue Indianola Development Corporation
 - Continue partnering with Warren County Economic Development and Warren County Supervisors

- **Attain**
 - Consider adding a professional associate for the Chamber/IDC office who will assist with active recruitment of new businesses and environmentally friendly industries
 - Network with companies in Des Moines who might consider a satellite location
 - Improve tourism opportunities for value added dollars to city
 - Establish a city foundation for gift/will opportunities
 - Engage community to help develop a more responsive city and county government

- Treat those who show interest in growing in our community with positive, encouraging and helpful communication and develop user friendly forms

Marketing the Community

- **Sustain**
 - Continue with Des Moines Chamber Alliance membership
 - Send representatives to Washington DC with Des Moines group
 - Maintain Chamber of Commerce Office
 - Support local media
 - Continue signage improvements on highways
 - Continue Commerce magazine and Intro promotions
- **Attain**
 - Be more proactive; use TV; go outside our local area
 - Send representatives to trade shows
 - Send ambassadors to other communities to work together and help promote each other.
 - Use a percentage of hotel/motel tax to market the city

Support for local business

- **Sustain**
 - Continue activities on the square to get people downtown
 - Keep buildings occupied
 - Maintain current mix of businesses
 - Maintain architecture
- **Attain**
 - Work with local media
 - Improved business mix –

Action Steps:

Form a broad-based group to prepare a questionnaire that would ask what kinds of stores and services are wanted; distribute the questionnaire and tally results

- Store hours more compatible with 2 wage earners schedules
- Promote customer service
- Cause downtown to be alive with people
 - Office building (3-4 stories)
 - Multifamily (3-4 stories)
 - Pedestrian friendly

Housing

- **Sustain**
 - Maintain green space
 - Keep developments attractive and neat
 - Continue tax abatement
- **Attain**
 - Establish a consistent, enforceable and uniform building code
 - Provide affordable housing
 - Have a mix of size, shape and price to permit people at all ages to stay in their neighborhood
 - Promote infill housing
 - Have tenant do some of the maintenance work
 - Encourage energy efficient building codes
 - Use foreclosed properties for affordable housing rather than reselling

Education

- **Sustain**
 - Fiscal responsibility
 - Focus on student achievement
 - Facility maintenance
 - Parent/community involvement
 - Safe Schools
 - Curriculum development cycle
 - Support technology
 - High expectations
 - Assessment

- **Attain**
 - Broaden tax base
 - Increase instructional funding
 - Expand early childhood education programs including all day/everyday kindergarten
 - Increase infrastructure funding
 - Long range facilities plan
 - Expand technology to support the curriculum

Strategy Two: Define Indianola. Determine “what do we want to be.”

The City of Indianola should strive to be a livable cutting edge residential and business community while retaining its small town traditions and charm to preserve its identity in an effort to provide a high quality of life for all of its current and future residents.

Strategy Three: Review current zoning and subdivision regulations; ascertain whether they meet the goals of the community. Amend and update subdivision regulations and zoning ordinances as necessary.

Strategy Four: Prepare a Comprehensive Plan that is relevant to the Strategic Plan.

Action Steps:

- Plan for future growth in Indianola, both in population and square miles.
- Determine reasonable City boundaries and be aggressive and consistent with annexation plans.

Objective:
Seek out and develop partnering opportunities

Strategy One: Identify opportunities for partnering and outline the benefits of community partnerships.

Action Steps:

- Meet with Simpson College leaders and establish mechanism for community partnerships.
- Meet with representatives of Warren County government and develop productive working relationships with their Agencies
- Establish cooperative efforts with the schools, libraries, recreation, elderly care, transportation, and utilities.
- Meet with representatives of the corporate sector and identify the opportunities for Community / Business partnerships.
- Meet with representatives of state and national organizations and agencies. Seek to establish joint partnerships in areas of mutual interest including health care, elderly care, education, recreation, and funding opportunities.

All would agree that new businesses and industry are needed for additional tax base and additional local employment. Balanced growth should be controlled by zoning ordinances and by addressing the indicators of a livable community.

Balanced or smart growth is the desire of this community. Because balanced growth must address so many indicators, it is recommended by this committee that the city employ a professional city planner for a predetermined length of time to develop a master plan for future growth.