

CITY OF SIDNEY STRATEGIC PLANNING SESSION, MARCH 6, 11:00 A.M.
1115 13th Avenue, Sidney NE

AGENDA

CALL TO ORDER
PLEDGE OF ALLEGIANCE
WELCOME
BUSINESS AND REPORTS:

1. Announcement re: Open Meetings Act
2. Comments by the public
3. Strategic Planning Session – David Scott

ADJOURNMENT

**The Council values and encourages comments by the public even if the topic is not on our agenda. However, Council cannot respond to or discuss any items that are not on the agenda. A request form to get on the agenda is available to the public on the City's website or at the City Clerk's office.



SMALL TOWN VALUES

1115 13TH AVENUE PO BOX 79
SIDNEY NEBRASKA 69162

BIG TIME OPPORTUNITIES

PHONE (308) 254-5300 FAX (308) 254-3164
www.cityofs Sidney.org

MEMORANDUM

DATE: March 6, 2024, 11:00AM

MEMO TO: Mayor and City Council

FROM: David Scott, City Manager

RE: City Council Strategic Plan Review and Revision

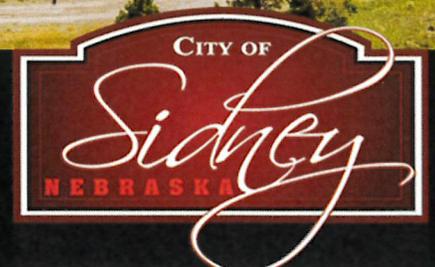
In January of 2023 the City Council attended a workshop to create the City Council strategic plan for the next five years. The plan was last revisited in December of 2023, at that time, it had been quite some time since the last review. This time it has only been about three months since the last review, so I hope it will not take as long. I have the plan attached and the recommended changes from the last review have been made.

It would be my suggestion that follow the review in the same order the plan was created.

Review of the SOAR Analysis. (add/delete) recap of why those items were originally listed.

Review of the four pillars action items and deadlines. (add/delete) recap of why those items were originally listed.

CITY COUNCIL STRATEGIC PLAN 2023 - 2026



CITY OF SIDNEY CITY COUNCIL

PLANNING PARTNERS

David Scott – City Manager, citymanager@cityofsidney.org

Brad Sherman – City Council, (Mayor) bdsherman@ups.com

Paul Stroman – City Council, (Vice Mayor) pstro23@yahoo.com

Brock Buckner – City Council, brockbuckner44@gmail.com

Brandon Bondegard – City Council, bondegardbl@yahoo.com

Burkre Radcliffe – City Council, burkeradcliffescc@gmail.com

MISSION STATEMENT

To provide responsible leadership, fiscal accountability, quality services, and economic growth that will improve the quality of life for all of its citizens.

IDENTIFICATION OF 2023-2026 STRATEGIC THEMES: WHAT MATTERS MOST

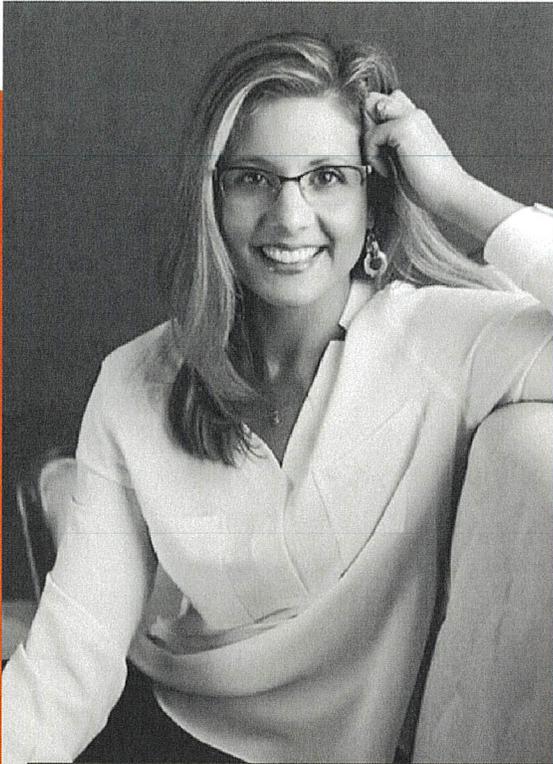
Strategic Pillar #1: Community Improvement Projects

Strategic Pillar #2: Financial Sustainability and Growth

Strategic Pillar #3: Employee Development

Strategic Pillar #4: Economic Development

EXECUTIVE SUMMARY



Jamie N. Weingart
Principal Consultant

In January of 2023, The City Council for the City of Sidney gathered for a half-day strategic planning retreat facilitated by Jamie Weingart of JNW Consulting, LLC.

The purpose of this session was to create a collective vision for the future of the City of Sidney, as well as to gain perspectives, opinions, and insights regarding the future direction of Sidney as an entity, as well as from a community perspective.

During this session, the group worked diligently to discuss, create, and articulate a vision that could be realized for the City over the next five

years and beyond. Information for establishing strategic direction was then gathered from an in-session SOAR analysis, which supported the identification of the City's' greatest opportunities for the near future.

Dialogue resulted in the selection of several key short-term objectives, including:

1. A necessity to initiate and complete key community improvement projects.
2. Strategic efforts placed on continued fiscal responsibility.
3. An opportunity to invest in employee growth and development at the City of Sidney
4. Priority placed on economic development efforts and initiatives.

These opportunities, a reflection of the City of Sidney's inspiring mission, Leadership experience, and invested and engaged City Council, are reflected throughout the objectives set forth in this strategic document.

VISION PLANNING 2026

OUR MISSION

To provide responsible leadership, fiscal accountability, quality services, and economic growth that will improve the quality of life for all of its citizens.

OUR ACCOMPLISHMENTS

- Economic Development
- National Leader
- Jobs Created
- Business Opportunities
- Dollars Invested in Community
- Innovative Programs
- Recreational Facilities and Amenities
- Rec Activities
- Youth Investment
- Community Appeal
- Solid Infrastructure
- Great Customer Service
- Community Buy-In
- Collective Investment in Community
- Large-Scale Networking and Communication

OUR PRIORITIES

- Common Vision
- Strong Communication Plan
- Fill Buildings
- Renovate or Address Outdated Buildings
- Consider New Opportunities
- Seek and Pursue Strategic Growth
- Build Endowment Fund
- Pursue Fundraising and Financial Sustainability Opportunities
- Support Neighboring Communities
- Support Existing Entrepreneurial Growth
- Panhandle / Regional Collaboration (Business & Housing)

OUR IMPACT

Citizen:

- Safe
- Entrepreneurial
- Small-town Values
- Engagement in Sidney
- Career Opportunities
- Remote Worker Opportunities
- Adequate Housing
- Quality of Life

Leaders and Employees:

- Good Place to Work
- Rewarding Career
- Career Pathing
- Retention
- Competitive Wages and Benefits

OUR CULTURE

- Competitive
- Supportive to Businesses, Families, and Staff
- Welcoming
- Friendly
- Positive
- Willing to Work Together
- Departments Collaborate
- Teamwork
- Focus on Growth
- Training and Development

2023 SOAR ANALYSIS

STRENGTHS

Community Organization Partnerships
Utility Infrastructure
Foundation for Quality of Life
Location Opportunity
Demographics
Travel / I-80
School System
Hospital System
Financial Stability
Ability to Meet Organizational Needs
Excellence Teamwork
Department Communication / Meetings
Employee Committee
Leader in Innovation
Diversity of Service / Quality of Service
Community Center
Trail System
Well Maintained Community
Volunteer Base
Community Pride
Cleanliness
Small Town Values
Street Projects
LB840 Funds

OPPORTUNITIES

Housing
Economic Development
Attract People / Human Capital
City Buildings
Downtown Revitalization
Cultural Events / Opportunities / Activities
Night Life Attract Younger Demographic
Park System – Multidimensional
Financial Capacity and Limits
Recruitment
Retention
Adequate Staffing

Snow Removal & Mowing
Opportunities to Connect
Competitive Salaries
Council & Public Support
Positive Press and Feedback
Advocacy and Understanding
Communication with Public
Garbage Service
Using correct communication mediums

ASPIRATIONS

Community Events
Farmers Market Growth
True Market Square
Downtown Lights
Creative District
Tourism Awareness
City Branding
Recreational Awareness
Public Facilities
County / Chamber / Other Partnerships
State Granting Agencies
Arts Council
Economic and Diverse Growth
Progressive, Young, and Creative
Attractive Place to Live
Trails
Outdoor Opportunities
Modern Facilities
Environmental Stability
Green Initiatives
Housing Development
North Side Streets
Wage Increases
Automation

RESULTS

Good Long-Term Place to Work

Quality of Life

Safe

Supply Chain Management

Human Capital

Annual Demographics of Community Mobility

I-80 Traffic Non-Public Dollars

I-80 Development Opportunities

Economic Development Opportunities

Trail System

Cultural Events

Sales Tax Revenues

Business Growth

Job Creation

Business Park

Employee Retention at City

I-80 Corridor

STRATEGIC PILLAR #1

COMMUNITY IMPROVEMENT PROJECTS

STRATEGIES

1. Facilitate the Renovation of the City Auditorium
2. Improve Recreational Opportunities and Amenities
3. Create Housing Opportunities
4. Improve Downtown Buildings and Entertainment Venues
5. Complete Energy Development Projects

STRATEGIC PILLAR #2

FINANCIAL SUSTAINABILITY AND GROWTH

STRATEGIES

1. Capitalize on Current Financial Position
2. Explore Additional Funding Opportunities
3. Create Strategic Partnerships
4. Improve Downtown

STRATEGIC PILLAR #3

EMPLOYEE DEVELOPMENT

STRATEGIES

1. Anticipate Future Organizational Needs
2. Retain Future Talent

STRATEGIC PILLAR #4

ECONOMIC DEVELOPMENT

STRATEGIES

1. Continue Development of I-80 Corridor
2. Continue to Support the Development of the Industrial/Business Park
3. Pursue the Diversification of Economic Landscape
4. Explore Regional and Panhandle Partnerships

STRATEGIC PILLAR #1

COMMUNITY IMPROVEMENT PROJECTS

Deadline: January 2025

STRATEGY	ACTION ITEMS	RESPONCIBLE PARTIES	TIMELINE
Work towards the creation of a City Auditorium or Civic Center	<p>Create partnerships needed to achieve the goal</p> <p>Identify Financing opportunities for the goal</p>	City Manager & City Council	Ongoing
Improve Recreational Opportunities and Amenities	<p>Develop City of Sidney Trail System</p> <p>Partner with Safe Streets 4 All (SS4A) Committee</p> <p>Monitor Process through Phases and start work on Park Development Project</p>	City Manager & Mayor	<p>Complete design plan by September 2024</p> <p>Include public input</p> <p>Apply for implementation of design plan at the earliest grant cycle after the plan is complete</p>
North Side Park Project	Work on bidding documents	City Manager & City Council	Bid Project for spring of 2025
Create housing opportunities	Pursue TIF and other funding and incentive opportunities	City Manager, City Council and EDCAC	Ongoing, Update City Council on Progress
Improve Downtown Buildings and Entertainment Venues	<p>Continue to expand and find funding for lighting projects</p> <p>Begin Revitalization of the Hickory Square Project</p>	<p>City Manager, Electric Superintendent, and Lighting Committee</p> <p>City Manager, Mayor, and City Council, and Partner with Creative District</p>	<p>Ongoing</p> <p>Start to identify funding sources by September 2024</p>
Complete Energy Projects	Complete Solar Farm and Additional Generation Projects	Electric Superintendent, City Manager, and City Council	Both complete by December 31, 2024

STRATEGIC PILLAR #2

FINANCIAL STABILITY AND GROWTH

Deadline: Ongoing

STRATEGY	ACTION ITEMS	RESPONCIBLE PARTIES	TIMELINE
<p>Capitalize on Current Financial Position</p> <p>Currently A+</p>	<p>Effectively Manager Equipment Reserve Fund</p> <p>Create Plan to Improve Bond Rating</p> <p>Support the Approval of Investments Related to Process Advantages and Efficiencies</p>	<p>City Manager & Finance Director</p> <p>City Manager & Finance Director</p> <p>City Council</p>	<p>Report to City Council at annual budget meeting, Some Debt retiring 2024-2025</p> <p>Reduce city debt & lower property tax - Ongoing</p> <p>Annual discussion during budget session</p>
<p>Explore Additional Funding Opportunities</p>	<p>Research Grant Opportunities</p>	<p>Economic Development Director</p>	<p>Ongoing, Review quarterly</p>
<p>Create Strategic Partnerships</p>	<p>Explore Partnership Opportunities with Public Private Entities</p>	<p>Economic Development Director</p>	<p>Ongoing, Review quarterly</p>

STRATEGIC PILLAR #3

EMPLOYEE DEVELOPMENT

Deadline: September 2025 and Ongoing

STRATEGY	ACTION ITEMS	RESPONCIBLE PARTIES	TIMELINE
Anticipate Future Organizational Structure Needs	Create Organizational Structure Plans	City Manager	Ongoing, Report Quarterly Progress & Upcoming Staff Changes to City Council
	Explore Department Hiring Needs; Support Growth as Necessary	City Manager & HR	Approve Budget Needs as Necessary - City Council Review Organizational Changes Annually
Strive to Recruit and Retain Employee Talent	Address Wage Competitiveness and Future Federal Wage Requirements	City Manager, HR, and City Council	Presented Plan to City Council in the 2023 Budget Meeting
	Continue to Support Employee Engagement, Training, and Development Needs	City Manager, HR, and City Council	Ongoing, Review Quarterly
	Encourage Cross-Training and Cross-Collaborative Partnerships	City Manager, HR, and City Council	Ongoing, Review Quarterly
	Explore Wage and Career Pathing Incentive Opportunities	City Manager, HR, and City Attorney, and Finance Director	Recommendations Presented to City Council During Budget Meeting 2024

STRATEGIC PILLAR #4

ECONOMIC DEVELOPMENT

Deadline: September 2024 and Ongoing

STRATEGY	ACTION ITEMS	RESPONCIPLE PARTIES	TIMELINE
Continue Development of I-80 Corridor	Create Overreaching Plan (Generate and Review Existing Ordinances and Data) (Green Spaces)	City Manager & Burke Radcliffe, with City Council	Dedicate a special meeting for Q3 2024?
Continue to Support the Development of the Industrial / Business Park	Support the Development and Growth of the Park	Economic Development Director	Ongoing, quarterly Review
Pursue the Diversification of Economic Landscape	Strategically Support Diverse Opportunities through LB840 Initiatives	Economic Development Director, City Manager, and City Council	Ongoing, quarterly Review
	Support Economic Development Director Initiatives	City Manager and City Council	Ongoing, quarterly Review
Explore Regional and Panhandle Partnerships	Support Economic Development Director Initiatives	Economic Development Director, City Manager, and City Council	Ongoing, quarterly Review