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# *Hickman*

## *Strategic Plan 2018*



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*JEO Project No. R171373.00*



JEO CONSULTING GROUP INC

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## *Introduction*

To paraphrase Lewis Carroll in *Through the Looking Glass*, “If you don’t know where you’re going, then it doesn’t matter which way you go!”

The purpose of a strategic plan is to help organizations and communities determine where they want to go, what they want to be, and how to get where they want to go; or in other words, how to achieve their vision for the future. For a strategic plan to be more than an academic exercise that results in an impressive, but dreary document gathering dust on a shelf, it must be developed by people who are passionate about a community’s potential and its future.

Strategic planning is one of the most important responsibilities of the leadership of any community. It is the activity that establishes a clear vision for the community and sets appropriate strategic objectives to guide fulfillment of the vision. It also aligns appropriate resources and deployment decisions to achieve the strategic objectives and establishes measures that ensure attainment of those objectives within specified time frames.

Like all communities, the City of Hickman, Nebraska is continually faced with a myriad of challenges and opportunities. The demands on budgets, public infrastructure, and staffing underscore the need for a comprehensive and clear strategic plan. In an era of limited resources (human and financial), it is critical that citizens, leaders, and staff are focused in the same direction. The role of this strategic plan, therefore, is to provide that focus, facilitate the successful growth of Hickman, and provide a platform to purposefully advance the City as a community.

As a comprehensive plan prepares a community for future growth and development; a community’s strategic plan helps identify and prioritize the specific projects that will assist the City to reach its ultimate destination. These projects do not happen overnight, nor are they accomplished by one person. Careful planning and consideration should be given to each. The City should rely on staff, appointed officials, elected officials, community groups, and other organizations to help achieve these identified projects planned for the benefit of the entire community. The projects may include those necessary to maintain status quo, while others will be necessary or desired for continued community growth. The Hickman Strategic Plan will identify the top six (6) goals of the community and list individual concerns, objectives, actions, timelines, responsible groups/agencies, potential resources, and measurable outputs for each goal. The intent of the projects or goals is to enhance the high quality of life for the residents of Hickman and its economic vitality.

A high quality of life, in general, tops the list of attributes a community must strive for to survive and prosper. The availability of quality housing, education, parks facilities, recreation programs, and commerce must be in place to keep current residents from relocating and to entice new families into the community. For existing residents of Hickman, the decision to stay or move is largely based on the satisfaction and connection they have with the community. While residents may deliberate leaving the City for educational or economic reasons, other factors do play a role in helping them to decide. If another community (or region) offers the quality of life they desire, then residents may show an interest in making plans to relocate. However, community satisfaction and attachment could overrule that decision to relocate.

Studies show that existing residents are less likely to move from their place of residence if they feel a sense of satisfaction or connection with that community. That's because people support what they help create. As feelings of connection grow between person and place, sentiments associated with that place increase as well. For this reason, public engagement in shaping the community's future is crucial and transformative because it empowers residents to define what's important to their community and enables decision-makers to formulate strategies and target limited local resources (both human and financial) to address these community priorities. This sense of community ownership (connection and attachment) can play an impactful role in retaining existing residents and improve the City's local economic standing.

Studies have also shown a strong link between quality of life amenities and economic development. In today's competitive economic development climate, businesses and industries make relocation and expansion decisions partly on quality of life amenities that can be offered to their employees. Most business prospects will not even consider an area that does not offer modern quality of life amenities. Employee recruitment and retention all depend on how happy workers are where they live and work. Workforce talent (both individuals and families) prefer livable communities with easy access to large open parks, walking paths, hike-and-bike trails, recreational opportunities, performing and visual arts centers, museums, playgrounds, gardens and similar facilities where they can spend their leisure time.

Although quality of life amenities are costly to own, operate, and maintain, the payoff in terms of community pride and marketing can be of almost immeasurable value. They reveal the values and underpinnings of the local community and serve as a measure of civic health and vitality. New residents are attracted to communities that exude a strong feeling of hope and optimism about the future. They want some assurance that the community is a quality place to live, work, recreate, and invest.

### *Purpose*

In 2011, the City of Hickman commissioned its first Strategic Planning Process to identify and prioritize the physical needs of the community. The goal was to establish community consensus on future capital improvements, so the City could begin targeting limited local resources for priority initiatives to keep Hickman moving in the right direction.

Seven years later, the City has decided to revisit the goals contained within the Strategic Plan to consider civic progress since its adoption and to reassess current priorities for the community. This Hickman Strategic Plan Update will serve as a practical and usable, yet visionary plan to communicate the City's intentions to the residents of Hickman, focus the direction of public and private investments, and ensure that top tier consensus priorities are met in a timeframe established by the community.

This update will define specific goals that are to be achieved, a course of action for achieving those priorities, and detail measurements to ensure the outcomes of those results. Additionally, this update will ensure that the most important City priorities are identified, communicated, and achieved with direction and effective planning so that all may know what is expected and how to achieve success. The City will be diligent in focusing its efforts on strategic objectives that it can control and influence within the scope of its mission and vision. The implementation of this plan and the decision making around it will align with the City's values.

## *Planning Process*

On July 19, 2018 members of the Hickman City Council, City Staff, Norris Public Schools, civic organizations, business-owners, and concerned residents of the community held a strategic planning workshop to discuss and prioritize various projects in and around Hickman. A total of 22 stakeholders participated in the workshop.

JEO Consulting Group, Inc. (JEO) was hired to facilitate the workshop.

## *Planning Workshop*

The purpose of the strategic planning workshop was to inform, educate, and build consensus among committee members so local decision-makers could formulate strategies and target local resources (both human and financial) to accomplish these civic priorities.

At the onset of the Workshop, the Committee reviewed the results of an online community needs assessment survey that was conducted between May 11 – 31 and June 8 - 17, 2018. Hard copies of the survey were also available for residents that did not have access to a computer or preferred to complete the survey by hand.

The 20-question survey asked residents to rate the civic importance of various aspects of the community, using a scale of “Not at all important,” “Low importance,” “Neutral,” “Very Important,” to “Extremely Important.” In all, a total of 388 surveys were completed and returned.

Once the survey was tabulated, a summary was developed ranking 15 civic initiatives in terms of importance. Below are the results of that summary, ranked from most importance to least importance.

<u>Rank</u>	<u>Civic Amenity</u>
#1	Aquatic Center/Swimming Pool
#2	68th Street & Hickman Road Intersection
#3	Trails
#4	Large Park
#5	Splash Pad
#6	Baseball/Softball Fields
#7	Housing Options
#8	Drive-In Theater/Festival Area
#9	Additional Playground
#10	Downtown Revitalization Plan
#11	Basketball Courts
#12	Soccer/Football Fields
#13	3-Hole Golf Course
#14	Tennis Courts
#15	Skate Park

Members unanimously agreed with the importance of these 15 strategic issues, but based on a 5-year focus, the total strategic issues were reduced to the top ten (10).

Committee members were then asked to further define these ten (10) strategic issues by identifying all known issues and concerns surrounding these items. This exercise offered committee members a deeper understanding of strategic issues, their importance to the long-term well-being of the community, and to facilitate the ranking process for issue prioritization.

### ***Prioritization Process***

Using their understanding, insight, and professional expertise, committee members were asked to consider and rank their top tier priorities using a dot exercise. Each of the 22 committee members still in attendance were given a total of four (4) sticker dots, or votes, to help rank the strategic issues of most importance to them. The results of this first round of voting showed a clear consensus on four (4) priority issues for Hickman in 2018:

#### ***Tier I Priorities***

- Construct a new Family Aquatic Center within the City of Hickman. (18 Tier I votes)
- Construction of a new roundabout at the intersection of 68th Street & Hickman Road to improve public safety. (17 Tier I votes)
- Construction of a new Municipal Park in Hickman. (16 Tier I votes)
- Develop additional trails in Hickman to Improve connectivity to civic amenities and regional trails. (13 Tier I votes)

These strategic issues were referred to as “Tier I Priorities” - or of highest importance to the community - since they received a majority of first round votes from of committee members present.

Tier I Priorities were taken down from the wall and decision-makers were then asked to rank the remaining strategic issues. Each member was then given three (3) additional sticker dots and instructed to vote on “Tier II Priorities” of the City. Again, the strategic issue had to receive a consensus of second round votes to be considered Tier II Priorities. Tier II Priorities for Hickman in 2018 include:

#### ***Tier II Priorities***

- Improve the appearance and long-term viability of the Hickman downtown area. (8 Tier I votes and 17 Tier II votes)
- Improve housing options in the City of Hickman. (4 Tier I votes and 9 Tier II votes)

Strategic issues that received at least one vote during the first or second round were placed into a Tier III Priority category. Although there was not a clear consensus on these priorities during the voting process, Tier III Priorities were still identified as important issues for the community. The Tier III Priority for the City of Hickman in 2018 are shown below in no particular order.

### ***Tier III Priorities***

- Improve public infrastructure within the City of Hickman. (3 Tier I votes and 0 Tier II votes)
- Construction of a Skate Park within the City of Hickman. (0 Tier I votes and 3 Tier II votes)

The following strategic issue did not receive a single priority vote during the ranking process and placed into a Tier IV Priority Category. Although this strategic issue did not receive any votes, it was still identified as important project for the City and should be reconsidered the next time the City updates its strategic plan.

### ***Tier IV Priorities***

- Installation of new playground equipment at neighborhood parks.
- Construct a new Drive-In Theater with Festival Space.

## ***Timeframe for Implementation***

The final activity of the goal setting process was to recommend a timeframe for implementation for each of the priorities. Four timeframes were used: Short-Term – defined as priorities to be accomplished over the next three (3) years, Mid-Term – priorities to be accomplished within 4-8 years, Long Term – priorities to be accomplished within 8-10 years, ongoing priorities, or institutionalized priorities, as defined above.

It is important to note that an individual priority can be assigned multiple timeframes for implementation. Certain action steps, such as a study, need to take place in the short-term so the priority can secure the needed funding or permits to be implemented in the Mid- or Long-Term.

The results of this exercise are shown below:

#### Short-Term Goals

- Construct a new Family Aquatic Center within the City of Hickman.

#### Short-Term and Mid-Term Goals

- Construction of a new roundabout at the intersection of 68th Street & Hickman Road to improve public safety.

#### Short-Term and Ongoing Goals

- Develop additional trails in Hickman to Improve connectivity to civic amenities and regional trails.

#### Mid-Term Goals

- Construction of a new Municipal Park in Hickman.

#### Ongoing Goals

- Improve the appearance and long-term viability of the Hickman downtown area.
- Improve housing options in the City of Hickman.

## *Priorities for 2018*

The six (6) priorities for Hickman in 2018 are listed below in order of their highest ranking, their recommended timeframe for completion, and their associated concerns and/or needs. Although the following goals are numbered, this priority setting process shall not limit the City from addressing unforeseen issues or taking advantage of any opportunities to complete such priorities regardless of their order.

**Priority:** *Construct a new Family Aquatic Center within the City of Hickman.*

**Timeframe:** *Short-Term Goal*

### **18 Tier I votes**

#### **Concerns/Needs**

- The City of Hickman, Nebraska was recently awarded a Civic and Community Center Financing Fund Planning Grant to study the feasibility of constructing a new Aquatic Center Facility.
- JEO Consulting Group, Inc. is currently conducting the study.
- The community needs assessment survey shows public support for a new aquatic center/swimming pool
- Hickman is larger than some neighboring communities that have swimming pools.
- There are a lot of children in and around Hickman that will benefit.
- Closest swimming lessons are offered in Crete, Beatrice, and Lincoln.
- Some Hickman residents go to Crete for swimming lessons
- The new Hickman Aquatic Center Facility/Swimming Pool may draw residents that would otherwise go to Crete, Lincoln, or Beatrice.
- Closest pools or swimming is YMCA, Star City Shores, and Wagon Train Lake.
- Need to have pool within biking distance.
- To make an informed decision about the future facility, local decision-makers must know the cost to own, operate, and maintain an indoor pool and an outdoor pool.
- Even though it will be costlier, real consideration should be given to an indoor aquatic center facility that can be used year-round.
- Aquatic Center Facilities/Swimming Pools are quality of life amenities offered by municipalities. Rarely, if ever, do they break even or make money.
- Admission passes must be comparable to those facilities found in neighboring communities.
- Norris Schools currently co-ops with Beatrice.
- Norris Public School District transports swim teams to Beatrice for practices.
- A standalone swimming pool is not a high priority for Norris Public School District now based on enrollment.
- Consider Public vs. Privately-ownership of the facility.
- Aquatic Centers offer a fun experience for patrons, more so than just a lap pool.
- Swim lanes are needed however.
- The planned Aquatic Center needs to provide a full range of aquatic programming including competitive and recreational swimming opportunities, learn-to-swim programs, aqua therapy, aquatic exercise classes and more.
- The new facility should be designed for school-sponsored swim competitions.
- A splash pad may be added to the aquatic center facility for younger swim patrons.
- Residents must be realistic in their expectations for the new facility. The city should build for the future but must remain fiscally responsible to current taxpayers.

- The city should explore all viable options to finance the new aquatic center facility.
- Two sites for the future facility are currently being evaluated.
- Public safety must be considered when siting the new facility, particularly the 68th Street & Hickman Road intersection.
- City should approach the Norris Public School District about interest in cost-sharing, or at least be a partner (Interlocal Agreement) in the development of the new facility.

*Objective #1: To determine the physical and spatial needs of the new aquatic center.*

- Action Step #1: Commission a Hickman Aquatic Center Feasibility Study to explore all options for the development of a future aquatic center.
- Action Step #2: Outline the programmatic needs and expectations for the future aquatic center.
- Action Step #3: Consider features that will appeal to patrons of all ages (diving board, lap lanes, splash pad, slides, concession stand, bathhouse, technology, etc.).
- Action Step #4: Tour similar aquatic facilities within the region to determine likes, dislikes, issues, problems, areas for improvement, admission fees, maintenance costs, area for improvement, etc.
- Action Step #5: Develop a conceptual layout plan for the new aquatic center.
- Action Step #6: Calculate the land need requirements for the new facility.
- Action Step #7: Identify possible sites for the new facility. Evaluate the pros and cons of each site.
- Action Step #8: Prepare probable cost opinions for the construction and ongoing operations of the new aquatic center.
- Action Step #9: Using the same process, determine the feasibility and cost-effectiveness of constructing an indoor aquatic center. Calculate capital construction costs, ongoing operational costs, and land need requirements.
- Action Step #10: Hold an informational meeting with local stakeholders to present the draft results of the site design/cost opinion for the future aquatic center, both indoor and outdoor.
- Action Step #11: Solicit feedback and incorporate any revisions into the final draft.
- Action Step #12: Present the Hickman Aquatic Center Feasibility Study to residents and decision makers in Hickman.
- Action Step #13: Determine the most viable option (indoor or outdoor) for the future aquatic center.
- Action Step #14: Prepare and approve the final site design schematic/opinion of cost.

Timeline: 2018 (currently underway).

*Objective #2: To determine the long-term ownership and operational structure for the new aquatic facility.*

- Action Step #1: Based upon the programming of the Hickman aquatic facility, hold a meeting of local stakeholders and the City of Hickman to determine the most appropriate entity to eventually own and operate the new facility, once constructed.
- Action Step #2: Identify the organizational/operational structure for the future facility.
- Action Step #3: Identify financial means for the ongoing operation/maintenance of the Hickman aquatic facility.

Timeline: 2018.

*Objective #3: To identify potential resources (both human and financial) for the construction of the new Hickman Aquatic Center.*

- Action Step #1: Solicit public support on amenities for a new aquatic facility.
- Action Step #2: Meet with the City's fiscal agent to determine the long-term debt capacity of the community/responsible entity.
- Action Step #3: Identify local, regional, state, and federal resources for construction of the future Hickman aquatic facility.
- Action Step #4: Commence fund-raising efforts to solicit public and private contributions for the construction of the new Hickman aquatic facility. Consider a capital campaign to raise monies for various individual aquatic center amenities (bathhouse, shade shelters, slide, etc.).
- Action Step #5: Achieve maximum project impact by leveraging local funds with "outside" resources.
- Action Step #6: Package all financial resources for the construction of the new venue.

Timeline: 2019.

*Objective #4: To construction of the new Hickman Aquatic Center.*

- Action Step #1: Conduct an environmental review process, as required by the project's public funding agencies.
- Action Step #2: Enter into a professional services contract with a professional architectural/engineering firm to develop plans and specifications for the project, as well as for construction observation/management services.
- Action Step #3: Develop plans and specifications for the future Hickman aquatic facility, pursuant to the responses offered by regulatory agencies and the requirements of public funding sources (International Energy Conservation Code, Americans with Disability, Historic Preservation, etc.).
- Action Step #4: Submit plans and specifications to the public agencies (as appropriate) for their review/approval.
- Action Step #5: Secure necessary permits/approvals from public agencies.
- Action Step #6: Public bidding phase to include advertising, letting and contract award to lowest responsible/responsive bidder.

Action Step #7: Construction related activities.

Timeline: 2019-2020.

### **Responsible Groups/Agencies**

Hickman City Council, residents, businesses, Hickman Area Community Foundation, Hickman Building Foundation, Norris Public School System, and Aquatic Center Steering Committee.

### **Potential Resources**

Property tax, General Obligation Bonds, Local Option Sales Tax, private donations (Capital Campaign), admission fees, rental fees, concession sales, local fundraising events, Civic and Community Center Financing Fund, Community Development Assistance Act, Joint Purchase Program, Lease Purchase Program, and Land and Water Conservation Fund.

### **Measurable Outputs**

The term “aquatic center” conjures up images of fun and games, a mere luxury that residents can live without. But an aquatic center is more than a mere luxury. Aquatic centers appeal to people of all ages. They often provide the peace of mind for parents of children as well as a fun summer activity for the kids themselves. While the lifeguards protect the children swimming in the pool area, parents can enjoy spending some quality time in the sun or jumping off the diving board for some fun of their own. In addition to offering valuable public services for those interested (Learn-to-Swim lessons, CPR classes, scholastic swim teams), aquatic centers also provide excellent venues for birthday parties and low-impact therapy and aquatic exercise for seniors.

Without question, a municipal aquatic center will be costly to construct, operate, and maintain, however the payoff in terms of recreational value to growing families and community pride can be of almost immeasurable value. Because these facilities require a significant investment of public resources, Hickman residents recognize that a period of consistent policy, planning and action will be required to make progress towards the construction of the community’s first municipally-owned aquatic center.

The proposed Hickman Aquatic Center finds its origins in the 2011 Hickman Strategic Plan when the community completed its first city-sanctioned Strategic Planning Process. The purpose of this Plan was to help residents establish a consensus on civic betterment initiatives, so the city could formulate strategies and target local resources (both human and financial) to achieve these goals. A total of 23 stakeholders participated in the workshop, including concerned residents, business-owners, elected officials, civic organizations, religious leaders, community groups, and city staff.

Based on the ranking process employed at the workshop, and the results of community-wide needs assessment survey, the top priority of Hickman in 2011 was the construction a safe, aesthetically-pleasing, scale appropriate, energy-efficient, fully accessible Community Center to host private functions and civic events. The 16,940-square foot facility was constructed in 2017 at a cost of \$4.36 million.

Now that this Community Center is fully operational, the city is now ready to address Goal #2, the construction of an outdoor aquatic center.

In 2018, the city of Hickman applied for, and was subsequently awarded, a Civic Community Center Financing Fund (CCCCF) Planning Grant to cost-share a feasibility study for the eventual construction of a new aquatic center. This Feasibility Study will outline the programmatic needs and expectations for the future aquatic center, so the city can acquire a suitable site, create preliminary conceptual design renderings, develop accurate cost opinion for construction, identify capital funding options, and project operating costs and revenues. This information will provide Hickman residents and local elected officials with the information they need to make an informed decision about whether to move forward with the proposed facility.

At the foundation of this critical planning initiative has been public engagement. Public engagement is crucial – particularly at this stage – because it empowers residents to define what they believe is important (programming needs and expectation) in the aquatic center so local decision-makers can formulate strategies on how best to target limited local resources (both human and financial) to address those priorities. Adapting this public feedback will provide the city with a practical and usable, yet visionary plan which ties together ideas and concepts that garnered public support from local stakeholders and taxpayers. These individuals will ultimately be asked to finance the eventual construction of this aquatic center through taxes, fees, assessments, and private donations.

It is anticipated that JEO Consulting Group, Inc. will complete the Hickman Aquatic Center Feasibility Study by the end of 2018.

Construction of a new Family Aquatic Center is a short-term goal of the City.

**Priority:** *Construction of a new roundabout at the intersection of 68th Street & Hickman Road to improve public safety.*

**Timeframe:** *Short- and Mid-Term Goal*

**17 Tier I votes**

**Concerns/Needs**

- Safety is a current issue on 68th Street.
- Conceptual costs and drawings are complete.
- A roundabout on 68th Street may clear up traffic problems but could be challenging for farming community and truck traffic.
- Cannot install a traffic signal at intersection until 2045.
- Roundabout is cheaper and safer than a traffic signal (\$667,315 compared to \$1,017,005).
- Roundabout will be built in the next five years.
- Pedestrian safety with a roundabout is a concern. Location of crossing.
- Vehicular traffic tends to speed up coming out of a roundabout.
- 68th Street will be closed in two years for construction of intersection for new Lincoln beltway.
- The roundabout will be a City responsibility.
- Sidewalks will be included as a part of the 68th Street widening project.
- A roundabout may cause the surrounding commercial property access issues.

*Objective #1: To review and evaluate the existing 68th Street Corridor Study and identify immediate and long-term improvements to the 68th Street & Hickman Road Intersection.*

Action Step #1: Conduct a 68th Street Corridor Study.

Timeline: 2017 (completed).

*Objective #2: To prepare the plans and specification for recommended improvements to the 68th Street & Hickman Road intersection.*

Action Step #1: Review the City's Comprehensive Development Plan for future growth plans and policies.

Action Step #2: Develop preliminary design plans for the new roundabout at 68th Street & Hickman Road intersection.

Action Step #3: Hold an open house on 68th Street & Hickman Road intersection. Modify preliminary design plans, as needed.

Action Step #4: Prepare plans and specifications for the roundabout.

Action Step #5: Hold a public hearing to solicit public feedback on the final designs of the project. Make necessary revisions.

Action Step #6: Finalize plans and specifications.

Action Step #7: Obtain all necessary permits.

Timeline: 2019-2020.

*Objective #3: To package the financial resources necessary to develop the recommended improvements to the 68th Street & Hickman Road intersection.*

- Action Step #1: Meet with the City's fiscal agent to determine the long-term debt capacity of the community to build the roundabout.
- Action Step #2: Identify local, regional, state, and federal resources for construction of the future roundabout intersection. Joint project coordination with Lancaster County.
- Action Step #3: Programming of public funds for the construction of the project.
- Action Step #4: Package all financial resources for the construction of the roundabout.

Timeline: 2021-2023

*Objective #4: To construct a roundabout intersection.*

- Action Step #1: Bid phase to include advertising, letting and contract award to lowest responsible/responsive bidder.
- Action Step #2: Undertake construction of the roundabout intersection.
- Action Step #3: Complete construction and project close-out.

Timeline: 2023-2024.

***Responsible Group/Agency***

City of Hickman, Hickman Planning Commission, Hickman residents, Hickman Area Chamber of Commerce, Lancaster County Engineer, Lower Platte South Natural Resources District (LPSNRD), and Nebraska Department of Transportation.

***Potential Resources***

Municipal Bonds, Property Tax, Highway Allocation Fund, Local Option Sales Tax, LPSNRD Community Assistance Program, Nebraska Department of Transportation Programs, Joint Public Agency Act, and Federal-Aid Transportation Fund Purchase Sale Program (LB98).

***Measurable Outputs***

In 2017, Olsson Associates conducted a 68th Street Corridor Study for the City of Hickman to evaluate current roadway conditions and to identify potential improvements to the corridor to mitigate existing and future traffic issues. A crash history through the corridor was evaluated. In addition, signal warrant analyses, capacity analyses, and a review of access spacing were performed along the corridor. There were two scenarios analyzed as part of this study: existing conditions and projected 2040 conditions. The year 2040 was chosen to represent the long-term horizon year.

The intersection of 68th Street & Hickman Road is the busiest and most recognizable intersection in the City of Hickman. It is a two-way stop-controlled intersection with flashing beacons centered above the intersection and stop signs along Hickman Road as traffic control.

The Average Daily Traffic (ADT) counts for the 68th Street & Hickman Road intersection is shown below, along with the projected 2040 counts assuming a 2.5% growth rate.

### 2040 Projection

Intersection	Leg	Existing ADT	Growth Rate	2040 ADT	2040 Smoothed
68th Street & Hickman Road	N	7,300	2.50%	12,882	12,900
	S	7,100		12,529	12,500
	E	1,900		3,353	3,300
	W	3,300		5,823	5,800

Source: 68th Street Corridor Study prepared for Lancaster County/City of Hickman (2017).

Based on traffic volumes and projections, the Study recommended the construction of a single-lane roundabout at the intersection of 68th Street & Hickman Road rather than a traditional intersection with traffic signals. According to the Study, a roundabout at this intersection will improve public safety, improve traffic flow, and cost less to construct than a traditional intersection.

Construction of a new roundabout at the intersection of 68th Street & Hickman Road is a short- and mid-term goal of Hickman.



**Priority:** *Construction of a new Municipal Park in Hickman.*

**Timeframe:** *Mid-Term Goal*

**16 Tier I votes**

**Concerns/Needs**

- Opportunity to provide more fields for local youth and bring in teams.
- Will provide economic development and jobs for area youth.
- Cost to develop the park is a concern.
- Large park conceptualized in 2011 has been scaled back to be more realistic.
- Need facility that is protected from flood prone areas.
- Liability for skate parks is a question.
- Need multipurpose fields with lighting. Provide more convenience and availability for practices.
- Baseball/Softball/Soccer tournaments can benefit local businesses and add to sales tax revenue.
- Land availability is a concern. Need 26± acres for a four-field complex.
- Staffing park is a concern. City jobs require applicants to be at least 18-years-old, except life guards.
- Need a dog park.

*Objective #1: To evaluate the need for a new municipal park in Hickman.*

- Action Step #1: Convene the Hickman Parks & Recreation Committee.
- Action Step #2: Outline organized programs/facilities that are currently offered in Hickman.
- Action Step #3: Consider the usage of Hickman parks/ball fields. Take note of any scheduling conflicts that may be present.
- Action Step #4: List positive/negative attributes of each park/ball fields.

Timeline: 2019.

*Objective #2: To establish a cooperative relationship among residents, local businesses, students, City Council, and civic organizations to evaluate and implement long-term, cost-effectiveness of programs/facilities demanded by outdoor recreational enthusiasts.*

- Action Step #1: Solicit public input on new programs/facilities demanded by Hickman residents.
- Action Step #2: Outline and prioritize the programs/facilities demanded by Hickman residents.
- Action Step #3: Analyze the long-term feasibility and viability of providing said programs/facilities.

Timeline: 2020.

*Objective #3: To develop a long-term Master Plan for the new municipal park in Hickman.*

- Action Step #1: Review the 2010 Park Master Plan prepared for a new municipal park for the City.

- Action Step #2: Hold a town hall meeting to discuss needed revisions to the Park Master Plan.
- Action Step #3: Develop a list of park amenities that serve the recreational needs of residents.
- Action Step #4: Prioritize improvements in terms of necessity and phasing potential.
- Action Step #5: Develop a phased park plan showing location of various amenities and their relationship to one another. Revise 2010 Park Master Plan as necessary.
- Action Step #6: Calculate the land need requirements for the new municipal park.
- Action Step #7: Identify possible sites for the new park. Evaluate the pros and cons of each site.
- Action Step #8: Prepare cost opinions for park improvements.
- Action Step #9: Execute a Purchase Order on the selected site.

Timeline: 2021.

*Objective #4: To package the financial resources necessary to develop the new municipal park, consistent with the revised Park Master Plan.*

- Action Step #1: Consider the most appropriate resource (human and financial) to undertake the park improvements.
- Action Step #2: Conduct local fund-raising activities.
- Action Step #3: Investigate and pursue private, local, regional, state, and federal resources to cost-share the construction cost of park improvements.

Timeline: 2021-2022.

*Objective #5: To construct park improvements in a phased, systematic manner.*

- Action Step #1: Conduct an environmental review process, as required by the project's public funding agencies.
- Action Step #2: Enter into a professional services contract with a professional architectural/engineering firm to develop plans and specifications of park improvements, as well as for construction observation/management services.
- Action Step #3: Develop plans and specifications for the phased build out of the future park.
- Action Step #4: Submit plans and specifications to the public agencies (as appropriate) for their review/approval.
- Action Step #5: Secure necessary permits/approvals from public agencies.
- Action Step #6: Public bidding phase to include advertising, letting, and contract award to lowest responsible/responsive bidder.
- Action Step #7: Construction related activities.

Timeline: 2022-2025.

### ***Responsible Groups/Agencies***

Hickman City Council, Hickman Park & Recreation Committee, Hickman residents, Hickman Area Community Foundation, Norris Public School System, civic organizations, and local businesses.

### ***Potential Resources***

General Obligation Bonds, local monies, private donations, Local Option Sales Tax, private foundations, volunteer efforts, concession stand proceeds, Civic and Community Center Financing Fund, Community Development Assistance Act, and Land and Water Conservation Program.

### ***Measurable Outputs***

It is clear that a high quality of life, in general, tops the list of attributes communities must strive for, in their efforts to both survive and prosper. The availability of quality housing, education and commerce must be in place to keep current residents from relocating, and to entice new families into a community. Parks and recreational amenities are no less important in satisfying a stable and growing rural population.

In an era where tight municipal budgets leave little room for non-essential services, facilities, and programs, it is critical that residents make their recreational priorities known to local decision-makers. This public feedback can ensure that limited local resources are being invested wisely into programs and amenities that are demanded by recreational enthusiasts.

The concept for a new municipal park in Hickman finds its origins in the City's 2011 Strategic Plan. In fact, the construction of a new sports complex consisting of baseball/softball fields, soccer fields, skate park, pet park, playground equipment, and other passive features was prioritized as Goal #4 by the strategic planning committee.

Residents of Hickman recognized that a good, quality park does not occur randomly; rather, it requires a period of consistent policy, planning, public engagement, and action. Furthermore, they understand that municipal parks are costly to own, develop, and maintain; but the payoff in terms of community pride and marketing can be of almost immeasurable value.

At the behest of unmistakable public demand, the City of Hickman hired JEO Consulting Group, Inc. (JEO) to create a visionary framework (Park Master Plan) for the eventual development of a new municipal park for the City. The goal was to design a park that was uniquely different from the other municipal parks in Hickman and throughout the region.

Public engagement was at the cornerstone of this master planning effort. By garnering support from citizens and recreational stakeholders, the City empowered residents to define what park features they wanted so the municipal park would appeal to patrons of all ages, skills, and recreational interests. This direct engagement created a sense of community ownership, understanding, and open dialogue among existing residents, and enabled decision-makers to formulate strategies on how best to target limited local resources (both human and financial) to eventually develop this new park.

Adapting the feedback derived from residents and recreational enthusiasts, JEO created a Park Master Plan that illustrated a conceptual layout for the phased development of the municipal park by establishing the scope, relationships, forms, size, and functionality of the recreational features, as well as accessibility by public interests and user groups. Upon completion of the conceptual layout phase, JEO presented to the community computerized renderings of the phased build out of the park and a preliminary opinion of cost for capital construction projects and other system improvements. The Park Master Plan was presented to the Hickman public in 2011.

Unfortunately, the park has yet to be developed.

The City of Hickman, through its Parks & Recreation Committee, should revisit the 2011 Park Master Plan and reprioritize park features demanded by residents. This will ensure that the new park will be equipped with unique outdoor recreational amenities so that it can function as a civic gathering place for special events, social interaction, and community bonding.

Construction of a new municipal park in Hickman is a mid-term goal of the City.



**Priority:** *Develop additional trails in Hickman to improve connectivity to civic amenities and regional trails.*

**Timeframe:** *Short-Term and Ongoing Goal*

**13 Tier I votes**

**Concerns/Needs**

- A trails plan has been developed and adopted.
- Connectivity of pedestrian ways and downtown area.
- Important because of safety.
- Need more lighting along new and existing trails.
- City adds 10-15 lights per year.
- Trick or Treat on the Trails is well-attended each year.
- Need to connect all four quadrants of the City via trails.
- Connectivity of trails network using a combination of Recreational and Transportation-style trails.
- Trails adds to the quality of life in Hickman, promotes public health and safety, and encourages social interaction among neighbors.
- Real estate near trails are more demanded.

*Objective #1: To determine the need for trails in Hickman.*

- Action Step #1: Review the recently adopted Trails Master Plan for the City of Hickman.
- Action Step #2: Identify key gaps in the existing trail network that may hinder pedestrian movement within Hickman.
- Action Step #3: Consider developing new trails that will improve connectivity to civic amenities. Amenities include: school, parks, churches, senior center, downtown, public library, post office, etc.
- Action Step #4: Consider developing new trails that will improve connectivity to regional trails.

Timeline: 2018 - 2019.

*Objective #2: To design of public trails in Hickman and surrounding area.*

- Action Step #1: Establish standard design guidelines for new trails development.
- Action Step #2: Work with developers to assure that land for trails development are programmed into their subdivision.
- Action Step #3: Require certain amount of land to be dedicated for parks and trails or a fee in lieu of through the administration of the City's Subdivision Regulations and Subdivision Agreements.
- Action Step #4: Continue to install lighting along existing trails to improve public safety.
- Action Step #5: Develop preliminary design plans for new or expanded trails.
- Action Step #6: Solicit political/public support for trail development.
- Action Step #7: Hold an informational meeting on plans.
- Action Step #8: Acquire necessary rights-of-way or easements for trails.
- Action Step #9: Prepare plans and specifications for trail project.

Timeline: 2020.

*Objective #3: To implement construction of trails.*

- Action Step #1: Continue ongoing political/public support for the trail development.
- Action Step #2: Identify local, regional, state, and federal resources for construction of the future trails.
- Action Step #3: Programming of public funds for the construction of the project.
- Action Step #4: Package all financial resources for the construction of trails.
- Action Step #5: Conduct an environmental review process, as required by the project's public funding agencies.
- Action Step #6: Secure necessary permits/approvals.
- Action Step #7: Bid phase to include advertising, letting and contract award to lowest responsible/responsive bidder.
- Action Step #8: Undertake construction related activities.

Timeline: Ongoing.

***Responsible Group/Agency***

City of Hickman, Hickman Planning Commission, Private Developers, Hickman residents, Hickman Area Chamber of Commerce, Lower Platte South Natural Resources District and Lancaster County.

***Potential Resources***

General Obligation Bonds, Local Option Sales Tax, Private Developers, Special Assessments, LPSNRD Programs, Recreational Trails Program, Transportation Alternatives, Land and Water Conservation Fund.

***Measurable Output:***

Trails can serve all types of people with many different interests and capabilities – seniors, children, families, people with disabilities, and visitors to the area. Indeed, in the future, new user groups and requirements are likely to emerge.

The City of Hickman seeks to increase the overall mobility and wellness of its citizenry by providing an integrated, non-motorized network of bicycle and pedestrian facilities throughout the community, connecting every subdivision and neighborhood to the downtown, recreational complex, city parks and other civic amenities and to the regional trails and parks. The City can achieve maximum public benefit, with limited local resources by constructing trail facilities in a planned, phased and coordinated manner. Following the Hickman Trails Master Plan is a vital first step towards achieving this community goal.

The Hickman Trails Master Plan will serve as a long-range guide to Hickman residents, trail users, property owners, governmental agencies, developers and decision makers about the location of trails throughout the community. The Plan documents and analyzes existing and preferred trail locations and recreational service areas which will inevitably improve connectivity between where people live and where they learn, work, recreate and relax.

Trails development is a short-term and ongoing goal of the City of Hickman.

**Priority:** *Improve the appearance and long-term viability of the Hickman downtown area.*

**Timeframe:** *Ongoing Goal*

**8 Tier I votes**

**17 Tier II votes**

**Concerns/Needs**

- Need storefronts façade improvements.
- Downtown area needs subterranean infrastructure (water, sewer, drainage) improvements, new sidewalks, and better street lighting.
- ADA issues concerns in the downtown area.
- Sidewalks on the east side of downtown need to be lowered.
- Need wayfinding signage.
- One vacant storefront in the downtown area.
- Need a smaller grocery store in Hickman.
- Amend redevelopment plan for the downtown area to include a new grocery store.
- Parking in the downtown area can be a problem.
- The Stage Theater has approximately six productions per year which draws visitors to Hickman.
- Theater cooperates with other businesses to maximize the economic impact of the productions (i.e., advertises dinner specials).

**Objective #1:** *To evaluate the current physical condition of the Hickman Downtown Area.*

- Action Step #1: Establish a Downtown Association and Selection Committee to coordinate the downtown revitalization planning efforts.
- Action Step #2: Engage the services of the professional engineering firm to inspect the physical condition and capacity of the downtown area, including, but not limited to, streets, sidewalks, lighting, landscaping, grade changes, parking, surface drainage and underground utilities.
- Action Step #3: Identify downtown deficiencies and provide a general opinion of cost for ameliorating physical deficiencies.

Timeline: 2019.

**Objective #2:** *To foster cooperation and communication among downtown business-owners to develop a long-term strategy for Downtown Redevelopment efforts.*

- Action Step #1: Hold a town hall meeting to review the results of the Hickman Downtown Condition Report.
- Action Step #2: Meet with business-owners to evaluate the future needs of the downtown area, including parking, public infrastructure, patron and delivery access, beautification, and street lighting.

- Action Step #3: Hold a working conference with downtown stakeholders to create a vision for the redevelopment of the downtown area. Identify the comprehensive needs of the downtown.
- Action Step #4: Identify potential niches that will make the Hickman downtown a visitor’s destination that will lead to lasting economic activity.
- Action Step #5: Identify potential programs/measures to incentivize downtown property-owners to renovate their building façades.
- Action Step #6: Evaluate the need/desire/potential for urban park space within the downtown area.

Timeline: 2019 - 2021.

*Objective #3: To create a Downtown Revitalization Master Plan.*

- Action Step #1: Develop opinion of costs for long-term public infrastructure improvements.
- Action Step #2: Identify measures to integrate trail/pedestrian way development into the downtown to encourage niche economic activity and connect to adjacent areas and neighborhoods.
- Action Step #3: Develop a Conceptual Master Plan to incorporate the elements of the downtown revitalization vision.
- Action Step #4: Hold a meeting with downtown stakeholders to unveil the Downtown Revitalization Master Plan.
- Action Step #5: Revise the plan as necessary to ensure that it reflects the needs, thoughts and desires of downtown stakeholders.
- Action Step #6: Present the Downtown Revitalization Master Plan to the Hickman City Council for their review and approval.

Timeline: 2021 - 2023.

*Objective #4: To determine the City’s and business owner’s fiscal capacity for long-term capital improvements within the downtown area.*

- Action Step #1: Consider downtown stakeholder’s willingness and financial capacity to support implementation of the Downtown Revitalization Master Plan.
- Action Step #2: Meet with the City’s fiscal agent to determine the bonding debt capacity of community.
- Action Step #3: Identify local, regional, state and federal resources for downtown improvements.
- Action Step #4: Identify statutorily-authorized programs that may be available to undertake downtown improvements.
- Action Step #5: Maximize the impact of downtown revitalization efforts by leveraging local monies with “outside” resources.
- Action Step #6: Package all necessary financial resources.

Timeline: 2024 - 2026.

*Objective #5: To secure plans and specifications for long-term downtown improvements.*

- Action Step #1: Enter into a service agreement with a professional engineering firm to prepare plans and specifications for public infrastructure improvements to the Hickman downtown.
- Action Step #2: Conduct necessary engineering services to prepare plans and specifications.
- Action Step #3: Hold a town hall meeting to solicit public input on the plans and specifications.
- Action Step #4: Make necessary revisions and submit the plans and specifications to the Hickman City Council for final approval.

Timeline: 2027.

*Objective #6: To reconstruct public infrastructure within the Hickman's downtown area.*

- Action Step #1: Bid phase to include advertising, letting and contract award to the lowest, responsible/responsive bidder.
- Action Step #2: Hold a pre-construction conference.
- Action Step #3: Construction related activities.

Timeline: Ongoing.

*Objective #7: To promote activities that will compliment downtown revitalization efforts.*

- Action Step #1: Create a marketing plan for the Hickman downtown area.
- Action Step #2: Recruit businesses that are consistent with the Downtown Marketing Plan.
- Action Step #3: Incentivize local business-owners to improve the physical condition, appearance and energy-efficiency of their buildings by establishing a Downtown Building Renovation Fund Program.
- Action Step #5: Invest in aesthetic improvements along Locust Street, 2nd Street and Main Street; Hickman's "featured streets" that ushers traffic through the heart of the downtown area.
- Action Step #6: Encourage business-owners to work together to enrich the overall experience of visitors to downtown Hickman.
- Action Step #7: Sponsor civic events/programs within the downtown area.

Timeline: Ongoing.

***Responsible Groups/Agencies***

Hickman City Council, Hickman residents, Hickman Planning Commission, and Hickman Area Chamber of Commerce/Business-owners.

### **Potential Resources**

General Obligation Bonds, Special Assessment Districts, Local Option Sales Tax, Community Development Block Grant (CDBG) Program – Downtown Revitalization Category, Tax Increment Financing, Private Monies, Business Improvement District, Private Foundations, Nebraska Energy Office, Recreational Trails Program, Transportation Alternatives Program, Service Corps of Retired Executives (SCORE), Community Development Assistance Act, Federal Home Loan Bank – Joint Opportunities for Building Success, Small Business Administration, and USDA Rural Development.

### **Measurable Outputs**

Hickman residents recognize that the downtown area is the literal and symbolic heart of the community, and as such, it enjoys the distinction of being the center of the public arena. It is the place that defines the larger community - culturally, economically and politically. The physical setting of the downtown reveals the values and underpinnings of the local society (the opportunities and constraints therein) and serves as a measure of civic health and vitality.

Two blocks of Locust Street represents Hickman linear downtown district. This mixed-use business district is flanked on both sides by buildings associated with commerce and government. This functional center of the city offers visitor's a first impression of the community; the cardinal attribute that portrays Hickman as a quality place to visit, work, live, recreate and invest.

Despite its importance - and high visibility - the Hickman downtown area is in need of repair. Poor surface drainage, broken sidewalks, cracked curbing, steps, ledges, inadequate street illumination, and old water/sanitary sewer service are perpetual obstacles for local businesses, visitors, and patrons of the downtown area. Not only do these conditions pose a real public health and safety concern – especially for seniors and persons with physical mobility issues – but they impair sound community growth and constitute an economic liability for the City, in terms of maintenance and funding of public infrastructure repairs. It also precludes economic growth opportunities for the residents of the community. This is an untenable situation for a City that prides itself on advocating a positive community image.

Clearly, the Hickman downtown area needs to be revitalized so it can continue to function successfully as the economic core of the community.

It is through the implementation of downtown revitalization efforts that residents can expect to witness economic and civic progress. A thriving downtown builds a positive self-image for the community; creates job opportunities; attracts new industry and strengthens service and retail job markets; symbolizes a community's confidence, vitality and long-term viability; saves tax dollars; stabilizes and improves the area's tax base; protects the investments already made in downtown infrastructure, while attracts new private investments; preserves the community's historic resources; and enables property-owners to maintain commercial buildings and preserve an critical component of the community.

The City of Hickman should consider a wide array of initiative aimed at improving the physical appearance and long-term viability of the downtown area. Such activities should include:

- Reconstruction of downtown infrastructure systems (streets, sidewalks, lighting, surface drainage, etc.).
- Create a Marketing Plan that will result in the downtown becoming a visitor's destination.
- Foster niches markets that will lead to lasting economic activity.
- Recruit businesses which are consistent with the Downtown Marketing Plan
- Integrate trail/pedestrian way development into the overall downtown revitalization plan.
- Establish a loan pool to incentivize local business-owners to improve the physical condition of their building's façade.
- Sponsor civic events/programs within the downtown area. Such events/programs may include: civic celebrations, performing arts, concerts series, etc. These events/programs not only promote economic activity, but they reestablish the downtown as the center of civic life, fostering a sense of celebration and exploration.

Improving the appearance and long-term viability of the Hickman downtown area is an ongoing goal of the City.

**Priority:** *Improve housing options in the City of Hickman.*

**Timeframe:** *Ongoing Goal*

**4 Tier I votes**

**9 Tier II votes**

**Concerns/Needs**

- A Housing Needs Assessment Study was prepared for the City of Hickman in 2016.
- Housing diversification is an economic driver.
- Need affordable, workforce housing. (\$175k - \$180k).
- “Hottest” demand for housing is \$200k - \$250k.
- Number of lots currently available for single family housing development.
- Need to identify land availability for future residential development.
- Significant demand for senior housing.
- Townhouses in the \$130k - \$160k range will provide housing choice to prospective residents. Intermix with single family housing.
- Need mid-range rentals (\$600 - \$900 per month).
- No large-scale apartment complexes. Keep the small-town atmosphere of Hickman.
- “Not in my back yard” mentality frustrates new rental development.
- Hickman has a relatively young housing stock that is in relatively good condition.
- Young professional may not be able to afford housing in Hickman.

*Objective #1: To review the 2017 Hickman Housing Assessment Study and quantify and qualify the future housing needs of Hickman.*

Action Step #1: Review the results of the 2016 Housing Study prepared for the City of Hickman.

Action Step #2: Create an ongoing discussion about the housing needs of Hickman by tenure (rentals vs. for-sale), price point, bedroom type and market segment (e.g. families, seniors, disabled, young professionals, etc.), and need for ongoing rehabilitate efforts.

Timeline: 2018-2019.

*Objective #2: To create an environment that encourages and promotes residential development within Hickman.*

Action Step #1: Hold a Housing Developers Summit to discuss housing demand and local policies.

Action Step #2: Make the study available on the City’s website and disseminate it to housing developers.

Action Step #3: Review the Comprehensive Development Plan, Zoning Ordinance, and Subdivision Regulations to ensure that it promotes housing development. As needed, update the City’s future land use plan/zoning ordinance to determine the most appropriate/feasible location for future housing development.

- Action Step #4: Review future land use plan/Zoning Ordinances/Subdivision Regulations to ensure appropriate development at the outer fringe of the City’s zoning jurisdiction.
- Action Step #5: Encourage property-owners to raze vacant/uninhabitable housing units, thereby increasing the supply of available “in-fill” lots and providing cost effective housing development sites.
- Action Step #6: Identify areas for possible annexation. Negotiate a written option on the property to facilitate development.
- Action Step #7: Create public/private partnerships, where necessary, to facilitate new housing development/subdivision development.
- Action Step #8: Where feasible and as funds permit, extend public infrastructure to promote and encourage housing development.

Timeline: Ongoing.

**Responsible Groups/Agencies**

Hickman City Council, Hickman Planning Commission, Hickman residents, private developers, Nebraska Investment Finance Authority, Nebraska Department of Economic Development, Fannie Mae, and U.S.D.A. Rural Development.

**Potential Resources**

Local monies, NIFA Housing Programs, Rural Workforce Housing Fund, U.S.D.A. Rural Development Programs, Tax Increment Financing, special assessments, municipal bonds, private funds, Fannie Mae Programs and local lending institutions.

**Measurable Outputs**

The City of Hickman will continue to provide an environment that encourages and promotes residential development within the community. The City should monitor the results of the 2016 Housing Market Study that quantifies and qualifies the specific housing needs of Hickman. The Plan outlines approaches to tangible objectives and enable the City to measure its progress towards achieving those annual goals.

To expedite housing development and encourage effective use of existing public infrastructure, the City of Hickman should encourage the use of “infill-lots” to more efficaciously utilize existing public infrastructure and improve the physical condition of existing neighborhoods. These efforts will improve the appearance of established neighborhoods and free up much needed lots for development.

The Hickman City Council has indicated that property-owners are buying dilapidated housing units adjacent to their lot, razing all structures, and retaining the lot for gardens, buildings, and additional space.

In addition to utilizing “in-fill” lots, the Hickman Planning Commission should review the future land use plan of the Hickman Comprehensive Development Plan/ Zoning Ordinance to determine the most cost-effective direction for residential development. Consideration should include the actual demand for housing development, housing density, cost of public infrastructure extensions, surrounding land uses, and the landowner’s willingness to sell their property.

To support the provision of diverse housing choice, the City should review its development regulations to ensure that they encourage housing development. Development policies should emphasize the need to provide multiple housing choices or location opportunities for potential residents and businesses. However, development policy should balance the need for choice with the need for orderly development and infrastructure extensions.

Local housing stakeholders should host a Summit with local housing developers to discuss economic and environmental barriers of developing housing in Hickman. From this discussion, the City should consider needed public/private partnerships to facilitate housing development activities. This partnership may include, but are not limited to: public infrastructure extension, financial incentives, and land assembly for residential development.

Developing new residential housing units in Hickman is an ongoing goal of the City



**Priority:** *Improve public infrastructure within the City of Hickman.*

**Timeframe:** *Ongoing Goal*

**3 Tier I votes**

**0 Tier II votes**

**Concerns/Needs**

- The City needs a second water tower (\$1.4M)
- Need a second clarifier on wastewater treatment plan when the population of Hickman reaches 3,000. Population is currently 2,221. (\$1.2M)
- Older water and sanitary sewer mains need replacing.
- City spends \$60k - \$80k annually on crack sealing/oiling streets.
- Highway allocation and incentives is \$200k per year.
- Headworks at the wastewater treatment plant are in need of improvement. (\$1M)

**Priority:** *Construction of a Skate Park within the City of Hickman.*

**Timeframe:** *Long-Term Goal*

**0 Tier I votes**

**3 Tier II votes**

**Concerns/Needs**

- Cost to develop a skate park.
- Have a concept plan for a new skate park. Equipped with rails, etc.
- Phase I of the skate park will cost \$134,000
- Will be built with private donations.
- Insurance is \$700 year.
- May be located in Old Town Park.

**Priority:** *Installation of new playground equipment at neighborhood parks.*

**0 Tier I votes**

**0 Tier II votes**

**Concerns/Needs**

- Location/under-served areas
- Need additional playground equipment in neighborhood parks for children of all ages.
- Older children want something competitive such as a zipline, ninja courses, or new basketball courts.
- Need lighting in neighborhood parks.
- Replace the playground equipment in the SID southeast of the water tower.
- The northwest residential subdivision in Hickman needs a new neighborhood park.

**Priority:** *Construct a new Drive-In Theater with Festival Space.*

**0 Tier I votes**

**0 Tier II votes**

**Concerns/Needs**

- Private vs. Public venture
- Need festival space in new park

# *Appendix*

RESOLUTION #2018-19

THE 2018 HICKMAN STRATEGIC PLAN UPDATE

WHEREAS, the City of Hickman commissioned its first Strategic Plan in 2011 to identify and prioritize the physical needs of the community and establish community consensus on future capital improvements so local decision-makers could target limited local resources for priority initiatives to keep Hickman moving in the right direction; and,

WHEREAS, the City of Hickman has decided to revisit the goals contained within the 2011 Hickman Strategic Plan to consider civic progress and reassess current priorities of the community; and,

WHEREAS, the City staff, appointed officials, elected officials, City groups, and other organizations were called upon to help identify create a practical and usable, yet visionary plan to communicate the City's intentions to the residents of Hickman, focus the direction of public and private investments, and ensure that top tier consensus priorities are met in a timeframe established by residents; and,

WHEREAS, the update will define specific goals that are to be achieved, a course of action for achieving those priorities, and detail measurements to ensure the outcomes of those results; and,

WHEREAS, the strategic plan of the municipality identifies the top eight (8) projects or goals of the community and lists individuals concerns/issues, objectives, action steps, timelines, responsible groups/agencies, potential resources and measurable for each identified goal; and,

WHEREAS, based upon workshop discussion and the prioritization process, the updated priorities of the City of Hickman include: (1) Construct a new Family Aquatic Center within the City of Hickman; (2) Construction of a new roundabout at the intersection of 68th Street & Hickman Road to improve public safety; (3) Construction of a new Municipal Park in Hickman; (4) Develop additional trails in Hickman to improve connectivity to civic amenities and regional trails; (5) Improve the appearance and long-term viability of the Hickman downtown area; and, (6) Improve housing options in the City of Hickman; and,

WHEREAS, based upon strategic issues, the priority setting matrix, and the identified timelines, the Hickman Strategic Planning Group developed the following community action plan to strengthen the Hickman community and improve the quality of life for the citizens of Hickman. This plan is designated to empower residents and businesses to look toward the future with confidence and resolve and boldly commit to undertaking the identified issues; and,

NOW, THEREFORE, BE IT RESOLVED by the Mayor and the City Council of Hickman, Nebraska, that the Hickman Strategic Plan Update is hereby adopted, attached hereto as Exhibit A, and placed on file for reference for this and future City Councils, Mayors, and local decision-makers in the City of Hickman. It is not intended as an ordinance nor is it ever intended not to be changed. The plan is a guideline for growth and identifies projects that citizens of Hickman deem the most important goal for the community. The goals are intended to guide decision-makers within the community and empower them to look toward the future with confidence to achieve future growth and development.

**Passed and Approved this 25<sup>th</sup> day of September 2018.**

Approved:

  
Phil Goering, Council President



Attest:

  
Kelly Oelke, City Clerk

STRATEGIC PLANNING MEETING

HICKMAN, NEBRASKA

JULY 19, 2018

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STRATEGIC PLANNING MEETING  
HICKMAN, NEBRASKA  
JULY 19, 2018

Name

Email Address

Richard Harms

Jarred Horshy

jarred.horshy@gmail.com

Delores Egger

# Community Survey

## May 11<sup>th</sup> - 31<sup>st</sup>

A survey will be available May 11<sup>th</sup> - 31<sup>st</sup> to gauge the citizens' interest and level of importance for various community projects. Results will be used to draft the City's strategic plan that will guide the development and budget for projects over the next 1-5 years.

The survey can be found at:  
<https://www.surveymonkey.com/r/HickmanNE>



## Open House

We will review results from the community survey and provide participants the opportunity to provide additional input.

Come **anytime** between

**6:30 - 8:00 pm**

**June 11<sup>th</sup>, 2018**

at the

**Hickman**

**Community Center**

**115 Locust Street**

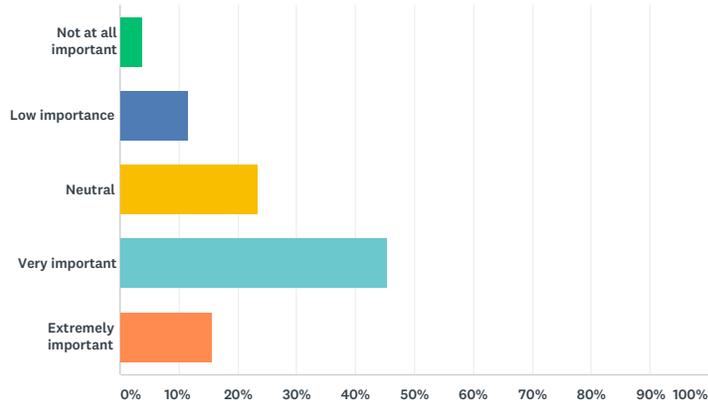


**Please join us!**

# Hickman Community Survey

## Q1 How important is it that the City of Hickman construct trails as identified in the Master Trails Plan and expand the City's trail system?

Answered: 388 Skipped: 0

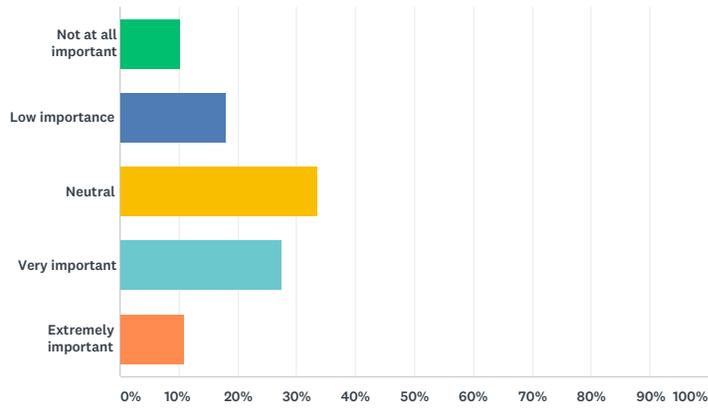


ANSWER CHOICES	RESPONSES	
Not at all important	3.87%	15
Low importance	11.60%	45
Neutral	23.45%	91
Very important	45.36%	176
Extremely important	15.72%	61
<b>TOTAL</b>		<b>388</b>

# Hickman Community Survey

## Q2 How important is it to have a variety of housing options available in the City of Hickman?

Answered: 388 Skipped: 0

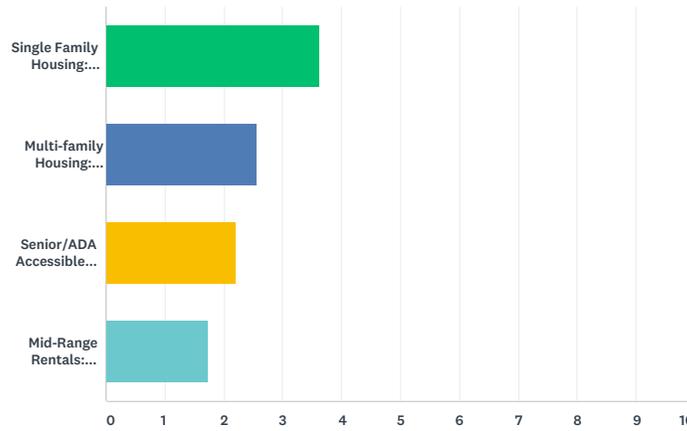


ANSWER CHOICES	RESPONSES	
Not at all important	10.31%	40
Low importance	18.04%	70
Neutral	33.51%	130
Very important	27.32%	106
Extremely important	10.82%	42
<b>TOTAL</b>		<b>388</b>

# Hickman Community Survey

Q3 If housing options are important to you, please rank 1-4 with 1 being the priority.

Answered: 368 Skipped: 20

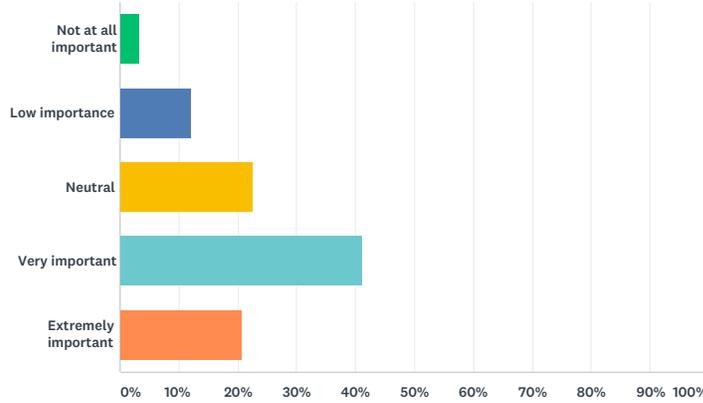


	1	2	3	4	TOTAL	SCORE
Single Family Housing: Generally focused on workforce and first-time home buyers	76.88% 266	12.14% 42	6.36% 22	4.62% 16	346	3.61
Multi-family Housing: Apartment complexes, townhomes, condominiums, etc.	14.33% 49	42.40% 145	26.90% 92	16.37% 56	342	2.55
Senior/ADA Accessible Housing: Suitable for the needs of an aging population. Independent living to 24-hours care.	6.27% 22	26.78% 94	46.15% 162	20.80% 73	351	2.19
Mid-Range Rentals: \$500-\$1000/month - option for short-term living space or those unable/not interested in home ownership	5.06% 18	18.82% 67	20.22% 72	55.90% 199	356	1.73

# Hickman Community Survey

**Q4 How important is a large park to you in the City of Hickman?**  
 Description: Large Park - Would include several amenities in one location such as: Four-plex Baseball/Softball, soccer, stake park, pet park complex.

Answered: 388 Skipped: 0

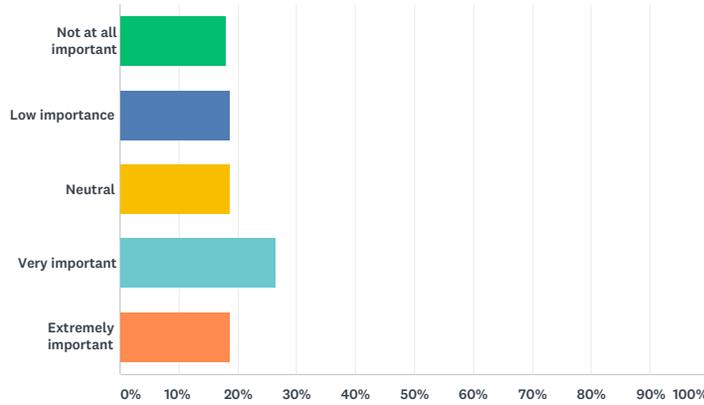


ANSWER CHOICES	RESPONSES	
Not at all important	3.35%	13
Low importance	12.11%	47
Neutral	22.68%	88
Very important	41.24%	160
Extremely important	20.62%	80
<b>TOTAL</b>		<b>388</b>

# Hickman Community Survey

**Q5 How important is a splash pad to you in the city of Hickman?**  
 Description: An outdoor recreation area for water play with little or no standing water intended for use by toddlers and young children.

Answered: 388 Skipped: 0

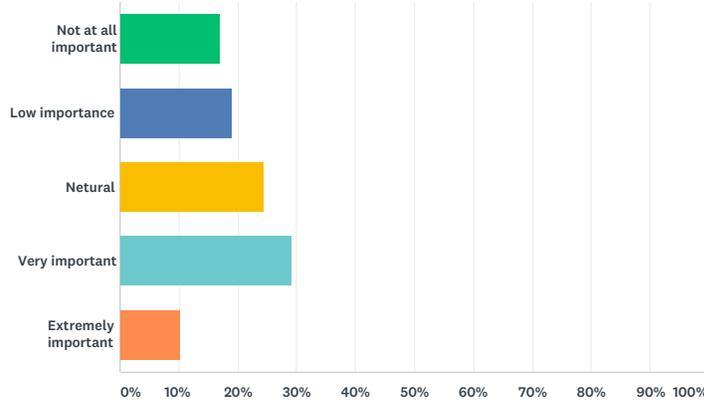


ANSWER CHOICES	RESPONSES	
Not at all important	18.04%	70
Low importance	18.56%	72
Neutral	18.56%	72
Very important	26.29%	102
Extremely important	18.56%	72
<b>TOTAL</b>		<b>388</b>

# Hickman Community Survey

**Q6 How important is a drive-in theater/festival area to you in the City of Hickman?** Description: It is anticipated such a facility would provide economic development for the community. A specific location has not been identified.

Answered: 388 Skipped: 0

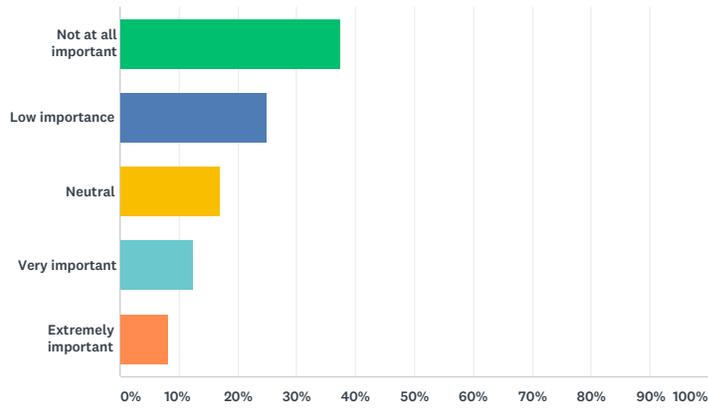


ANSWER CHOICES	RESPONSES	
Not at all important	17.01%	66
Low importance	19.07%	74
Netural	24.48%	95
Very important	29.12%	113
Extremely important	10.31%	40
<b>TOTAL</b>		<b>388</b>

# Hickman Community Survey

## Q7 How important is a three hole golf course to you in the City of Hickman?

Answered: 388 Skipped: 0

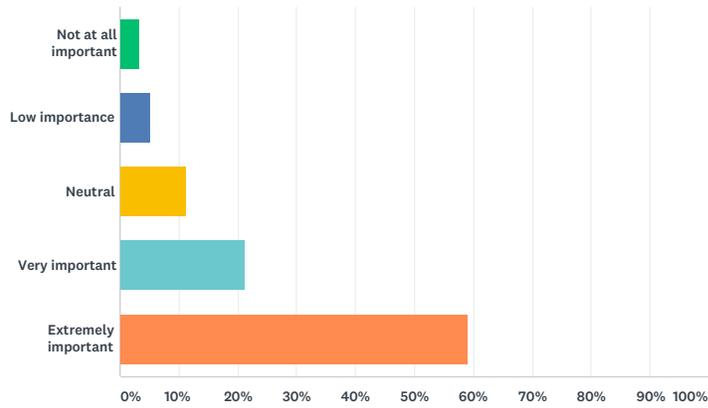


ANSWER CHOICES	RESPONSES	
Not at all important	37.37%	145
Low importance	25.00%	97
Neutral	17.01%	66
Very important	12.37%	48
Extremely important	8.25%	32
<b>TOTAL</b>		<b>388</b>

# Hickman Community Survey

## Q8 How important is it that the City of Hickman construct an aquatic center facility/swimming pool?

Answered: 388 Skipped: 0

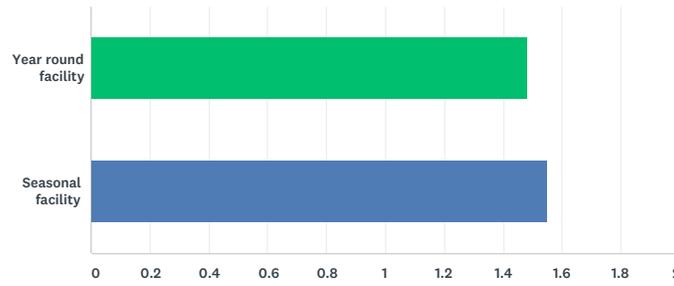


ANSWER CHOICES	RESPONSES	
Not at all important	3.35%	13
Low importance	5.15%	20
Neutral	11.34%	44
Very important	21.13%	82
Extremely important	59.02%	229
<b>TOTAL</b>		<b>388</b>

# Hickman Community Survey

Q9 If an aquatic center facility/swimming pool is important to you, please rank the following, with 1 being the priority.

Answered: 377 Skipped: 11

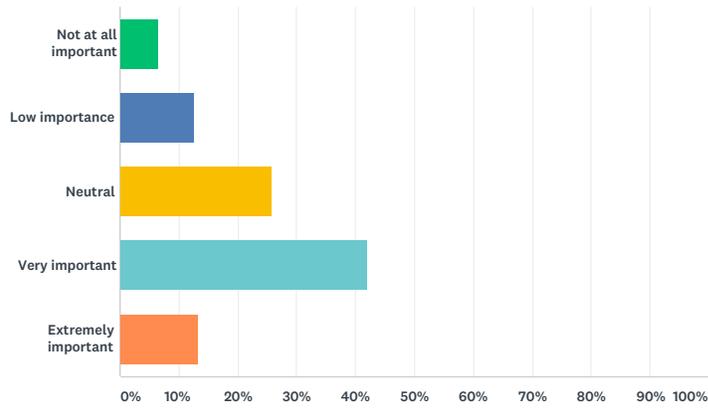


	1	2	TOTAL	SCORE
Year round facility	47.90% 171	52.10% 186	357	1.48
Seasonal facility	55.28% 199	44.72% 161	360	1.55

# Hickman Community Survey

## Q10 How important are baseball/softball fields to you in the City of Hickman?

Answered: 388 Skipped: 0

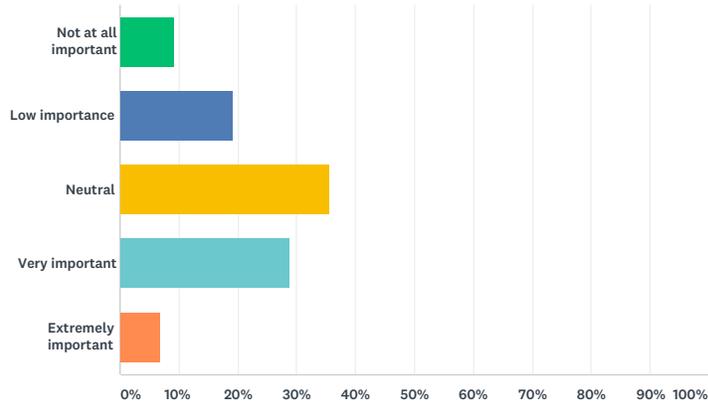


ANSWER CHOICES	RESPONSES	
Not at all important	6.44%	25
Low importance	12.63%	49
Neutral	25.77%	100
Very important	42.01%	163
Extremely important	13.14%	51
<b>TOTAL</b>		<b>388</b>

# Hickman Community Survey

## Q11 How important are soccer/football fields to you in the City of Hickman?

Answered: 388 Skipped: 0

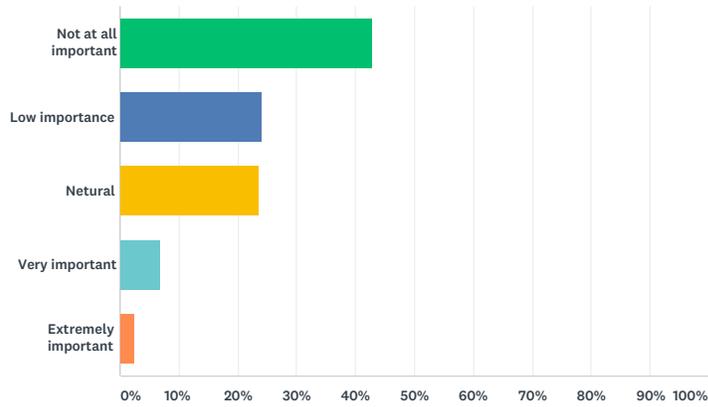


ANSWER CHOICES	RESPONSES	
Not at all important	9.28%	36
Low importance	19.33%	75
Neutral	35.57%	138
Very important	28.87%	112
Extremely important	6.96%	27
<b>TOTAL</b>		<b>388</b>

# Hickman Community Survey

## Q12 How important is a skate park to you in the City of Hickman?

Answered: 388 Skipped: 0

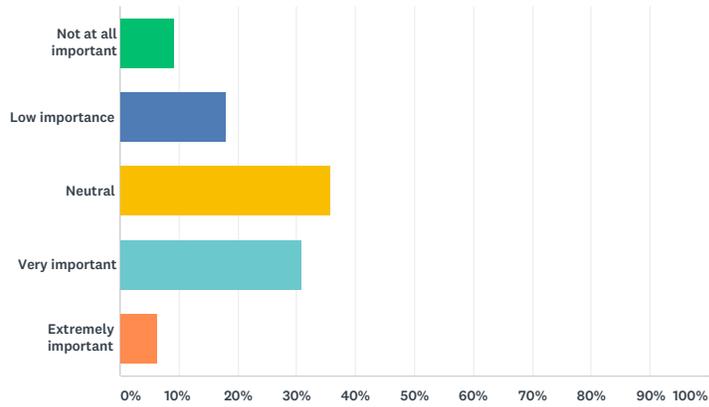


ANSWER CHOICES	RESPONSES	
Not at all important	42.78%	166
Low importance	23.97%	93
Netural	23.71%	92
Very important	6.96%	27
Extremely important	2.58%	10
<b>TOTAL</b>		<b>388</b>

# Hickman Community Survey

## Q13 How important are basketball courts to you in the City of Hickman?

Answered: 388 Skipped: 0

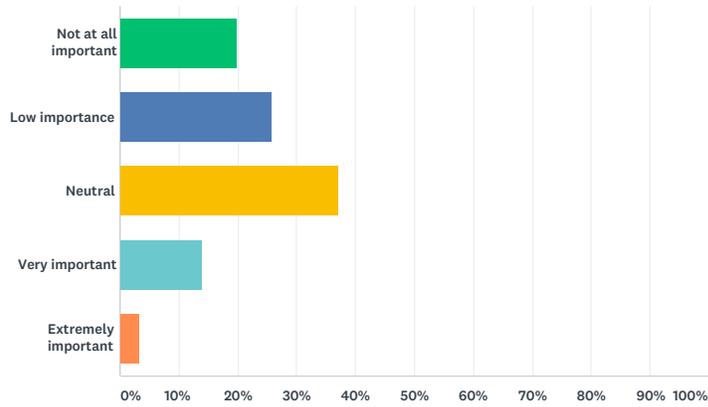


ANSWER CHOICES	RESPONSES	
Not at all important	9.28%	36
Low importance	18.04%	70
Neutral	35.82%	139
Very important	30.67%	119
Extremely important	6.19%	24
<b>TOTAL</b>		<b>388</b>

# Hickman Community Survey

## Q14 How important are tennis courts to you in the City of Hickman?

Answered: 388 Skipped: 0

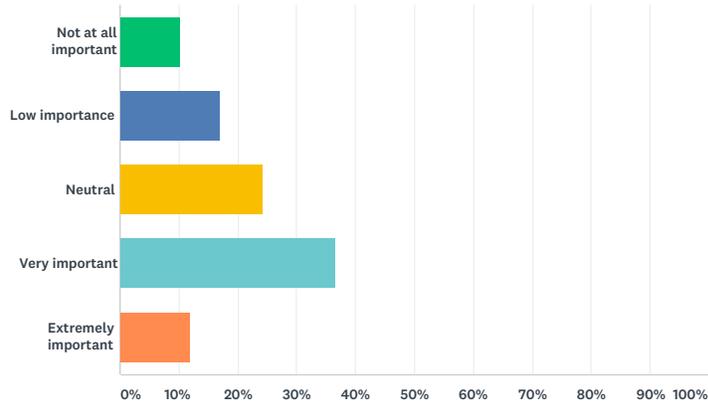


ANSWER CHOICES	RESPONSES	
Not at all important	19.85%	77
Low importance	25.77%	100
Neutral	37.11%	144
Very important	13.92%	54
Extremely important	3.35%	13
<b>TOTAL</b>		<b>388</b>

# Hickman Community Survey

## Q15 How important is an additional playground to you in the city of Hickman?

Answered: 388 Skipped: 0

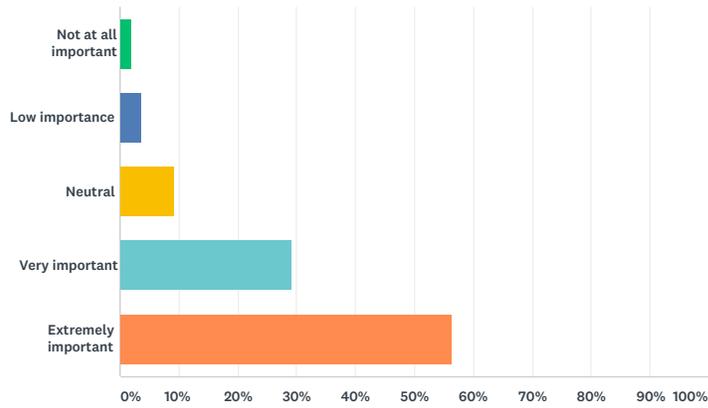


ANSWER CHOICES	RESPONSES	
Not at all important	10.31%	40
Low importance	17.01%	66
Neutral	24.23%	94
Very important	36.60%	142
Extremely important	11.86%	46
<b>TOTAL</b>		<b>388</b>

# Hickman Community Survey

## Q16 How important are 68th Street and Hickman Road Intersection Improvements?

Answered: 388 Skipped: 0

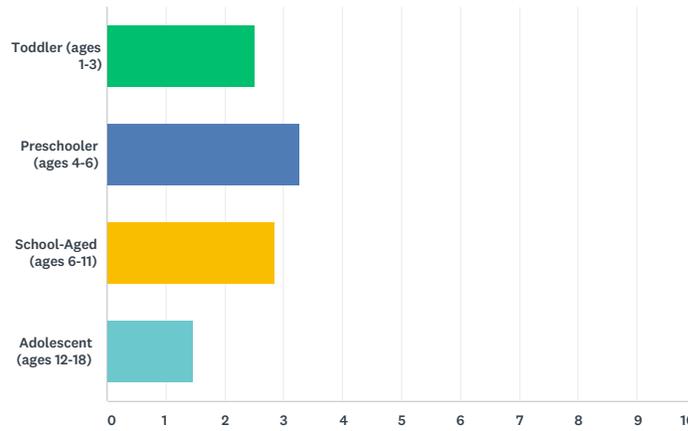


ANSWER CHOICES	RESPONSES	
Not at all important	1.80%	7
Low importance	3.61%	14
Neutral	9.28%	36
Very important	29.12%	113
Extremely important	56.19%	218
<b>TOTAL</b>		<b>388</b>

# Hickman Community Survey

Q17 If a playground is important to you, what age group(s) should the playground focus on? Please rank 1-4 with 1 being the priority.

Answered: 365 Skipped: 23

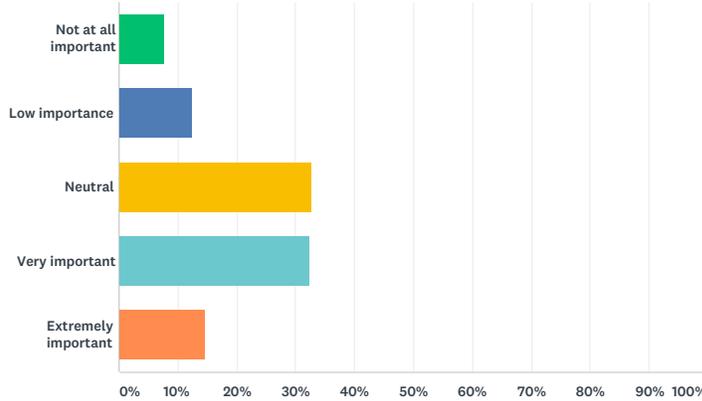


	1	2	3	4	TOTAL	SCORE
Toddler (ages 1-3)	20.94% 71	28.02% 95	32.74% 111	18.29% 62	339	2.52
Preschooler (ages 4-6)	44.54% 155	38.51% 134	15.23% 53	1.72% 6	348	3.26
School-Aged (ages 6-11)	31.12% 108	25.65% 89	39.77% 138	3.46% 12	347	2.84
Adolescent (ages 12-18)	6.27% 22	8.55% 30	10.83% 38	74.36% 261	351	1.47

# Hickman Community Survey

**Q18 How important is it that Hickman pursue a downtown revitalization plan?** Description: A downtown revitalization plan seeks input from residents, business owners, elected officials, and other stakeholder groups to enhance the physical, social, and financial vitality of a downtown. This can also include ways to improve the look, feel, and usage of a street. These plans serve as a placemaking tool to beautify the entrances into town and/or create a distinct look downtown.

Answered: 388 Skipped: 0

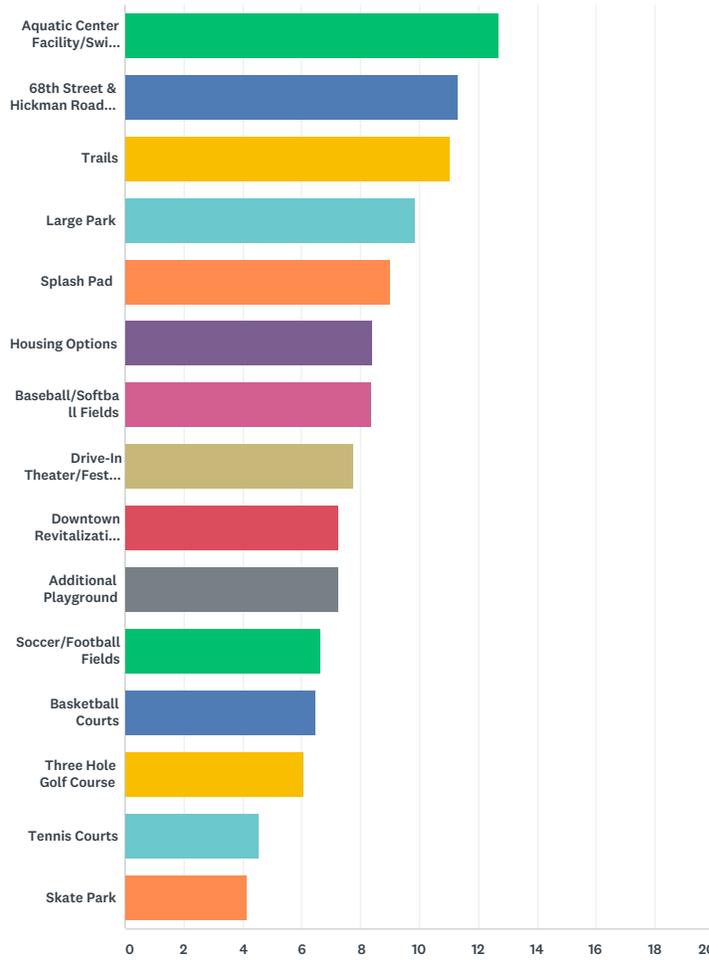


ANSWER CHOICES	RESPONSES	
Not at all important	7.73%	30
Low importance	12.37%	48
Neutral	32.73%	127
Very important	32.47%	126
Extremely important	14.69%	57
<b>TOTAL</b>		<b>388</b>

# Hickman Community Survey

Q19 When considering all the projects above, please rank them from most important (1) to least important (15).

Answered: 386 Skipped: 2



	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Aquatic Center Facility/Swimming Pool	45.26% 172	15.79% 60	7.37% 28	6.84% 26	5.26% 20	3.16% 12	3.68% 14	4.74% 18	1.32% 5	0.53% 2	0.79% 3	1.32% 5	0.79% 3	1.32% 5
68th Street & Hickman Road Intersection Improvements	29.63% 112	15.87% 60	9.26% 35	9.79% 37	5.29% 20	3.97% 15	4.23% 16	1.59% 6	2.65% 10	3.17% 12	2.12% 8	1.85% 7	2.12% 8	7.41% 28
Trails	9.65% 36	15.28% 57	16.35% 61	16.35% 61	7.24% 27	6.70% 25	9.92% 37	5.09% 19	1.88% 7	2.95% 11	2.14% 8	2.14% 8	1.61% 6	1.07% 4
Large Park	1.61% 6	6.18% 23	12.10% 45	13.71% 51	14.25% 53	10.75% 40	11.02% 41	9.68% 36	6.72% 25	5.11% 19	4.03% 15	2.15% 8	1.08% 4	0.81% 3
Splash Pad	1.88% 7	11.80% 44	12.87% 48	8.31% 31	9.12% 34	8.58% 32	7.51% 28	4.83% 18	7.24% 27	5.09% 19	2.41% 9	5.09% 19	5.09% 19	5.90% 22
Housing Options	5.14% 19	10.81% 40	9.46% 35	5.95% 22	9.19% 34	8.11% 30	5.14% 19	4.59% 17	5.68% 21	5.95% 22	4.05% 15	3.78% 14	5.41% 20	8.11% 30
Baseball/Softball Fields	1.07% 4	3.49% 13	4.02% 15	6.70% 25	7.51% 28	12.06% 45	10.46% 39	17.69% 66	12.33% 46	8.31% 31	5.63% 21	5.36% 20	2.95% 11	1.88% 7
Drive-In Theater/Festival	1.34% 5	5.35% 20	6.95% 26	7.22% 27	11.23% 42	8.29% 31	8.29% 31	5.88% 22	7.49% 28	5.08% 19	4.55% 17	5.88% 22	8.02% 30	6.15% 23
Downtown Revitalization Plan	1.60% 6	6.95% 26	7.75% 29	6.68% 25	6.95% 26	7.22% 27	6.95% 26	5.88% 22	4.55% 17	7.49% 28	4.01% 15	5.88% 22	5.88% 22	4.55% 17
Additional Playground	1.88% 7	4.30% 16	5.91% 22	6.99% 26	7.26% 27	7.53% 28	8.33% 31	5.91% 22	4.84% 18	6.99% 26	5.38% 20	7.80% 29	13.44% 50	9.14% 34
Soccer/Football Fields	0.27% 1	0.27% 1	2.43% 9	2.96% 11	4.58% 17	4.85% 18	6.47% 24	9.70% 36	19.41% 72	14.56% 54	12.94% 48	9.43% 35	7.82% 29	3.50% 13
Basketball Courts	0.00% 0	0.53% 2	1.87% 7	2.94% 11	3.21% 12	7.49% 28	5.61% 21	9.36% 35	12.57% 47	14.44% 54	19.25% 72	10.96% 41	6.95% 26	4.55% 17
Three Hole Golf Course														
Tennis Courts														
Skate Park														

## Hickman Community Survey

Three Hole Golf Course	1.90% 7	3.26% 12	3.80% 14	3.26% 12	5.98% 22	7.34% 27	6.79% 25	6.25% 23	4.62% 17	4.08% 15	7.88% 29	6.79% 25	10.33% 38	12.50% 46
Tennis Courts	0.81% 3	1.34% 5	0.81% 3	1.08% 4	1.88% 7	1.88% 7	3.49% 13	4.57% 17	3.49% 13	5.65% 21	12.10% 45	20.97% 78	15.32% 57	19.35% 72
Skate Park	0.00% 0	0.81% 3	0.81% 3	2.42% 9	1.88% 7	1.88% 7	2.15% 8	4.30% 16	4.30% 16	9.68% 36	11.56% 43	9.41% 35	11.56% 43	12.37% 46

# Hickman Community Survey

Answered: 388 Skipped: 0

Q20 Are there additional services or businesses that you wish were in Hickman? If so, what?

Gas Station Service Pool Bring Additional Family Friendly  
Dairy Queen Market Shop Hole Golf Course  
Grocery Bowling Restaurants Think  
Fast Food Businesses Options Dry  
Ice Cream Internet Runza Places to Eat Hickman  
Population Center Sand Volleyball Courts Auto Park

# Hickman Community Survey

Answered: 388 Skipped: 0

Q21 What other ideas do you have for Hickman?

