

City of Waterloo Strategic Plan 2017-2022

2017 Q1&2 Update



STRATEGIC PLANNING PROCESS

July 2016 - Council, Staff, and Mayor Hart begin process of strategic planning with the guidance of the Institute for Decision Making at the University of Northern Iowa.

2016-2017 – Four major goals outlined.

February 13, 2017 Council adopts the strategic plan.



4 Strategic Goals

and Supporting Strategies

Goal 1: Support the creation of new, livable wage jobs through a balanced economic development approach of assisting existing businesses, fostering start-ups, attracting new employers and cultivating an adequate workforce.



4 Strategic Goals

and Supporting Strategies

Goal 2: Implement a Community Policing strategy that creates a safe environment in Waterloo.



4 Strategic Goals

and Supporting Strategies

Goal 3: Reduce the City's property tax levies through a responsible balance of cost reduction in City operations and increases in taxable property valuations to ensure that Waterloo is a competitive, affordable and livable city.



4 Strategic Goals

and Supporting Strategies

Goal 4: Enhance the image of Waterloo and the City to residents and businesses inside and outside of the community.



**STRATEGIES PROGRESS
DUE
JULY & OCTOBER 2017**



Strategic Goal #1

Strategy 1.1

Strategy 1.1: Develop benchmarks for incentive use that suggest “livable wage” thresholds and property tax returns on investment.

Lead Responsibility: Finance

Supporting Responsibility: Community Planning & Development

Timeline: October, 2017

Goal 1: Support the creation of new, livable wage jobs through a balanced economic development approach of assisting existing businesses, fostering start-ups, attracting new employers and cultivating an adequate workforce.



Strategic Goal #1

Strategy 1.1

The City of Waterloo has current policies in place to help guide property tax returns on investments – through requirements of certain amounts of square footage and/or taxable value per acre of property through Development Agreements.

The City of Waterloo has been working in recent projects to report jobs created and the wage ranges of those jobs per project. So while not requiring a certain wage rate, City Council and staff are cognizant of jobs created and wage rates.



Strategic Goal #1

Strategy 1.1

The City of Waterloo also continues to investigate and report "living wage" data – collected through UNI's Institute for Decision Making reports, web sites from MIT, specific to the State of Iowa and Black Hawk County, and other Iowa Workforce, Greater Cedar Valley -- type data sources. This allows the Mayor, Council, and City staff analyze the types of jobs and career opportunities being created for the area.

The City needs to continue to ensure differing types of jobs are created for youth, young adults, young professionals, professionals, etc.



Strategic Goal #3

Strategies 3.11, 3.9

Strategy 3.11: *Establish a committee of housing, realty, and community stakeholders to develop housing initiatives that fit the demographic needs of the community.*

Lead Responsibility: Community Development, Community Planning and Development

Supporting Responsibility: Finance, Engineering and Housing Authority

Timeline: July 2017

Goal 3: Reduce the City's property tax levies through a responsible balance of cost reduction in City operations and increases in taxable property valuations to ensure that Waterloo is a competitive, affordable and livable city.



Strategic Goal #3

Strategies 3.11, 3.9

Strategy 3.9: *Increase the promotion and utilization of the City Limits Urban Revitalization Area housing program.*

Lead Responsibility: Planning & Community Development

Supporting Responsibility: Community Development, Mayor, City Council, Finance

Timeline: December, 2017 (with permanent renewal expected)

Goal 3: Reduce the City's property tax levies through a responsible balance of cost reduction in City operations and increases in taxable property valuations to ensure that Waterloo is a competitive, affordable and livable city.



Strategic Goal #3

Strategies 3.11, 3.9

The **G.R.O.W.** (Grow Residential Opportunities in Waterloo) Committee was formed and has met several times over the past year. The Committee has recommended for the re-adoption of the CLURA (which was approved by City Council for a five-year extension) and will continue to meet and discuss residential opportunities for Waterloo.



Strategic Goal #3

Strategies 3.11, 3.9

Attracting residents to Waterloo

- City Image – marketing strategies
- Using amenities (parks, trails, water features etc.) to create attractive neighborhoods, specifically around detention ponds.

Infill housing to improve all neighborhoods

- Waterloo Community School sites
- Lot by lot



Strategic Goal #3

Strategies 3.11, 3.9

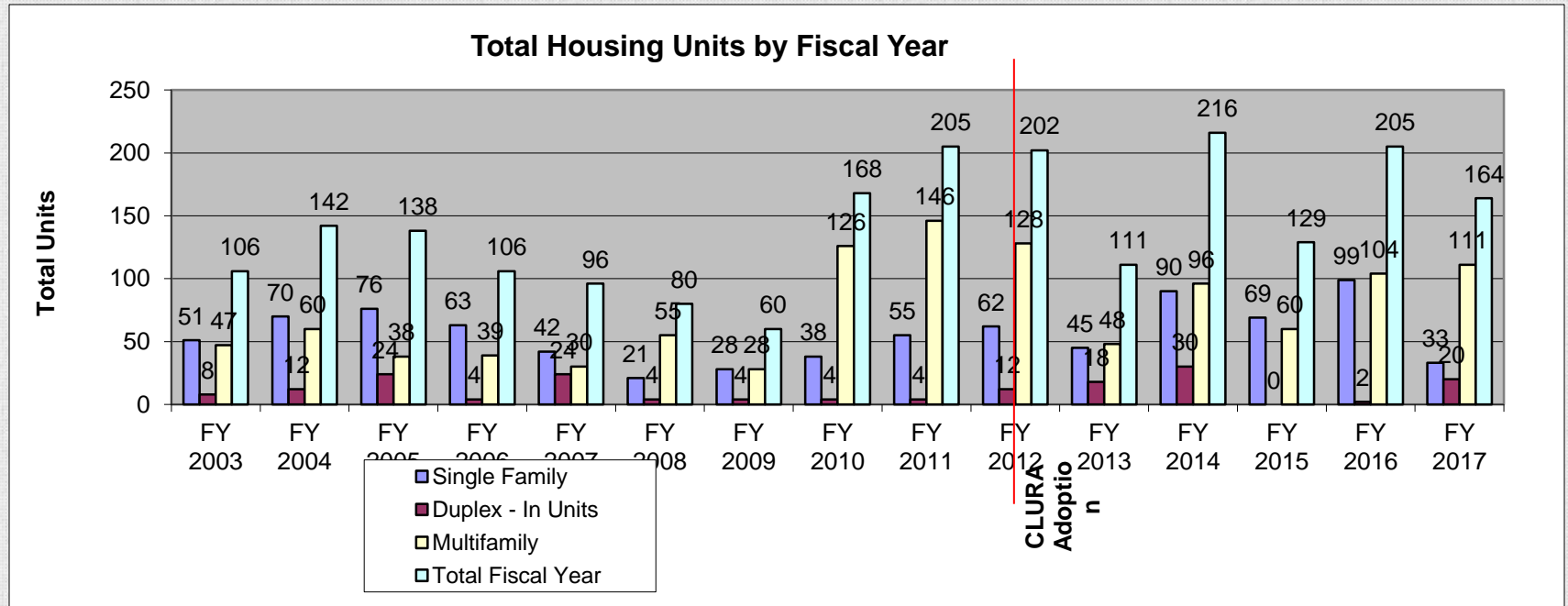
The CLURA was re-adopted for a five-year span, to continue to promote new homes being built in Waterloo. The chart (next slide) shows the improvements in overall numbers to create new tax base, new permit revenue, new population base, new customer base for commercial (Local Option Tax, Road Use Tax, new electrical hook-ups, new water connections, new garbage users, etc.)

In terms of a responsible balance of cost reduction – the City will be continuing to raise our efforts at the review of City-owned land – specifically what is needed for current and future City needs, and what can be opened up for development. This “Property Optimization” will examine all City parcels to see if we can reduce maintenance costs while creating developable and taxable area for development.



Strategic Goal #3

Strategies 3.11, 3.9



Strategic Goal #4

Strategies 4.1, 4.2

Strategy 4.1: *Establish a City marketing and communications team responsible for promoting the City of Waterloo, its departments, services and programs.*

Lead Responsibility: Mayor

Supporting Responsibility: All Departments

Timeline: July, 2017

Goal 4: Enhance the image of Waterloo and the City to residents and businesses inside and outside of the community.



Strategic Goal #4

Strategies 4.1

- **Committee began every other week starting July 11, cut back to 'as needed' & correspondence.**
- **Held 5 meetings**
- **Representing 6 departments**
- **Created proposal for Waterloo Works Residents Academy**
- **Acts as feedback group for marketing materials**
- **Identified employee morale as an opportunity to enhance community image. Work with HR on employee survey.**



Strategic Goal #4

Strategies 4.1, 4.2

Strategy 4.2: *Develop a marketing and communications plan for the City of Waterloo targeting residents and businesses.*

Lead Responsibility: Mayor

Supporting Responsibility: All Departments

Timeline: July, 2017

Goal 4: Enhance the image of Waterloo and the City to residents and businesses inside and outside of the community.



Strategic Goal #4

Strategies 4.2

Create Plan and review w/ Mayor Plan Overview

City Government (the organization):

- Establish Communications Committee
- Establish Facebook Page consistent presence & positive information
- Increase Public Relations – proactive, frequent, well-crafted releases and media events
- Increase employee morale and championship of the city
- Department News, Hot Topics, Special Initiatives, Events, Public Education



Strategic Goal #4

Strategies 4.2

Location – Place

Audience: Residence State of Iowa, visitors, site-selectors, businesses, individuals seeking to relocate – job seekers

- External marketing publications (direct mail & web)
- Economic Development – (sites and buildings)
- Apply for awards & recognitions, identify opportunities, give assistance to departments
- Community Image/Branding



Strategic Goal #4

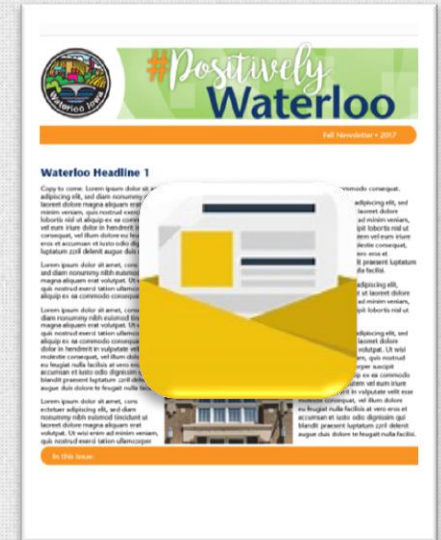
Strategies 4.2



Established:
June 2017
1,040 followers



Established:
October 2017
60 followers



23,000 house holds
Jan. 2018



**Next Phase:
Strategic Management Process
Implementing and Sustaining
Goals and Strategies 2018 +**

- Next Review – Ongoing Strategies, July 2018
- Strategic Planning Team
- Mechanics & Accountability
(Communication / Action Steps / Implementing / Tracking /
Monitoring / Scheduling)
- Strategic Planning deeper into culture

