



City of Waterloo

Strategic Plan 2017-2022

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.

Success Indicators:

- 2,500 net new jobs added by 2022

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

Strategy 1.2: Partner with the Waterloo CVB, Main Street Waterloo and the Greater Cedar Valley Alliance to promote Waterloo as a place to do business; and work together to implement development programming.

Lead Responsibility: Mayor and Community Planning & Development

Supporting Responsibility: Airport, Human Rights Commission, Center for the Arts and Leisure Services

Timeline: Ongoing

Strategy 1.3: Ensure that development-ready sites exist and realistic, meaningful incentives are defined to attract new business and support existing business expansions.

Lead Responsibility: Community Planning & Development

Supporting Responsibility: Mayor, City Council, Engineering and Water Works

Timeline: Ongoing

Strategy 1.4: Implement a comprehensive business retention and expansion program.

Lead Responsibility: Community Planning & Development

Supporting Responsibility: Mayor and EDIT¹

Timeline: Ongoing

Strategy 1.5: Continue to support and assist entrepreneurs and start-ups in Waterloo in partnership with TechWorks, UNI and Hawkeye Community College.

Lead Responsibility: Community Planning & Development

¹ Economic Development and Infrastructure Team

Supporting Responsibility: Waterloo Public Library and Center for the Arts
Timeline: Ongoing

Strategy 1.6: Partner with Buxton Co. to attract new retail businesses to Waterloo.

Lead Responsibility: Community Planning & Development
Supporting Responsibility: City Council and EDIT
Timeline: September, 2019

Strategy 1.7: Seek ways to create a “live, learn, work, and play” environment with amenities that attract and retain population in Waterloo.

Lead Responsibility: Leisure Services, Center for the Arts and Public Library
Supporting Responsibility: Mayor/City Council
Timeline: Ongoing

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

Success Indicators:

- Overall crime rates reduced to a point below the national average by 2022
- Violent and property crimes are below the state average by 2022

Strategy 2.1: Strengthen the work of the Waterloo Police Department through adequate training, staffing and community programming.

Lead Responsibility: Police Department
Supporting Responsibility: Mayor, City Council, Leisure Services, Center for the Arts, Waterloo Public Library, Community Development, Human Rights Commission, Waste Management, Traffic Operations, Animal Control, Engineering and Fire Rescue
Timeline: July, 2018

Strategy 2.2: Enlist all City departments and staff members in efforts to promote a safer community.

Lead Responsibility: Police Department, Fire Rescue and Mayor
Supporting Responsibility: All Departments, City Council and Boards & Commissions
Timeline: Ongoing

Strategy 2.3: Expand efforts to make the City of Waterloo’s police force reflective of the community it serves.

Lead Responsibility: Human Resources, Mayor, City Council, Civil Service Commission
Supporting Responsibility: All Departments
Timeline: October, 2022

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.

Success indicators:

- Property tax levy rate less than \$16.50 per \$1,000 by July, 2022
- City's taxable property valuations increased by \$250 million by 2022
- Residential property valuations increased by 20% by 2022

Strategy 3.1: Continue to implement and explore new options for revenue generation for the City.

Lead Responsibility: Finance, Mayor, City Council and Boards & Commissions

Supporting Responsibility: All departments

Timeline: Ongoing

Strategy 3.2: Continue to hold interdepartmental update meetings to encourage collaborative project management and avoid conflicting activities.

Lead Responsibility: Finance/City Clerk

Supporting Responsibility: All Departments

Timeline: Ongoing

Strategy 3.3: Develop a program that encourages all City of Waterloo staff members to contribute ideas/efforts that improve the efficiency and quality of community services.

Lead Responsibility: Mayor and Human Resources

Supporting Responsibility: Bargaining Units and All Departments

Timeline: July, 2018

Strategy 3.4: Identify and implement proven cost and resource saving measures.

Lead Responsibility: Mayor and Finance

Supporting Responsibility: All Departments

Timeline: Ongoing

Strategy 3.5: Continue to engage with local public partners to identify cost savings, streamline efforts and improve efficiency in City operations and activities.

Lead Responsibility: Mayor and City Council

Supporting Responsibility: Finance

Timeline: Ongoing

Strategy 3.6: Restructure City departments as feasible to establish a more efficient workflow and lines of communication.

Lead Responsibility: Mayor

Supporting Responsibility: All Departments

Timeline: July, 2018

Strategy 3.7: Advocate for state legislation, policies and funding that support local government.

Lead Responsibility: Mayor and City Council
Supporting Responsibility: All departments
Timeline: Ongoing

Strategy 3.8: Continue efforts to foster new investments and development in the City's Urban Renewal Areas (TIF Districts) and Consolidated Urban Revitalization Area.

Lead Responsibility: Community Planning & Development
Supporting Responsibility: Community Development, Mayor, City Council and Finance
Timeline: Ongoing

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 and Finance
Timeline: December, 2017 (with permanent renewal expected)

Strategy 3.10: Support community-based housing initiatives that improve existing housing stock.

Lead Responsibility: Community Development, Mayor and City Council
Supporting Responsibility: Housing Authority
Timeline: Ongoing, with an annual review.

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 and Community Planning and Development
Supporting Responsibility: Finance, Engineering and Housing Authority
Timeline: July 2017

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

Success Indicators:

- Sustained, positive media presence by 2022 and measured by tracking Google alerts.

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

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

Strategy 4.3: Institute a “City Orientation” program for all newly appointed board and commission members.

Lead Responsibility: City Clerk and Respective Departments
Supporting Responsibility: Mayor
Timeline: July, 2018

Strategy 4.4: Develop initiatives that encourage and incent City employees to live in Waterloo.

Lead Responsibility: Mayor and City Council
Supporting Responsibility: Human Resources, Finance, and Community Planning and Development
Timeline: July, 2018

Strategy 4.5: Maintain and develop community services and city facilities that support quality of place.

Lead Responsibility: Mayor and City Council
Supporting Responsibility: All Departments
Timeline: Ongoing

Strategy 4.6: Develop and implement staff training that promotes positive customer service, timely and accurate responses to customer inquiries, and a method for assessing customer service experiences.

Lead Responsibility: Human Resources
Supporting Responsibility: Mayor and All Departments
Timeline: July 2018

Strategy 4.7: Develop electronic initiatives that enhance ease of use and customer service.

Lead Responsibility: IT and City Clerk
Supporting Responsibility: Mayor and All Departments
Timeline: July 2018